

HARASSMENT PREVENTION

GUIDE FOR ALL ADULT SUPERVISORS WORKING WITH CADETS **MANDATORY READING**

Main Objective

The policy concerning harassment prevention and resolution requires all members of the Canadian Cadet Movement (CCM) to strive for a harassment-free environment by being aware of your responsibilities as adult personnel working with cadets, by being aware of resources available, by keeping current on associated policies and by participating in the Positive Social Relations for Youth training where applicable. This guide is intended for the adult personnel, focuses on a general comprehension of the policies and their implication pertaining to contact with cadets. ,

You are required to read [CATO 13-24 – Harassment Prevention and Resolution](#) as you follow this guide.

Program Overview

Any youth can be a victim of harassment (at school, during a sports practice, at a summer camp, at home, etc.). The policy of the Department of National Defence (DND) and the Canadian Cadet Organizations (CCO) is to ensure a safe learning environment for cadets characterized by respect, freedom from harassment, and security. DND and the CCM have a legal obligation to alert the Child Protection Agency ([CPA](#)) in their province or territory of any suspected case of child abuse.

Targeted Population

This document is directed to the adults involved in the CCO, specifically adult supervisors as defined in [CATO 13-24](#) which includes a member of the Cadet Organization Administration and Training Service (COATS), a member of another component or sub-component of the Canadian Forces (CF) employed in support of cadets or while instructing cadets, a Civilian Instructor (CI), or a civilian contracted to deliver specialized training to cadets. Parents of cadets who are not working as volunteers are also encouraged to read this document.

Contact Person

While this information will be handed out individually to all adult staff members working in the units, the Unit Human Rights Advisor (UHRA) / Unit Cadet Conflict Management Advisor (UCCMA) remains the resource person for obtaining additional information and clarification.

Introduction

Goal

This guide highlights the concepts within the Positive Social Relations for Youth training as well as the roles and responsibilities of all those involved in the program.

Firstly, the objectives of the CCO represent the basis for the development of a policy and a training program for cadets regarding the promotion of a harassment-free environment.

Secondly, all youth-services organizations have the moral responsibility, in fact the legal responsibility in certain cases, to make their members sensitive to questions concerning the establishment of a harassment-free environment, with the aim of fostering positive social relations while implementing policies mirroring this responsibility.

Finally, one of the CCO's underlying objectives is to provide a positive learning environment for all cadets.

The five intended participant outcomes of the Cadet Program are:

- a. emotional and physical well-being;
- b. social competence;
- c. cognitive competence;
- d. proactive citizenship; and
- e. understanding the CF.

The Program's mission and intended outcomes are explained in [CATO 11-03, Cadet Program Mandate](#).

POSITIVE SOCIAL RELATIONS FOR YOUTH

Positive Social Relations for Youth training delivered to cadets puts the emphasis on establishing and promoting positive social relations among peers. This goal is achieved by preparing the cadets to:

- a. interact comfortably within the cadet community;
- b. interact positively with others;
- c. exercise sound judgment;
- d. accept personal responsibility and to be accountable for actions and choices;
- e. deal with interpersonal conflict; and
- f. seek assistance from available resources when needed.

Positive Social Relations for Youth Training Overview:

Formal Training Component: Two modules of formal training designed and developed as follows:

Building Positive Social Relations. This module is comprised of 180 minutes of formal training designed and developed for all new cadets joining a corps / squadron.

Influencing Positive Social Relations. This module is comprised of 180 minutes of formal training designed and developed for all cadets entering Phase Four / Gold Star / Proficiency Level Four training.

Informal Training Component: Learning Reinforcement Strategy – Maintaining Positive Social Relations. This is a flexible and adaptive strategy designed specifically to avoid the redundancies and negative consequences of additional formal training. This strategy includes activities (eg, Corps / Squadron CO’s briefing, CSTC CO’s briefing) and / or resources (eg, posters, pamphlets, wallet cards, interactive DVD) used to reinforce learning of the formal training component.

ROLES AND RESPONSIBILITIES

Presented below is a summary of the roles and responsibilities of all participants in the program.

Participants	Roles	Responsibilities
Unit Human Rights Advisor / Unit Cadet Conflict Management Advisor	<ul style="list-style-type: none"> • Teach • Advise • Assist • Coach • Coordinate 	<ul style="list-style-type: none"> • Advise the cadets/the chain of command on harassment. • Provide guidance or act as a third-party to assist people in collaborative discussions. • Coordinate (teach as required) the Positive Social Relations for Youth Training to the cadet corps or cadet squadron
All Adults in the CCM	<ul style="list-style-type: none"> • Teach • be a positive role model 	<ul style="list-style-type: none"> • treating others with dignity • Respect or ensuring that their conduct is consistent with the expectations of this program as detailed in CATO 13-24. • Take the appropriate measures and seek help from the UHRA/UCCMA regarding incidents of harassment. • Deliver components of the

		Positive Social Relations for Youth training to the cadet corps/squadron <ul style="list-style-type: none"> • Understand their responsibilities and their rights regarding harassment and conflict management.
Cadets	<ul style="list-style-type: none"> • Participate • Demonstrate exemplary conduct 	<ul style="list-style-type: none"> • Understand their responsibilities and their rights regarding harassment and conflict management. • treat others with dignity and respect

Everyone within the CCO, including the cadets themselves, are responsible for ensuring a respectful, safe and harassment-free environment. [CATO 13-24](#) is the reference to be consulted to obtain more information on this matter.

The CCO's policy on Conflict Management

Re: [CATO 13-25 - Cadet Conflict Management System - CCMS](#)

This directive offers cadets and adult supervisors a choice of 3 approaches when dealing with conflict (interest-based, rights-based and power-based).

Definition of conflict: an expressed struggle involving two or more parties resulting from a real or perceived difference in needs or values. Conflict is not inherently good or bad, but can have good or bad consequences depending on how it is handled. (Note: harassment, which is a form of conflict, will be discussed in more detail later in this guide)

Conflict is inherent in everyday life. By choosing the appropriate conflict management approach, the Cadet Organisation, as part of DND/CF, promotes healthy and effective communications.

The interest-based approach, also known as, Alternative Dispute Resolution (ADR), is strongly encouraged as the “**first consideration**”, as is the development of conflict management skills as a vital leadership competency.

ADR has been integrated into Cadet and CIC officer training (BOTC, IOTC and COTC).

Annex C of [CATO 13-25](#) defines the responsibilities of all personnel.

Alternative Dispute Resolution (ADR)

If appropriate, it is recommended to use ADR ([ALTERNATIVE DISPUTE RESOLUTION](#)) as presented in [CATO 13-24](#) (Annex F).

This option is an alternative to the more “formal” procedures such as the harassment complaints process above.

An interest-based approach focuses on the underlying needs/interests of the parties involved.

ADR is an approach that encourages individuals to work together to create their own solutions to the situation based on their interests, needs and values. These collaborative discussions can be one-on-one dialogues or with the assistance of a third party. This is the newest component to the UCCMA’s role.

Examples of conflict situations that would be appropriate to resolve through ADR are:

- interpersonal disagreements
- when there is a misunderstanding over roles & responsibilities
- when a person feels that they have been treated unfairly

Within the CCM, the response to situations of conflict and disagreement should be making ADR the first consideration option for dealing with conflict - “ADR First”. This fundamental approach is a transformational shift in how we approach conflict with the intention of being an organization that deals with conflict when and where it occurs. If ADR is not suitable, then the various rights-based processes or power-based approaches for resolution are always available and accessible. Your corps / sqn CO, UCCMA or any leader can be approached to assist.

The CCO’s policy on harassment

Re: [CATO 13-24](#)

Harassment

Definition of Harassment

Harassment is any improper conduct by an individual that is directed at and offensive to another person or persons as part of the cadet duty and which the individual knew or ought reasonably to have known would cause offence or harm. It comprises any objectionable act, comment or display that demeans, belittles or causes personal humiliation or embarrassment, or any act of intimidation or threat. It also includes harassment within the meaning of the [Canadian Human Rights Act](#).

Examples of Personal Harassment include racial slurs, discriminatory remarks about a person’s appearance, etc. In these cases, the victim feels hurt, humiliated, angry and upset. In this case, the other cadets might feel uncomfortable and sorry for the person having been the victim of harassment. They could attempt to defend the victim; they could become afraid of the harasser and try to avoid him or her, or they could contribute to the harassment.

It should be emphasized that this kind of behaviour can have an enormous impact on the entire unit. Once this type of behaviour occurs it can be destructive for both the victim

and for the unit. It can easily cause a sense of disunity, low of morale, absenteeism and increased incidents of conflict.

The [Canadian Human Rights Act](#) and the Canadian Human Rights Commission serve the purpose of ensuring that Canadians treat each other with respect and equality. The [Canadian Human Rights Act](#) clearly states that discrimination is prohibited. For example, the CCO cannot refuse to allow a person join cadets because of their gender or ethnicity.

Prohibited Grounds of Discrimination

The eleven prohibited grounds of discrimination as defined by the [Canadian Human Rights Act](#) are: race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, mental or physical disability and conviction for which a pardon has been granted.

CCM **policy** states that in the case of **harassment**, the incident is dealt with internally by the CCO. In the case of **child abuse**, the incident must be brought to the attention of the Child Protection Agency ([CPA](#)) who will take the necessary measures.

Definition of abuse of authority: unjust treatment

Another important concept to be familiar with is abuse of authority. When a person in a position of authority (for example as an officer, cadet instructor at a Summer Training Centre or Commanding Officer (CO)) treats a cadet in an inequitable or unjust way, he or she is committing an abuse of authority.

Example:

A cadet requests to participate in a Cadet Summer Training Centre. His Commanding Officer, who has a personal grudge against him, makes a negative recommendation with regard to the cadet's suitability as an instructor.

If you witness an abuse of authority, you can speak directly with the person who committed the abuse of authority, speak with his or her immediate supervisor in the chain of command, and/or speak with the UHRA/UCCMA.

Intention vs. Impact

An important distinction to make at this time is that it is **the impact and not the intent** that prevails. For example, calling someone by a disrespectful name because this person is walking with a limp, such that this person is hurt by this name-calling, constitutes harassment and not just teasing. Even if the intention was only to poke fun, it's what the victim feels that counts.

Criminal Infractions

Sexual harassment: Unwanted conduct, comments, gestures or invitations of a sexual nature which are likely to cause offence or humiliation, or which might on reasonable grounds be perceived as placing a condition of a sexual nature on

employment or on any opportunity for training or advancement. Sexual harassment comes in two forms: non-contact and contact.

Physical Assault: Includes but is not limited to touching, pushing, and hitting. Assaults occur on three levels: intentional use of force or threats of force; assault with a weapon or causing bodily harm; and aggravated assault, which wounds, maims, disfigures or endangers another person's life while committing physical assault.

Sexual Assault: There are three levels of sexual assault that fall under the criminal code: sexual contact without consent; sexual contact causing bodily harm, with use of a weapon or threats to harm a child or friend; and aggravated sexual assault, which wounds, maims, disfigures or endangers another life while committing sexual assault.

Child Abuse

Re: [CATO 13-29 - Administrative Procedures - Social Issues.](#)

Generally, child abuse may be defined as any situation in which a child is in need of protection. In most cases, the person abusing the child is a parent, or other person from the family circle. Child abuse can manifest itself under different types of behaviour that fall under four broad categories: emotional abuse, physical abuse, sexual abuse and neglect.

If you know of any cadet being treated this way, it is mandatory to speak to the CO immediately for the purpose of informing the [CPA](#).

Behaviour and Discipline

Behaviour or actions in contravention of the department standards of the OCC, the *Canadian Human Rights Act*, or the [Criminal Code of Canada](#) will result in administrative and/or disciplinary consequences.

Such consequences include the following:

- Verbal warning
- Apology
- Cautionary notice
- Reduction in Rank
- Termination of Membership
- Criminal Charges

[CATO15-22 – Conduct and Discipline Cadets](#) provides more information concerning conduct and discipline for cadets. In addition, note that anyone committing a criminal offence such as physical assault or sexual assault may be subject to the punitive provisions of the [Criminal Code of Canada](#).

Responsibilities of superiors and personnel

Because of your experience and position as a staff member of the CCO, you are automatically given authority, and associated responsibilities. Annex D of [CATO 13-24](#) defines the responsibilities of all members, cadets and supervisors. You are responsible for knowing your duties and understanding your influence on these cadets.

Complaint Resolution

As adults working closely with youth, you could be asked to intervene in cases of complaints. Complaints may concern the following:

- harassment inflicted on a cadet during a cadet activity,
- child abuse inflicted on a cadet outside of cadet activities, or
- conflict, non-harassment situations.

Complaints may be **non-verbal**; i.e., someone notices some odd bruises or unusual or a change behaviour, a decrease in attendance. Or they can be **verbal**. In that case the victim confides in someone because he or she needs help and trusts this person.

Should you be involved in this type of situation, certain guidelines must be followed. Here is a list of recommendations to follow in the event of involvement with a complaint:

Listen and Believe

- The cadet chose to speak to you because he or she trusts you.

Avoid Leading Questions and Don't Conduct an Interview

- Asking questions or conducting an interview with closed or leading questions such as "Did he threaten you?" may be prejudicial to later investigations.
- If you need to know more, use open-ended questions such as "And what did he say to you after that?"

Don't promise to keep the secret

- If a cadet is a victim of child abuse, the law requires you to alert the authorities ([CPA](#)) immediately.
- Do not speak to anyone else about the incident. Respect the privacy of both the victim and the alleged aggressor.

Reassure and affirm

- Acknowledge the person's feelings
- "You did the right thing by telling me."
- "Talking about it takes courage."
- "This is not your fault."

Describe the next steps (reporting and safety plan)

- In cases of child abuse, tell the cadet that you and the CO will report the incident to the local [CPA](#). The [CPA](#) will advise on how to ensure the child's safety.
- In cases of harassment, take action to help put an end to the unacceptable behaviour and go over some options with the cadet on the best way to ensure his or her safety. Consult with the CO and/or UHRA/UCCMA as needed.

Document

- Complete an Incident Report if necessary (see [CATO 13-24](#)).

Do not confront the respondent

Take care of yourself

- Disclosures are emotionally difficult; don't hesitate to seek support for yourself while maintaining confidentiality.

Risk Reduction

Protecting Yourself

As adult members of the CCO, it is important for you to avoid situations with cadets in which you may be vulnerable or compromised. Here are a few examples that could prove to be useful for evaluating potential risks that you could run into, and what you can do to avoid them.

Scenario	Answers
1. An adult member of the CCO offers to drive a cadet home after a training night.	R You must never offer to bring a cadet home. The cadets are responsible for their own transportation to and from cadet training. If a cadet asks you to accompany him or her, make sure there is another adult/cadet in the vehicle.
2. A female cadet injures herself with a knife on her upper thigh during the exercise and you must remove her clothing to treat the wound.	R Respect the cadet's dignity; only uncover the injured part of her thigh, and cover the private parts. Avoid treating the wound by yourself; ask another staff member or cadet to stay with you. If a female staff member is trained in first aid and available, ask her to come and treat the injured cadet. Tell the cadet what you are going to do, for example, "You're going to have to remove your pants so that I can see the wound. I'm going to have to clean and bandage it," or "Is it okay if I touch you?", etc. Once you get back to the unit, you must complete an incident report.
3. You ask a cadet to come to an empty room away from the others to discipline him or her.	R Never discipline a cadet out of sight from the others. Follow the Cadet Interview Sheet (CATO 15-22).
4. You notice that a cadet is preoccupied and you want to console him or her.	R Avoid touching the cadet; comfort him or her with words. If you must touch the cadet, limit yourself to "safe" areas of the body such as arms or shoulders and make

	sure that the cadet approves this contact beforehand. Make sure that any such contact takes place in the presence of other people.
5. A cadet asks you to lend him/her money.	R Giving money to a cadet creates an imbalance in the relationship of power. Should a conflict arise between you and this cadet, this act could be misinterpreted and used against you.
6. A parent arrives to take their child and the parent is visibly impaired.	R According to law, if a person responsible for a child is impaired, the police must be contacted immediately. The CCO must inform the parents of this policy.

The guiding principles of risk reduction in the CCO

Other than what has already been mentioned, other guiding principles of risk reduction in the CCO exist, such as:

- Two-deep rule: never being alone with a cadet and always having another individual (cadet or adult) with you;
- Keeping in sight of others;
- Touching should be avoided; if you have to touch, ask the cadet if it is okay first and restrict touching to “safe” areas of the body;
- Informing parents of the activities you will be doing with their child, where you are going, what you will be doing, etc;
- Respecting the dignity of all CCO members;
- Avoiding contact or conduct that may be interpreted to have sexual connotations;<
- Ensuring cadets are supervised at all times.

Conclusion

To conclude, the key message is that incidents of harassment and other types of conflict must be handled at lowest level whenever possible, while incidents of child abuse must be reported externally to the local Child Protection Agency ([CPA](#)) or criminal infractions to the appropriate police authority for investigation. In order to meet the needs of the organization, personnel must consult the UHRA/UCCMA who knows the steps to follow, and who will help you apply the appropriate policies.

Resource Persons

The following people are available to assist you:

(add name and contact information. *telephone, email, cell phone, etc.*)

Titles	Names	Contact Information
CO:		
UHRA/UCCMA		
DHRA/DCCMA		
RHRA/RCCMA		
DRC	Referrals through RHRA's / RCCMA.s	
Police		
CPA		

References

- [CATO 13-24](#)
- [CATO 13-25](#)
- [CATO 13-29](#)
- [CATO 15-22](#)

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