Mission: Ready
Leader’s Guide to Readiness and Resilience

“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

1. The challenges presented by the profession of arms, and by life in general, require that all our personnel have good emotional, family, intellectual, physical, social and spiritual fitness. In the Canadian Armed Forces (CAF), there are many programs and services available to train and support personnel. Many available programs are integrated into the appropriate CAF and Canadian Army (CA) schools and as well as at various bases across the country. However, some of the tools and strategies taught are not necessarily practised or employed by our members after they leave the training environment they do not receive particular emphasis in unit training programs. In addition, many soldiers are not aware of the variety of additional programs and services that are available to them throughout their career.

2. The Leader’s Guide to Readiness and Resilience is meant to be used to facilitate dialogue between the leader and a soldier as they explore areas that can help identify conditions, concerns, risks and opportunities that could have an impact on the overall performance of the soldier and connect both the leader and the soldier to appropriate resources when required. In addition, it helps identify opportunities for the use of resources for skills enhancement. Some information obtained during this dialogue may be considered Protected A and B as it may be sensitive information of a personal nature. You are to ensure that you safeguard appropriately.

3. Appendices 1 and 2 to this annex consist of guides, supported by the CA through the MISSION:READY website via the internet (strongproudready.ca), to assist with the identification of various CAF and CA resources across the country.

4. Both the guides and the website should be used along with other sources of information such as personal observations and reliable reporting sources to help determine a soldier’s level of performance. This is a guide, not a checklist, to be used during the developmental counselling process and not as a single measure of the soldier’s performance or prediction of high risk behaviours.

5. The Leader’s Guide to Readiness and Resilience focuses on the soldier’s performance in six key domains that are inter-related and may positively or negatively affect the soldier’s performance in their professional and/or personal life. The six domains are:

   a. Emotional;
   b. Familial;
   c. Intellectual;
   d. Physical;
   e. Spiritual; and
   f. Social.
6. If a potential problem or opportunity is identified, the leader must work with the soldier to identify options, continue to follow up with the soldier, and modify the action plan as required. The options identified are only some of those available. You will find additional options available through the various programs and services available on your base or in your local community depending on the problem or opportunity identified.

7. **Readiness** is the condition of being appropriately prepared to meet specified personal, professional and operational demands. It applies to all levels of command, for garrison duties, training events and operational deployments and encompasses notice-to-move levels, training, resources, and support needed to meet operational demands.

8. **Resilience** is the capacity of an individual or a group to remain operationally effective despite adversity and potential traumatic events. Resilience includes the physical and psychological ability to cope with, recover quickly from, and potentially thrive in, challenging environments. Resilience applies in garrison, in training, during operational deployments and in an individual's personal life.

9. Readiness is one aspect of resilience. If a soldier is ready, they will be more confident and able to adapt to the demands of Army life. However, resilience is also impacted by other individual factors such as having positive coping skills, positive affect, positive thinking, realism, behavioural control, physical fitness and altruism. Readiness along with these factors help the soldier develop and maintain a sense of control (a sense of being able to influence outcomes), commitment (view life activities as important and meaningful) and be able to see challenges as opportunities not simply obstacles.

10. In addition to individual factors, there are unit, family and community factors that impact a soldier’s resilience, and therefore performance. Unit factors that can positively affect resilience are positive command climate, teamwork and cohesion. These factors not only facilitate and foster social support and build pride and support for the mission but help the soldier develop and maintain trust in the chain of command.

11. Finally, the social support the soldier has from their family and community. Some of the family factors that can positively affect resilience include emotional bonding, communication, support, closeness, nurturing and adaptability. In addition community factors such as a feeling of belonging and connectedness.