Annex E
To 4500-1 (CA PD)
Dated 24 November 2015
Mission: Ready – Canadian Army Integrated Performance Strategy

"As the Army moves forward, every soldier at every level must contribute to our institutional success. While it is impossible to predict when and where the Army will be deployed in the future, it is certain that the call will come. On that day, Canada will need its Army to be strong, proud and ready to meet any eventuality, and the collective and individual commitment of every soldier to a first-class, professional force must be evident in operations."

Advancing with Purpose: the Army Strategy (3rd Edition) 2014

INTRODUCTION TO THE MISSION: READY ARMY TOTAL FITNESS MODEL

1. The challenges and opportunities presented by the Profession of arms and by life in general, require that all members of the Army Team have strong emotional, family, intellectual, physical, social and spiritual fitness. These six domains combine to form the concept of Army Total Fitness Model, which empowers individuals to be Ready and Resilient in order to perform and meet the demands of Army Life.

2. Readiness is the condition of being appropriately prepared to meet specified personal, professional, and operational demands. It applies to all members of the Army Team, whether involved in garrison duties, training events, operational deployments, community activities or home life. The process of readiness encompasses all the actions required to work up to an optimal level of Army Total Fitness.

3. Resilience is the capacity of an individual or a group to remain operationally effective in all contexts of Army Life, despite exposure to adversity and/or potentially traumatic events. Once a member of the Army Team develops an optimal level of Army Total Fitness, maintaining this effectiveness is key to optimal performance. Being resilient encompasses all the abilities required to cope with, recover quickly from, and potentially thrive in challenging environments whether in their professional and/or personal life.

4. Readiness and Resilience are interdependent. Whereas readiness is normally geared towards a specific intent and accomplished in a strict timeframe, resilience is more general and is developed over the long-term. When a member of the Army Team is ready, they are more prepared and confident when unavoidable stressors occur. When a member of the Army Team is resilient, which is impacted by individual, family, unit and community factors, they are more able to adapt when faced with the demands of Army Life. Readiness along with resilience help the individual develop and maintain a sense of control (a sense of being able to influence outcomes), commitment (view life activities as important and meaningful) and a long-term perspective, giving them the ability to see challenges as opportunities, and not simply obstacles.

5. The Yerkes-Dodson law states that performance increases with physiological or mental arousal (stress), but only up to a certain point. This means that when stress levels are too low or too high, performance decreases. While the most common challenge in the Army is typically managing high levels


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of stress or arousal, managing under arousal is also important. Such issues as sleep deprivation, fatigue, boredom or complacency can have a strong impact on our arousal level, and thus impact our performance. This is demonstrated in the graph below.

![Yerkes-Dodson Performance Model](image)

**Figure 1: Yerkes-Dodson Performance Model**

6. The *Mission: Ready* lifestyle is an individual, leadership and institutional responsibility requiring synergistic actions. The *Mission: Ready* strategy focuses on maximizing the readiness and resilience of all Army Team members by providing support and developing knowledge, skills and attributes in six domains in order to achieve greater performance.

![Mission: Ready Army Total Fitness Model](image)

**Figure 2: Mission: Ready Army Total Fitness Model**

7. Fitness in each of the six domains is distinct yet inter-related, as strength in solely one domain cannot sustain optimal performance over the long term without the support of fitness in the other domains.

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3 Ibid.
domains. Collectively, the six domains define an individual’s level of Army Total Fitness, which plays a large role in their readiness and resilience, positively or negatively affecting their performance in their professional and/or personal life.

THE SIX DOMAINS WITHIN THE ARMY TOTAL FITNESS MODEL

8. Physical: The physical fitness of the Army Team is an essential and critical component to increase mission readiness and resilience, to manage Army life and promote strong leadership. Furthermore, physical fitness contributes to the lifelong health and well-being for all members of the Army Team. Therefore, the physical domain will address and strengthen the Army Team by focusing on the development and promotion of healthy physical fitness, sleep and nutrition practices and awareness of resources that shape such elements as a progressive, consistent and balanced approach to physical activity, reduced risk of injury/disease and self-care.

9. Emotional: Emotions are an integral part of the daily life of every member of the Army Team, whether in the workplace, at home or in the community. Emotional fitness is an enabler that supports individuals to more accurately self-assess, “distinguishes the best from the average performers” and “allows an individual to remain comfortable with the anxiety that often accompanies uncertainty and to think out-of-box displaying on the job creativity and applying new ideas to achieve results”. Therefore, the emotional domain will address and strengthen the Army Team by focusing on the development and promotion of understanding and respecting the range and intensity of emotions as they shape such elements as the interaction between thoughts, feelings and behaviours, decision-making, the expression and self-regulation of emotions, relationships and self-care.

10. Social: Social cohesion and stability are recognized as “strength multipliers.” Social fitness serves as a resource for health, well-being and reinforces a feeling of belonging and connectedness which may also help buffer against the effects of stress. Therefore, the social domain will address and strengthen the Army Team by focusing on the development and promotion of personal and professional connections and awareness of resources as they shape such elements as sense of belonging, healthy boundaries, meaningful relationships, achieving perspective and work-life balance.

11. Spiritual: A 2015 Canadian Public Opinion Poll indicated that more than 70% of Canadians express a belief in a “Supreme Being” and 63% consider they are “spiritual.” Recent studies have also

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6 Ibid.
shown a strong correlation between spirituality and the over-all ability to cope with stresses; especially in
regards to committed relationships and that spirituality has a positive impact on well-being, joy, hope,
and sense of life's meaning and purpose as well as marital satisfaction. Spiritual fitness strengthens both
the individual and families, increasing their ability to cope and thrive in difficult situations. Therefore, the
spiritual domain will address and strengthen the Army Team by focusing on the development and
promotion of core values and beliefs that shape such elements as sound decision-making, meaningful
interactions, a sense of the transcendent, life's purpose and meaning, and altruism.

12. Intellectual: “The profession of arms is distinguished by the concept of service before self, the
lawful, ordered application of military force, and the acceptance of the concept of unlimited liability.”
All members of the Army Team, whether service member, Department of National Defence (DND)
civilian or family member, are impacted by the high demands this concept requires. The world is
becoming an increasingly complex environment; intellectual fitness enables Army Team members to
develop a broad range of cognitive capabilities which can foster competence and the ability to adapt to the
changing demands of Army life. Therefore, the intellectual domain will address and strengthen the Army
Team by focusing on the development and promotion of expertise as it shapes such elements as
embracing constructive feedback, problem solving, sound and innovative decision-making, self-assurance
and the ability to guide, coach and mentor others.

13. Familial: The definition of family is unique for every member of the Army Team, and any events
faced by a family may impact each member's readiness and resilience. Some examples of common
events faced by the Army Team include frequent geographic relocation, separation from family members
and friends, residence in foreign countries, risk of service member injury and/or death, and negotiating
transitions. Familial fitness is an enabler that supports Army Team members to manage challenges and
embrace successes in their personal and professional lives. Therefore, the familial domain will address
and strengthen the Army Team by focusing on the development of intimate connections and awareness of
resources as these shape such elements as developing shared goals and responsibilities, maintaining a
sense of belonging, achieving perspective and work-life balance.

THE LEADERSHIP OBLIGATIONS WITHIN THE ARMY TOTAL FITNESS MODEL

14. It is responsibility of the Canadian Army to develop and maintain a ready and resilient force. This
begins with each member of the Army Team taking responsibility to participate in preparing themselves
to be ready and resilient for their various roles and duties, whether in garrison, in training, on deployment
or at home and in the community. As importantly individuals need to be supported and influenced by
Leaders who are fully committed to a culture of readiness and resilience, where everyone takes their
performance seriously and is focused on a multi-faceted fitness approach to lifestyle choices.

15. Well Led: Leaders provide support and influence at the individual, inter-personal, base,
command and national levels. This support and influence is achieved through the command and control of
unit factors that can affect resilience such as a positive command climate, teamwork and cohesion11.

E.R.Worthington (Eds.).Spiritually oriented interventions for counselling and psychotherapy (pp. 83-106).
Promoting Psychological Resilience in the U.S. Military, RAND Centre for Military Health Policy Research.

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These factors not only facilitate and foster social support while building pride and support for the mission, but also help members of the Army Team develop and maintain trust in their chain of command. Additionally, a healthy ethical climate is fundamental to upholding the DND Statement of Ethics and provides Army Team members with the inherent ability to “know what right looks like.” A well-led Army Team at all levels enables Leaders to accept their individual and command responsibility while distinguishing between right and wrong, and to display the moral courage needed to provide ethical leadership and positively affect readiness and resilience.

16. **Well Trained:** Though training for land operations is fundamentally about the business of honing battle skills, by embracing Army Total Fitness, all Army Team members are collectively empowered to navigate the physical and psychological demands of Army Life. Leaders achieve this by consistently ensuring Army Team members are aware of the variety of programs and services available within all domains of Army Total Fitness, promoting their use and, where possible, integrating these skillsets into their regular training events and plans. A well-trained Army Team at all levels enables Leaders to better accomplish their missions, as each member has developed the knowledge, skills, and attributes required for readiness and resilience enabling them to forge into competent, cohesive, confident and collectively disciplined teams.

17. **Well Equipped:** In order to meet the demands of Army Life, equipping a modern professional force requires not only a focus on the traditional infrastructure and physical resources, but also the addition of evidence-based programming/practices, professionally guided services, and supportive environments. Leaders first achieve this requirement by providing infrastructure and physical resources that are tailored to support a culture of performance in all domains of Army Total Fitness. Some examples include the presence of gyms and safe physical training equipment to support the physical domain, education and training facilities for each of the occupations with sufficient appropriate equipment, time to support in the intellectual domain and Mess & Recreation facilities to support the social domain. Secondly, Leaders ensure the availability of and access to competent, trusted subject matter experts who may contribute to research, developing evidence-based programming/practices, informing decision making and actions, and/or providing professionally guided services. Some examples include Health Promotion Instructors and Social Workers to support the emotional domain, embedded Padres and unit Ethics Coordinators to support the spiritual domain and Family Liaison Officer and Employment Assistance Services to support the family domain. Lastly, Leaders provide a supportive environment for the development of Army Total Fitness through consistently applied regulations, orders, doctrine and policies that are clear, concise, and promote predictability and reliability for all members of the Army Team. A well-equipped Army Team at all levels enables Leaders to better accomplish their missions, as each member has the resources to develop individual and collective readiness and resilience.

**MOVING FORWARD WITH THE MISSION: READY ARMY TOTAL FITNESS MODEL**

18. Appendices 1 thru 6 to this annex consist of guides to amplify how each one of the six domains impact readiness and resilience and a performance continuum of targeted bodies of knowledge, skills and other attributes that can be developed within each domain to support the development of optimal levels of Army Total Fitness. The appendices also list some of the resources available specifically to support the development of the knowledge, skills and other attributes that are relevant to improving fitness for each of the domains.
19. The strength of the Mission: Ready Army Total Fitness Model is its ability to raise awareness of the key factors and programs that contribute to readiness and resilience, providing a common framework to communicate with and integrate current and emerging services. Initial awareness is achieved through the advertising and maintenance of the Mission: Ready website as well as the dissemination and distribution of the various publications and initiatives on this website, which introduce and update the Army Team on the evolution of Army Total Fitness. This website is only one tool available to all members of the Army Team, with Leaders acting as the bridge between policy and practice. Leaders at all levels have the responsibility to continue in developing, adjusting, and communicating their implementation plans to fit the evolving unique needs and feedback of their teams. It is this communication and feedback that will maximize and maintain the relevance of the strategy and support individual and team investment and ownership in the pursuit and maintenance of Army Total Fitness.

20. Another important aspect of the Mission: Ready strategy is to positively impact service delivery to the Army Team by facilitating the interaction and integration of programs and services across domains. This will act to standardize and validate the availability and quality of programs and services to all members of the Army Team, while promoting the interaction of services across domains. Preparing for the future requires that all members of the Army Team have clear expectations and sufficient support to develop strong emotional, family, intellectual, physical, social and spiritual fitness. These six domains combine to form the concept of Army Total Fitness, empowering the Army Team to be ready and resilient in order to consistently perform and meet the evolving demands of Army Life.

APPENDICES

Appendix 1  Physical Fitness Domain
Appendix 2  Emotional Fitness Domain
Appendix 3  Social Fitness Domain
Appendix 4  Spiritual Fitness Domain
Appendix 5  Intellectual Fitness Domain
Appendix 6  Familial Fitness Domain
Appendix 7  Leadership