



**SURVIVOR** PERSPECTIVES  
CONSULTING **GROUP**



## **STATISTICS REPORT** **JANUARY 2022**

**PRESENTED BY SURVIVOR PERSPECTIVES  
CONSULTING GROUP**

## TABLE OF CONTENTS

<b>MISSION STATEMENT</b> .....	2
<b>REALITY OF SUPPORT TO SURVIVORS</b> .....	2
<b>TRAINING UP TO DATE</b> .....	3
<b>LOOKING AHEAD</b> .....	7
<b>FACILITATOR NARRATIVES</b> .....	9
<b>SPCG BIOS</b> .....	12
<b>FRONT LINE WORKSHOP TESTIMONIALS</b> .....	16

## MISSION STATEMENT

Survivor Perspectives Consulting Group (SPCG) was founded on the idea that survivors of military sexual trauma are not broken beyond repair and have a vital role in helping change culture. Social change needs a movement that cannot be mandated with rules and orders. Instead, it needs to be through honest and direct engagement and putting the humanity of our members first.

## REALITY OF SUPPORT TO SURVIVORS

Trauma and Crisis Professionals identify that the single biggest indicator that someone can process and heal following a sexual assault/systemic sexual harassment/gender violence is how they are supported following first disclosure. The Frontline Workshop (FLW) provides tools, best practices, and personal stories to help each person learn their own individualized approach and prepares them to help peers, subordinates, and friends recover following sexual misconduct. It is crucial to recruit and retain members, develop leadership, and create the necessary culture change to support institutional transformation.

This is not training that can be provided by universal standardized approaches. The power of this training is in the Survivor approach. It gives hope to survivors and tools to allies. The support has been overwhelming at all ranks, trades, and elements.

**“What struck me most about the training that you offered was the depth with which you explored victim impact. To better manage victim impact as we continue to develop strategies to respond to sexual misconduct and sexual assault in the CAF, your training offers a way to better understand how we may inadvertently misstep.”**

**- Lieutenant-Colonel, CO**

## TRAINING UP TO DATE

Following the initial ten serials offered to the Canadian Army (CA) and three regionalized serials with Royal Canadian Navy (RCN) Command Teams, interest in our training quickly increased and has outgrown the current ability of our small group to keep pace. The impact of this survivor-borne training cannot be overstated, and the post-training surveys and word of mouth are more than overwhelmingly positive – throughout the CAF, members are advocating and requesting our training through their respective Chains of Command. With currently one principal facilitator who is occasionally assisted by volunteer co-facilitators and peer support, SPCG has trained over 1300 members of the Defence Team.

The following data was taken from pilot serials occurring between 28 June 2021 and 1 December 2021. In total, 700 personnel participated in the SPCG Frontline Workshop for Military Sexual Trauma (MST).

- 289 people gave permission to use their pre-course survey responses.
- 346 people gave permission to use their post-course survey responses.

### Pre-training Responses:

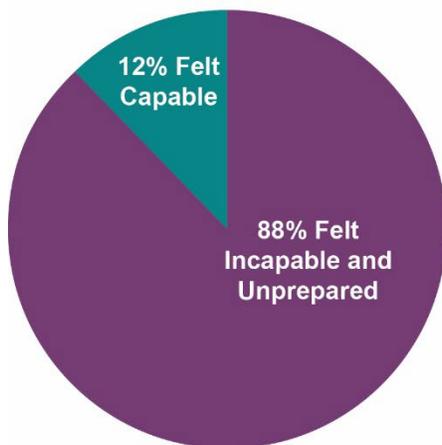


- 80% of respondents reported taking previous training in sexual misconduct prevention. Specifically, *Respect in the CAF* course delivered by Personnel Support Services and a few longer-serving members also having taken *Standards for Harassment and Racism Prevention (SHARP)* training.

**“Multiple studies demonstrate that a fumbled response to the first disclosure of a sexual assault is the single biggest cause of PTSD among people affected by military sexual trauma. Not the traumatic incident itself, but the response to it.”**

**– Captain, Log**

### **Capability of Respondents to Respond to and Support an MST Survivor BEFORE Taking the Front Line Workshop**



88% of Respondents indicated they did not feel capable to respond to and support an survivor disclosing sexual trauma prior to taking the Front Line Workshop.

12% of Respondents indicated they felt capable and prepared to respond to and support a survivor disclosing military sexual trauma prior to taking the Front Line Workshop.

- Prior to our training, 88% felt that they were not equipped to support a victim of sexual misconduct. This is not due to a lack of desire to support – commonly, the response is “I hope I could figure it out,” showing that our members would support survivors if given the right tools.

**“In a nutshell, the Frontline Workshop not only broadened my perspective on sexual violence/misconduct, but it motivated me to do more than just absorb information. It motivated me to be the change I want to see in the CAF. It motivated me to stand up and start acting as an agent for change.”**

**-Captain, TDO**

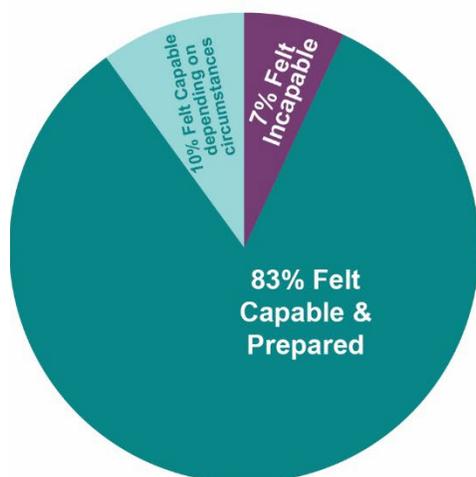
## Post-training Responses:



- 98% of members felt that they now knew what to say and what not to say after a disclosure

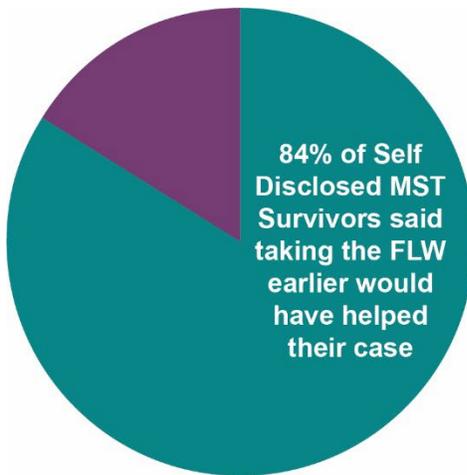
**“As a Commanding Officer charged with implementing Culture Change, I feel that every CAF member in my unit should also benefit from this course.” – Captain (Navy), CO**

## Capability of Respondents to Respond to and Support an MST Survivor AFTER Taking the Front Line Workshop



After taking the Front Line Workshop, 83% of Respondents said they felt capable and prepared to intervene as a bystander, 7% of participants indicated they did not feel more prepared to intervene as a bystander and 10% said they felt more prepared depending on the situation's circumstances.

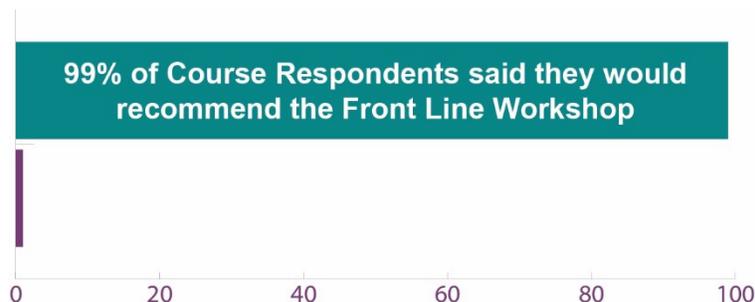
- 83% of Course Respondents felt that they were more equipped to intervene as a bystander following the workshop training.



50 Course Participants disclosed they had been affected by sexual misconduct. 42 of those (84%) said that taking the Front Line Workshop earlier would have positively impacted their case.

- 84% of survivors reported believing this training could have positively influenced their case had they taken the course earlier.

**“This was hands down the best course I have received on this subject. I will strongly be encouraging all members to attend if they feel comfortable to future courses.” – Master Sailor, CJOC**



- 99% of respondents said that they would recommend this training to others
- 58% said it should be taken by every person within DND, while the others identified that it should prioritize those coming into the CAF or prior to going on leadership training (PLQ/BMOQ).

**“This training was one of the most significant in my career as an officer.” – Chaplain, CADTC**

\* Data gathered for this report was analyzed using the statistical software JASP v 0.16 (JASP, 2021). Responses to the pre-and post-course surveys were collected between June 8, 2021, and December 10, 2021. Consent to collect data was given by 289 participants in the pre-course survey and 346 participants in the post-course survey. Responders were informed they were not required to answer every question and were free to withdraw consent at any time. References: JASP Team (2021). JASP (Version 0.16) [Computer software]. <https://jasp-stats.org>

## LOOKING AHEAD

Unfortunately, we have been unable to establish any firm commitments from the DND/CAF for this training to continue after 20 March 2022, when Major Donna Riguidel, founder of SPCG, will be medically released from the CAF. In the past year, she has trained over 1000 members of the Defence Team, using her own resources and leaning heavily on the team of volunteer co-facilitators that comprise SPCG.

### **Outstanding requests for this training include:**

- Remaining Royal Canadian Air Force Wings
- Subordinate formations within Canadian Army Doctrine and Training Centre
- Assistant Deputy Minister (Infrastructure and Environment)- approx. 3070 personnel remaining
- Subordinate formations and units within CA Divisions
- RCN's request for Canadian Forces Base (CFB) Esquimalt- for ships entering or returning to port
- Canadian Joint Operation Command (CJOC)

Further, SPCG has received over a dozen personal requests from survivors, both veterans and serving members, to deliver this training to their units and communities.

Most of these requests will go unmet as there is no time remaining to deliver the training prior to 30 March 2022. SPCG has scheduled training for 8 Wing Trenton, several serials for Combat Training Centre Gagetown, CFB Esquimalt, CJOC, and a handful of CA units. Ceasing these efforts would be detrimental to the apparent positive impact and may harm survivors currently serving that see this training as a hopeful sign that the CAF is invested in new, innovative, and effective education options.

### **Other opportunities:**

- SPCG has been invited to present at the National Organization of Victim Assistance (NOVA) annual event in August. This event is widely attended by the United States military and other uniformed services in America as well as around the world. This may result in an official request for this training to be delivered to external agencies.
- SPCG also had meetings with leaders in the athletic community to adapt our training for use in sport under the National Sports Organizations.

**Opportunities to Continue Momentum Toward Survivor Support:**  
***(With no official departmental support, strategic training will cease mid-March)***

1. Contracting with SPCG to continue this training
2. Endorse a Period of Retention for Maj Riguidel (up to 6 months) with a contract with co-founders of SPCG, for the duration of the retention. We would continue the mission of SPCG until a permanent arrangement is identified.
3. Allow the internal administration for this training to end on 30 March 2022 but empower and endorse units/formations/bases to enter into Standard Level Agreements with SPCG.

***“The Front-Line Workshop Uniform Sexual Trauma First Aid and Intervention Course (FLW) was focused in part on dispelling the myths surrounding the sexual misconduct crisis in the CAF but more specifically on providing tools to be used by leaders and supervisors” – Major-General, CJOC***

## FACILITATOR NARRATIVES

### Major Donna Riguidel, CD

As the main facilitator, I am overwhelmed and validated at the sea of support we see from those that have taken the training. Regardless of rank, element, reserves/regular force/ranger/civilian, gender or sexuality, the power of this engagement is simply amazing. There are no silver bullets or one-size-fits-all in the struggle to grip sexual misconduct in the CAF, but this program is the closest we have come.

In November, it became clear that although the baseline course was meeting the needs at most ranks, we required some “Command Level” scenarios to thoughtfully engage leadership. What followed was the creation of the “Command Level” Course. This course contains the same material and the same tools, only adjusting the scenarios to be more realistic for higher levels of leadership.

I also had the incredible opportunity to present to the Canadian Army Council in mid-November. Immediately following were requests to train at the individual divisions as soon as possible.

In December, prior to lockdown, I went back to Winnipeg to train five days straight with 1 Canadian Air Division and 2 Canadian Air Division. By Thursday, we had a request to come to CFB Comox, and by Monday, a request from 1 Canadian Air Division to visit every Wing across Canada.

We also received our first request from an ADM directly, ADM(IE). This series was done on Microsoft Teams and was warmly received. We have gotten follow-up requests to train the entire department.

This has been an absolute whirlwind of activity and support from those that have taken our training, and for that, I am so grateful, as the facilitator but also as a survivor.

Every day, I chat with other survivors, working with them to make sure we are properly using our platform to share their stories and experiences. I want to expand this training so that others that have suffered as a result of sexual misconduct can also lead this training and experience that same validation of being heard and being understood. And most importantly, knowing that your story, your pain, matters, and makes a difference. It is heartbreaking to know that without the CAF’s support, so many requests will go unmet as I transition out of uniform.

I retain hope that something can happen to keep this momentum and effort.

## Captain Wyn Fournier (Ret'd), MSW RSW

As someone who has completed the required facilitator training and assisted with three serials of the FLW to date, it is gratifying to witness the tangible change in participants' grasp of how to support someone who discloses sexual assault, or how to identify and stop inappropriate behaviours on-the-spot. This gives me a lot of hope that this time, true culture change will happen.

My observations are that the workshop empowers those who take it by giving them skills and knowledge that hasn't been readily available before. I was a part of the CAF when SHARP training was in place. Despite the intent, similar to what happened when Operation HONOUR was established some 20 years later, there were jokes and a general resistance to embracing and applying the information. I believe this workshop is very different, and because of the facilitation coming from a survivor perspective, it is having a much more powerful, positive effect. The workshop actually gives concrete guidance for how to help someone. It also makes it really clear what the micro-aggressions are that make things unsafe for survivors, and how to address those.

In my daily work, I often provide counselling to people who have experienced workplace trauma. Without exception, for those who chose to report, one of the hardest parts of their journey is processing the response they encountered AFTER reporting. For those who didn't report, it was the fear of what would happen, *because they had witnessed what happened to others who reported*. In both scenarios, it was the lack of personal safety that became the focus of their work in counselling.

It is my strong opinion that as more CAF members receive this workshop, the CAF will become stronger as a whole. Since the CAF is a mirror of the larger society as a whole, it's simply not possible to mandate a change to everyone's attitudes and behaviour by putting out policies. What is possible, however, is using this workshop to effect these changes in those who are open to change and weed out those who aren't. I truly hope that those who are in higher command levels, and have the authority to do so, see the benefits of integrating this workshop into the CAF forces-wide, and continue to have it presented by willing survivors.

## Commander Stephen Churm, CD

We operate in a society where survivors of sexual misconduct are subject to process driven response systems coordinated by supervisors with little to no understanding of trauma. The result, seen time and time again, is that people affected by sexual trauma are re-victimized, subjected to unreasonably long processes, and less likely to find meaningful engagement. No wonder that fewer than 6% of sexual assaults are reported.

Survivor Perspectives Consulting Group offers Uniformed Services Frontline Workshop on Sexual Misconduct as a professional development resource that shifts the focus back to survivors. This exceptional training is based on the collaboration of survivors, senior leaders within the Canadian Armed Forces, retired personnel, and community stakeholders. The workshop leverages a myriad of expertise to offer training and insight into trauma informed survivor centred approaches.

Regardless of participants' previous experiences and training, the Uniformed Services Frontline Workshop provides a developmental opportunity for everyone. New leaders will explore the fundamentals of trauma informed approaches while more experienced participants can build upon previously acquired skills, address stereotypes, and strengthen communication strategies. Ultimately, these sessions enable participants to foster survivor engagement, identify relevant resources, and implement effective person focused models to track and resolve complaints.

As a senior officer in the Royal Canadian Navy and a sexual assault investigator with a municipal police service, I sincerely believe that this training makes a difference and should be part of a comprehensive supervisor development program. The workshop is also an essential training resource for any organization seeking to strengthen the resilience and peer support capacity of its workforce.

Survivor Perspectives Consulting Group can't undo past harms inflicted by process driven systems; however, the workshop will ensure that your organization is enabled to implement a trauma informed survivor centred resolution process that fosters culture change and creates a psychologically safe space.

## SPCG BIOS

### Donna Van Leusden Riguidel CD, Major

Donna Van Leusden Riguidel first joined the military as a just-turned 17-year-old in 1993. Despite repeated sexual assault and harassment, she tried to navigate, eventually leaving in 1997, disillusioned and adrift.

In 2006, she once again joined the military, determined to be a part of the change, recognizing that someday her own daughter may someday want a career in uniform, serving as a Public Affairs Officer. Although the majority of those she served with did so with honour and integrity, she still faced repeated sexual misconduct.

Since 2015, recognizing that the CAF has been failing survivors, Donna has been fighting to get the military to adopt a survivor-centred, trauma-informed approach. With help from the incredible people at the Association of Alberta Sexual Assault Services (AASAS), she created the Front-Line Workshop in 2021 and is on track to train approximately 1500 personnel before she is medically released in March 2022.

Donna believes that the CAF can become an industry leader in this change and finally build a military worthy of the exemplary people that serve in it.

### Cassandra Elliott, Corporal (Ret'd)

Cassandra analyzes and refines the surveys used for monitoring and updating the workshop to ensure participant voices are both protected and included. She also ensures the data being presented is representative of current academic literature and understanding. Finally, she collects and organizes the response data taken from workshop surveys to ensure the information is presented accurately.

Cassandra is currently undergoing a Master of Education in Counselling Psychology at the University of Alberta. Her primary research focus is translating transition experiences into informative policy recommendations and monitoring outcomes of transition programs. She was medically released due to a LAV accident after serving over ten years as a vehicle technician and used her military and academic experiences to work with other researchers to better understand military culture.

Cassandra works with SPCG because she believes that many problems that currently exist in the Canadian Armed Forces can be addressed using proper training and education. As an NCM, she brings experience from the lower ranks that helps identify communication gaps between senior and junior ranks. She also understands how trauma, whether it be from war or from sexual assault, can affect peoples' perceptions, biases, and behaviours. She believes the SPCG workshop has the capability to help participants understand some of these phenomena and create a space where soldiers can speak about their experiences in a productive and engaging way. Being more open

about these conversations around sexual misconduct can create bridges of understanding and build connections between soldiers with different experiences.

### **MJ Batek, Officer Cadet (Ret'd)**

MJ Batek directs and creates the branding for SPCG, including all print materials, training materials and web design. She brings over 20 years of experience in Marketing, Communications and Graphic Design to her role. While she is medically retired, her role allows her to give back in a healthy way that works around her healing process.

MJ's perspective on sexualized military culture is that it not only destroys the inherent trust required for an effective military within all ranks, but also negatively affects military spouses, partners and children who also become victims of abuse that often turns into military domestic violence.

MJ hopes, by being a part of the Survivor Perspectives Consulting Group, that she be a part of the much-needed change in the toxic sexualized culture within the CAF which eventually led to her own PTSD. Seeing firsthand how the Front-Line Workshop is immediately different than any CAF-initiated training was an eye-opening experience. Unlike SHARP or other training that was treated as a joke within the organization and immediately alienated the invisible survivors in the room, the tone and format of the Front-Line Workshop stops that behaviour immediately. Witnessing participants' attitudes and biases change even in just one day has made all the difference and is the motivation behind what we do. MJ believes that SPCG gives other survivors like her, an opportunity to do something positive to enact change.

### **Carly Arkell, Major (Ret'd)**

Carly Arkell joined the Naval Reserve at age 16. At 19, she transferred to the Regular Force through the Regular Officer Training Program (ROTP) to become an Aerospace Engineering Officer (AERE). Throughout her career, she supported domestic and deployed operations for the Royal Canadian Air Force (RCAF), the Canadian Army (CA), as well as the Canadian Special Operations Force Command (CANSOFCOM). Highlights include technical assistance visit to Afghanistan in 2006 and posting to 431 Squadron (Snowbirds) as the Squadron Aircraft Maintenance Engineering Officer. Carly has extensive experience in working in NDHQ and after career-altering medical issues, which were aggravated by the MST, she shifted focus from supporting CAF operations to being an internal activist working for change from within the institution. She briefly worked with the Sexual Misconduct Response Centre (SMRC) until she had to stop working completely due to health complications. Carly was medically released in January 2021 with over 22 years of service.

Carly testified as a witness at the 2019 Senate Committee Hearing on Bill C77 (An Act to amend the National Defence Act) and how it intersects with the Canadian Victims' Bill of Rights. Prior to joining the Survivor Perspectives Consulting Group, Carly was the Vice President of the Women Warriors' Healing Garden Board of Directors.

"Military Sexual Trauma (MST) is not unique to any particular group of CAF members, it is not based on the colour of your uniform, nor the rank on your epaulette; it happens to all kinds of people. It also impacts more than just the victim, the perpetrator, and the CAF; it permeates through us and touches everyone in our lives, especially our families and close friends. I am keenly interested in exactly how far that impact reaches and how in turn it comes back to impact the CAF itself, as an organization."

### **Stephen Churm, Commander**

Commander Stephen Churm joined the Royal Canadian Naval Reserves in 1997 as a Boatswain at HMCS STAR and in 1998 accepted a position as a Naval Warfare Officer. He completed training onboard HMCS BRANDON in 2001 and graduated that same year from McMaster University with honours degrees in Psychology and Gerontology. While attending university, Cdr Churm was involved with the LGBTQ2+ Centre with an emphasis on peer support and advocacy.

Upon graduation, Cdr Churm was employed fulltime with the Canadian Forces Recruiting Group in several roles that included Military Career Counsellor and Diversity Officer. As the Diversity Officer for Southwestern Ontario, Cdr Churm developed outreach programs to designated groups that included women, visible minorities, indigenous people and members of the LGBTQ2+ community. In 2008, Cdr Churm led the Canadian Armed Forces' first ever participation at a pride event by coordinating a uniformed presence at Toronto Pride. This presence was a milestone that was noted internationally.

In the fall of 2008, Cdr Churm deployed to the Middle East as a Detachment Commander for an Intermediate Staging Team with the task of facilitating the transport of equipment from Afghanistan to Canada. This mission provided a unique opportunity to work with Regular and Primary Reserve personnel from all three elements.

Cdr Churm was Commanding Officer of HMCS STAR from Jul 2016 to Jun 2020 and named the Honorary Captain of the RCN's flagship (HMCS HAIDA). While in command, Cdr Churm applied expertise regarding discrimination and harassment to promote advocacy opportunities for marginalized personnel. As a mentor to Commanding Officers in the fleet, Cdr Churm identified a need for a national advisor on workplace relations within the Naval Reserve and collaborated with stakeholders to request an establishment change.

In Jul 2020, Cdr Churm assumed the newly created role of Special Advisor Workplace Relations for the Naval Reserve. He provides post-command appreciation and subject matter expertise to Command Teams and senior officers across Canada on complex conflict, systemic racism, hateful conduct, and sexual misconduct.

Drawing upon his expertise, Cdr Churm travels across Canada speaking to members of all ranks on culture change, diversity, inclusion, equity, and conflict resolution. Cdr Churm works closely with the

Sexual Misconduct Response Centre, It's Not Just 700, CAF Health Services, and various advisory groups to promote a psychologically safe space that celebrates diversity.

As a civilian, Cdr Churm is a detective with Waterloo Regional Police's Youth Protection Unit and is certified in trauma informed survivor centred approaches.

He resides in Dundas Ontario and has been married to his husband, Brian, for 18 years.

### **Denny Brown, Captain**

A co-facilitator of the Front-Line Workshop, Denny uses his personal stories to talk about mental health and self-care. From childhood trauma to the loss of his 3-year-old daughter, he brings an understanding of trauma support from his perspective.

A 25-year veteran of the Canadian Armed Forces and a dedicated father and husband, Denny has had various experiences as a cadet, Regular Force non-commissioned member and officer in combat arms and support trades. Currently, he is a Reserve Force Public Affairs Officer.

When Denny is not working, you can find him playing poker, playing games (board and video), or in the Gatineau hills biking and cross-country skiing.

### **John Kim, Major**

As a 20+ years regular force member, Maj Kim leverages contemporary experiences in the CAF as a facilitator in SPCG. Undertaken both combat and domestic operations, he is acutely aware that the Defence Team environment is neither immune to, nor unaffected, by the larger societal context in which sexual misconduct/harassment and gender and racially based violence and biases affect leadership, morale, and organizational effectiveness. As a believer and advocate for culture change, Maj Kim wishes to equip others with the awareness that anyone can, and must, provide support from a victim-centric and trauma-informed approach as it relates to sexual trauma.

Outside of primary duties, Maj Kim is the Team Manager of the Canadian Forces Taekwondo Team and member of Taekwondo Canada's strategic and marketing committees. A former national team member, he is also aware that sexual misconduct permeates all facets of society. By acknowledging and advocating for the lived experiences of victims, it is his hope that participants of the Frontline Workshop can apply their training to all aspects of their professional, personal, and social lives. United in the cause, we all have a role to play and can make a difference to improve our work and societal cultures.

## FRONT LINE WORKSHOP TESTIMONIALS

“I have had the privilege of knowing and working with Donna for many years as we sought to address the issues surrounding sexual misconduct. In 2016 we collaborated in the design, development and delivery of training for the Canadian Army and since then have kept in touch as we had shared motivation to try to help solve this complex problem. More recently Donna invited me to observe her Frontline Workshop facilitator training session. While I was unable to attend all of the session, it only took minutes to recognise the design and delivery were powerful and a potentially excellent tool to cause participants to emotionally connect with the lived experience of survivors thus creating change in understanding and behaviour. The feedback I have heard and seen since serve to reinforce my opinion. As a senior leader with extensive experience in the CAF training and education enterprise, I can say without hyperbole or hesitation that Donna and Donna's Workshop are game changers.”

**Major-General/major-général Craig Aitchison  
Commander, Canadian Defence Academy**

“We operate in a society where survivors of sexual misconduct are subject to process-driven response systems coordinated by supervisors with little to no understanding of trauma. The result, seen time and time again, is that people affected by sexual trauma are re-victimized, subjected to unreasonably long processes, and less likely to find meaningful engagement. No wonder that fewer than 6% of sexual assaults are reported.

SPCG offers the FLW as a professional development resource that shifts the focus back to survivors. This exceptional training is based on the collaboration of survivors, senior leaders within the CAF, retired personnel, and community stakeholders. The workshop leverages a myriad of expertise to offer training and insight into trauma-informed, survivor-centred approaches.

Regardless of participants' previous experiences and training, the FLW provides a developmental opportunity for everyone. New leaders will explore the fundamentals of trauma-informed approaches while more experienced participants can build upon previously acquired skills, address stereotypes, and strengthen communication strategies.

As a senior officer in the Royal Canadian Navy and a sexual assault investigator with a municipal police service, I sincerely believe that this training makes a difference and should be part of a comprehensive supervisor development program. The workshop is also an essential training resource for any organization seeking to strengthen the resilience and peer support capacity of its workforce.

SPCG can't undo past harms inflicted by process-driven systems; however, the workshop will ensure that your organization is enabled to implement a trauma-informed, survivor-centred resolution process that fosters culture change and creates a psychologically safe space. “

**Commander/Capitaine de frégate S. K. Churm, CD  
Special Advisor Workplace Relations, Naval Reserve**

“I attended a Front-Line Workshop: Uniform Sexual Trauma First Aid and Intervention Course in September 2021. The course was facilitated by Donna Riguidel and the content and delivery left me deeply impacted. I gained invaluable insight in two critical areas around the subject of sexual misconduct. The first was a practical understanding of the high risk of re-traumatizing someone during their disclosure of sexual misconduct and being given the tools on how to respond and support someone through this incredibly challenging life event. I put these skills to use soon afterwards as I briefed and prepared my unit's supervisors in advance of the DND/CAF sexual misconduct class action lawsuit claim submission deadline.

The second insight was more generally related to sexual misconduct in the CAF, where I gained a greater appreciation for the extent of this crisis in our ranks and how it is affecting our members. The day long course was run by Donna in such a way as to actively involve all participants. Everyone was encouraged to share their thoughts and experiences. I witnessed senior commanders visibly moved, and members of all ranks share both troubling scenarios and regrets with past actions or with actions not taken. An additional facilitator was on hand to support anyone triggered or needing a break.

Donna is a survivor, and this was a key factor in the successful delivery of this course. This fact ensured that everyone in attendance was no longer removed at any level from the issue of sexual misconduct, being faced with a CAF survivor. Participants were focussed and real and raw conversations were had. I was also appreciative of the care that Donna took to not alienate the men in the audience and how she was focussed on moving the CAF forward.

As a Commanding Officer charged with implementing Culture Change, I feel that every CAF member in my unit should also benefit from this course. I, my officers or my senior NCMs cannot create the impact that I experienced on this course. It is by feeling this impact that my team will be better able to accept the need for change and will take active steps at the grassroots level to carry it out. By completing this course, I feel that my unit would gain a foundational and shared understanding of the issue of sexual misconduct in the CAF and that any of the next Culture Change initiatives that we take as unit would be that much more successful.”

**Commander / Capitaine de frégate Dan Saunders**  
**Commanding Officer Base Administration | CFB Esquimalt**

“I was privileged to be able to take the Sexual Misconduct Frontline Workshop Training on 23 June 2021. This training was one of the most significant in my career as an officer. As a chaplain I am already a front-line worker for sexual misconduct cases and have dealt with many such cases over the course of my career, however, this course helped me to see the reality and subtleties of lived sexual misconduct in a way I had not before, and it shook me to my core. The methodology of instruction, small group interaction, was as important to the process as the material itself. Many 'awareness' packages out there (often delivered in an individualized, at-your-own-pace distance learning format) fail to engage trainees and are easily 'completed' with little or no personal integration.

This course was in many ways, 'raw.' I could see and hear evidence from other participants that they were significantly interacting with the subject material - learning was happening; change was happening. Especially helpful in this format was the provision of support-personnel throughout the course to ensure that those who might have felt 'triggered' by the subject-matter could get the support they needed. In many ways, this support system was a tangible example of the core lessons of the training itself. I was later able to provide this support and participate in a second session on 28 September 2021 and found my positive evaluation of the program to be validated yet again.

This course helped to open the eyes of participants to the wide-spread reality and subtleties of sexual misconduct and, more importantly, how to carefully, transparently, and safely provide front-line support to those who come forward with stories of sexual misconduct. I believe that each and every member of the CAF should experience this course (in its current format) if we are to bring real culture change and healing.”

**Lieutenant-Commander/Capitaine de corvette John Hounsell-Drover  
Formation Chaplain, Canadian Army Doctrine and Training Centre (CADTC)**

“My name is Billy Bolen; I am the supervisor for the Edmonton CCMS. I work for the Director General Integrated Conflict and Complaint Management (DGICCM) Chief Professional Conduct and Culture (CPCC). I took your training in Banff AB with 41 BG.

I must say that your training was very informative, and I learned a lot. Your Stories you told were very powerful and to me an eye opener...Your training should be conducting throughout the CF. As an old Soldier who spent 37 years in the regular force. I have seen many changes and I still as you said believe in the CF and its people. We need to educate our members, and with your training. It will give our members more tools.”

**William (Billy) A. Bolen, MSC, CD  
Supervisor, Conflict and Complaint Management Services Centre, Edmonton**

“Multiple studies demonstrate that a fumbled response to the first disclosure of a sexual assault is the single biggest cause of PTSD among people affected by military sexual trauma. Not the traumatic incident itself, but the response to it.

Survivor Perspectives Consulting Group goes straight to the source of so much of this harm that we have seen in the Defence Team and among veterans. SPCG's workshop is a uniquely designed experience that equips individuals with the skills to respond to survivors of sexual trauma in a way that supports and promotes healing.

This training is geared toward healthy, inclusive culture in the CAF/DND. It is based in human skills required by modern leaders at all levels. Emotional intelligence, empathy and compassion can be taught; SPCG probes mindsets and introduces the skills that will make Canada's military institution a world leader in thriving culture.

The workshop itself is a master class in creating psychologically safe spaces in which challenging topics can be discussed productively and in a way that strengthens teams. It also furthers the crucial conversations that need to take place in every corner of the organization. I found the emphasis on language to be very powerful, as well: language reflects culture and can change culture.

The paradigms and practices presented by the experts at SPCG are what I needed from leaders and colleagues when I was mistreated during my time in the military. I needed to be kept safe and, when I was exposed to dangerous behaviours, I needed support to recover. I believe I would still be serving in the Army today if these norms had been ingrained in the culture of the CAF I joined.”

**Captain/Capitaine Annalise Schamuhn, CD**  
**Retired**

“As a journalist interested in the SMT issue in the CAF, I was grateful to be allowed to participate in a training session for friends, family members and supporters. I found the program informative, engaging, and I learned things that I now use in my daily interactions with others. I met survivor, Annalise Schamuhn, in that workshop, and together we now have a documentary treatment on this topic currently on the desk of the CBC documentary unit. If we are successful in our pitch to get this film made, we would like to include a segment that shows this program to the public, as evidence that the CAF is actively trying to end the toxic culture of the past.”

**Mick Gzowski**  
**Journalist**

“Survivors Perspectives Consulting Group delivers an innovative Front-line workshop that provides participants initiatives, tools and strategies to better support victims of Military Sexual Trauma (MST). Donna Riguidel sets the stage right from the start with an uncomfortable opening ice breaker exercise, enabling participants to feel empathy for survivors who must repeatedly tell their traumatic ordeal. The images, videos, and personal stories add context where you could palpably feel the shift in attitudes. This workshop provides leaders at all levels best practices in trauma support and provides resources on how to engage with survivors of MST with empathy and compassion. Donna’s ability to make individuals feel at ease and engage in dialogue with a heavy subject gives participants gained confidence to work together in order to help others.

Through guided syndicate work, participants can deconstruct scenarios, engage in dialogue and role play in small groups where every perspective is valued. I liked how the workshop highlights that you can still be a bad-ass warrior and have empathy. Listening with empathy and showing compassionate does not weaken us as soldiers. It strengthens us all to be a better, stronger and a more well-rounded force. Talking about vulnerability, compassion in humility in order to better support those impacted by Military Sexual Trauma was a transformative experience. I came to realizations of my own bias and where I can do better, be better.

This workshop delivered from MST survivor(s), with lived experiences, helped guide me in these difficult conversations which I have never had the courage before to speak about. Much of the examples and stories resonated with me and forced me to look at my past traumas and seek support. The honest, passionate and raw examples of personal experiences helped me understand that I am not alone. Attending this workshop not only provided me with the educational foundation but gave me confidence and mechanisms to conduct meaningful training at my own unit. It empowered me to become an advocate within my own Reserve Brigade to lead transformative cultural change.

I believe this superb training enables individuals engaged in this issue to gain valuable tools and gives hope by being able to support each other as a group, in a vulnerable setting. It is the best training that I have ever taken in my 29-year career in the CAF. I feel this training is a huge success in the way that many members come to realizations that may not have been possible without such powerfully sensitive presentations and information. I know now that I have the capacity to influence and shape our institutional culture by treating everyone with dignity and respect. This workshop gave me renewed hope that we have the capacity to reshape and renew our culture.”

**Warrant Officer/Adjutant Carolyn Edwards, MMM, CD  
G7/TBG Plans WO, Conduct & Culture Committee member, MST survivor  
41 Canadian Brigade Group Headquarters**

“Frontline survivor training provided me with the context of how and when members may come forward to share their experiences. Specifically, this training offered me a playbook on how to provide immediate response and support. I liken this training to Immediate Actions -- the way we use rote learning and establish muscle memory to respond to weapon stoppages or first aid scenarios.

In the six months following the Frontline survivor training course, these skills have tangibly helped me support six individuals who have raised their concerns within their own chains of command. I used this training on a daily basis as an Assisting Officer and as I supported a UDI.

I have also taken the tools from the course to all of the command teams in 33 CBG and offered them the specific narrative and "playbook" that they need for their members.

Unlike training I've received in the past via DLN or lectures, this interactive and engaging training helped me connect with and retain the tools I need as a leader to support members responding to inappropriate behavior.”

**Captain/Capitaine Meg O'Keefe**  
**33 Influence Activities Company**

“Sexual misconduct affects cohesion, morale and operational readiness cohesion/ morale and operational readiness and as we all know this is counter-productive to the building of strong, diverse, and inclusive teams. This program is a great tool that helped the 38 CBG Command Teams with the confidence to continue setting the tone for strong, ethical, and inclusive leadership. It helped us improve communications regarding inappropriate conduct, to continue to encourage and establish a safe environment and to provide essential support to victims to shape the CAF culture. It also provided the confidence to all of us to provide support to someone who is victimized with a survivor-first approach so they can start to feel empowered and begin to heal. 38 CBG continues to plan this training for our soldiers, and I believe this should be considered by all CAF members.”

**Colonel/Colonel Gwen Bourque**  
**38 Canadian Brigade Group Commander**

“In December 2021 I had the opportunity to attend the Sexual Trauma First Aid and Intervention Course. A series of the course were put on at the behest of Comd 1 CAD who believed we needed to do more in support of those members who had suffered some form of sexual trauma. The course, while full of difficult content, was well prepared and did an excellent job of informing as well as dispelling some of the myths surrounding military sexual trauma. Especially pertinent to leadership was the coaching on how to talk to survivors or victims of sexual trauma; what to say and more importantly what not to say. The training was well worth the investment of one days' time.”

**Colonel/Colonel Neil Cameron**  
**A1, 1 Canadian Air Division**

“The Front-Line Workshop Uniform Sexual Trauma First Aid and Intervention Course (FLW) was focused in part on dispelling the myths surrounding the sexual misconduct crisis in the CAF but more specifically on providing tools to be used by leaders and supervisors while providing ‘Sexual Trauma First Aid’. It is well known that many victims/survivors have been re-victimized during their attempts to disclose to authorities. The concept of ‘Sexual Trauma First Aid’ is that we as leaders and CAF members should always be prepared for someone to disclose an incident of sexual misconduct to us, and that by using the tools and concepts presented during the course we will be able to better support the individual and possibly also minimize the trauma associated with the incident. This would be an excellent day of training for all CAF members, but maximum impact will be achieved at the junior/middle leadership level. I personally would have benefited greatly from this course during JCSP or my RCAF pre-command/command team training serial, but I could also see great value in its introduction to earlier levels of training PLQ and potentially 3rd or 4th year RMC.”

**Major-General/major-général Iain S Huddleston**  
**Chief of Staff, Canadian Joint Operations Command Headquarters**

“After taking the Uniform Sexual Trauma First Aid and Bystander Training, I gained a broader perspective of the complexities which contribute to the sexual misconduct in the military. The course strengthens the voices of those who desire to uphold the organizations values and are victimized by individuals whose actions or inactions diminish the military. This course serves as a uniting forum that helps all ranks recognize barriers that MST survivors face as well as strengthen their skills to be more supportive of MST survivors. This course has provided me with hope and the belief that this training is the necessary significant change that the military requires to make serious and impactful changes to effectively combat the sexual misconduct. This course would be impactful if it expanded throughout the entire CAF and beyond.”

**Corporal/Caporal Johana (Erin Snider)**  
**Medically released with PTSD due to military sexual trauma**

“The Uniform Sexual Trauma First Aid and Bystander Training elevates the voices of MST survivors within a culture where they have been suppressed and devalued. In the CAF it is most often the voices of white, heterosexual men who present in accordance with masculine ideals and act in alignment with stoicism and hierarchical, authoritative structures whose voices are weighed in with the greatest impact. This training provides the skill set those impactful voices within the CAF can draw upon in order to influence meaningful and significant change within an organization that has enabled problematic sexual encounters to occur. It is my hope that this training will be delivered CAF wide, particularly to the naysayers who raise doubts about the extent of the problem, because this workshop gets through to people. It creates an environment that is open and supportive to learning about an uncomfortable topic, eliminates doubt about the harmful impacts of MST, and provides participants a path forward to influence change within their own circles.”

**Captain/capitaine Jamie Neczkar**  
**Medical Release**

“I found the course thought provoking and eye opening. For the first time in my career the workshop explored and highlighted victim centric approaches to sexual misconduct. Previous to this, the CAF has focused on providing tools to navigate administrative and disciplinary processes rather than tools to assist the chain of command with the HOW to communicate with the victim when an incident is reported. In this regard, the workshop was very effective in removing much of the stigma around sexual misconduct and enable leadership to effectively deal with incidents.”

**Captain(N)/capitaine de vaisseau Graham G. Roberts, CD  
J1, Canadian Joint Operations Command Headquarters**

“What struck me most about the training that you offered was the depth with which you explored victim impact. To better manage victim impact as we continue to develop strategies to respond to sexual misconduct and sexual assault in the CAF, your training offers a way to better understand how we may inadvertently misstep. It struck me as particularly relevant that in implementing many of the policies that we have put in place to protect those harmed by sexual misconduct, we inadvertently do harm by asking them to tell and retell their stories. In some cases, there will be no way to avoid this, but as leaders we need to understand the potential for damage that this creates and have support networks in place to mitigate the impact. The second thing your training session really drove home was the deep and painful breach of trust that sexual misconduct represents for our soldiers. Even incidents that seem minor in nature are incredibly harmful to the trust and cohesion that are necessary to build teams that are ready for combat. As a combat arms leader, I personally appreciate that my perspective on this was sharpened so that I keep in crystal clear in my mind when I approach these situations in the future. Lastly, many of the stories that we heard during your training caused a visceral reaction. As an army leader, I certainly see the value in being made to feel uncomfortable and put under the stress of a strong emotional response in a controlled training environment. I view this as critical in learning to deal with these situations; much like how we train for combat this kind of training mentally prepares us for the stress and emotion that we will feel if we are called upon to lead response to an incident.”

**Lieutenant-Colonel/lieutenant colonel M.J.D. (Mike) Mallette, CD  
Commanding Officer**

“I remember the day in May of 2021 when my Commanding Officer asked me into his office to discuss an important matter. My heart dropped as I thought with palpating anxiety that this, for some reason or not, was the beginning of the end to my career. My CO asked to sit, and as I sat the end of my chair waiting for the hammer to drop, he said “I’ve selected you to take part in this new Frontline Workshop on Sexual Misconduct.” I can say this now, after taking the course once and organizing two serials for my unit, that I am so grateful that my CO, for whatever reason, selected me that day

Why is that you may ask? Well, it is quite simple. I started the workshop with very little knowledge on sexual violence in society and in the CAF. I had no other training that defined for me what sexual violence is, and the impact it has on the survivor, family and workplace. I had no other training that opened my eyes to how triggering events can create reactions or traumatic responses from survivors. I also had no other training that armed me with the tools and strategies to support a survivor as they disclose their truth to me. In short, the Frontline Training workshop bridged a gap

between what I thought I knew (which was largely myths and misconceptions about sexual violence) to actual evidenced based facts that have made me a better person and ally in stemming sexual

I took my learning from the Frontline Workshop to the next level. The workshop impacted me so much that I was convinced that the instructors and staff at 4 CDTC would also benefit. With that in mind, I persuaded my CO to approve two serials for 4 CDTC personnel in fall 2021. As a result, over 50 personnel have a renewed understanding of sexual violence and are now better equipped to support survivors. So successful was this initiative that we are planning on making it a required component of our Instructor Indoctrination course.

I didn't stop there though. The Frontline Workshop propelled me to look critically at what the Canadian Army delivers to DP 1 candidates on course. The result of my assessment indicated that no such presentation on sexual violence/misconduct currently exists within the Canadian Army. That sparked a new direction for me as I became determined to create a presentation that, with the required approvals, could be briefed to every candidate on every DP1 course at 4 CDTC. As a result, the 4 CDTC Sexual Misconduct Awareness Presentation was created and, I am very proud to say, will be going through a review with the office of the Chief- Professional Conduct and Culture in 2022. In addition, the learning I garnered from the Frontline Workshop led me to design and develop an infographic (attached) in order to spread information on sexual violence/misconduct to all personnel at 4 CDTC. This infographic is now in every office and in high traffic areas throughout 4 CDTC.

In a nutshell, the Frontline Workshop not only broadened my perspective on sexual violence/misconduct, but it motivated me to do more than just absorb information. It motivated me to be the change I want to see in the CAF. It motivated me to stand up and start acting as an agent for change. Like I said at the beginning, I am so very grateful that my CO chose me that day to do this workshop ----- look at the good it did!

**Captain / capitaine Jason P. Gresel**  
**2IC Standards Coy**  
**Training Development Officer**



National Defence

Défense nationale

National Defence Headquarters  
Ottawa, Ontario  
K1A 0K2

Quartier général de la Défense nationale  
Ottawa (Ontario)  
K1A 0K2

1415-20-21-004CAN

February 6, 2022

Major Donna Riguidel  
33 Peary Way  
Ottawa, ON  
K2L 1Z9

(via email [donnarigs.email@gmail.com](mailto:donnarigs.email@gmail.com) )

Dear Maj Riguidel:

**Re: Ownership Determination under Section 12 Copyright Act  
“Frontline Workshop: Uniform Sexual Trauma First Aid and Intervention Course”**

This is in response to the intellectual property report which you submitted on October 19, 2021 in relation to the subject workshop materials.

In accordance with section 12 of the *Copyright Act* and the test established in the Supreme Court of Canada (SCC) decision *Keatley Surveying Ltd. v. Teranet Inc.* 2019 SCC 43 governing to the application of that section, we have determined that the workshop materials are NOT owned by the Crown. Subject to the comments below, you can therefore use them commercially in association with the Survivor Perspectives Consulting Group (SPCG) of which you are a co-founder.

We have been advised by the Canadian Army that the translation of the workshop materials was paid by them and that there was no assignment of this derivative work to you or SPCG. The copyright in the translation is therefore owned by the Crown and cannot be used without a license. A request for a license can be made by filing an online application at the link below. In the interim, the translation should be removed from the website of SPCG.

<https://www.canada.ca/en/department-national-defence/corporate/intellectual-property/apply-crown-copyright-permission.html>

Our review of the manual and presentation relating to the workshop materials has determined that they are a compilation of public domain, third party copyright protected materials (including material owned by DND) and material which you created. With respect to the third party copyright protected material, it cannot be used in support of any training of the Canadian Armed Forces unless a license has been executed with the owners. Simply providing an attribution in the workshop materials (i.e. an acknowledgment as credit to the copyright holder or author of the work) is insufficient. Most importantly, to the extent that any content of the course developed by the Association of Alberta Sexual Assault Services (AASAS) which you attended appears in the workshop materials, a license allowing commercial use must be obtained from that organization.

Canada

We note that the AASAS has provided you with a letter regarding the use of their material. However, the nature and scope of any permission granted is unclear, especially with respect to the commercial use of their material by Survivor Perspectives Consulting Group.

With respect to third party material owned by DND (see enclosure): (i) page 35 of the manual contains a diagram which appears to be copied from DND's website; (ii) Page 58 of your manual contains a diagram which appears to be copied from DND's website; (iii) Slides 40 and 46 of your presentation contain images taken from DND's Combat Camera website; and (iv) numerous images appearing on the SPCG website contain images taken from DND's Combat Camera website. These images are particularly concerning because they contain the identifiable images of CAF members from whom a release would be required. Permission to use the aforementioned material can be requested through the online application process described above.

Should you have any questions regarding the contents of this letter, please do not hesitate to contact Allan Millard ([allan.millard@forces.gc.ca](mailto:allan.millard@forces.gc.ca)) who can be reached at (343) 571-5790.

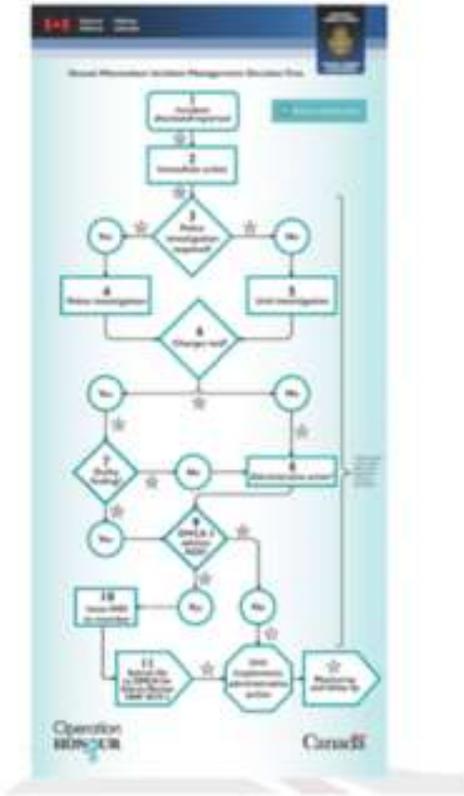
Yours Sincerely,

Intellectual Property Manager  
Directorate of Material Property and Procedures (DMPP 8)  
National Defence Headquarters  
101 Colonel By Drive  
Ottawa, ON  
K1A 0K2

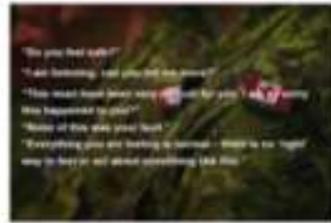
encl.(1)

cc. LCol Hladik, VCDS/ CRES/ COS D ES Prog

Third-party Material owned by DND



Category	Examples	Reporting Channel
Sexual Harassment	Verbal abuse, threats, intimidation, hostile work environment	Internal Reporting
Sexual Assault	Unwelcome sexual contact, sexual harassment, sexual assault	Internal Reporting, External Reporting
Sexual Exploitation	Sexual harassment, sexual assault, sexual exploitation	Internal Reporting, External Reporting
Sexual Abuse	Sexual harassment, sexual assault, sexual exploitation, sexual abuse	Internal Reporting, External Reporting



**SURVIVOR PERSPECTIVES CONSULTING GROUP SERVICES**