Annex I
To 4500-1 (CA PD)
Dated Nov 2015
Canadian Army Integrated Performance Strategy

COMMUNICATIONS STRATEGY – MISSION: READY – THE CANADIAN ARMY INTEGRATION PERFORMANCE STRATEGY (CAIPS)

GENERAL

1. One very important focus of the Canadian Armed Forces (CAF) is its soldiers and their well-being. To this end, a number of resources and programs have been developed to assist military members, their families, support systems, and civilian employees. Such programs aim to enable those who seek to enhance their overall health and well-being while they prepare for or manage the demands of a military life. These programs and support structures have been compiled by the Canadian Army (CA) under Mission: Ready – The Canadian Army Integrated Performance Strategy (CAIPS), so that they can all be located in one searchable platform available on the internet for ease of access.

2. As Mission: Ready – CAIPS is relatively new; it is of the utmost importance that a solid relationship be established between the strategy and our target audience. Communications from the chain-of-command must focus on providing a clear link to that audience and the many ways that Mission: Ready – CAIPS can assist them in their own lives, as well as those of their coworkers, family, and friends. This opportunity to integrate Mission: Ready – CAIPS into CA daily life and routines must be maximized to realize its full potential.

3. Close attention must be paid to ensure that Mission: Ready – CAIPS is not perceived as an ad hoc program or simply a fad to meet current physical and mental fitness challenges of CA members and their families. Mission: Ready – CAIPS must be accepted and received as an easily-accessible, go-to tool that will provide the necessary resources to CA military and civilian members, and their families wanting to improve their Emotional, Physical, Social, Spiritual, Familial, and/or Intellectual fitness.

AIM

4. To provide direction and guidance to CA leadership at all levels on reaching, informing, promoting and educating designated internal and external audiences about Mission: Ready – CAIPS. Efforts to achieve the Public Affairs (PA) aim will focus on internal communications, social media and other engagement means.

PUBLIC AFFAIRS APPROACH

5. The PA approach to promote Mission: Ready – CAIPS is PROACTIVE to reach, inform and educate target audiences.

6. A REACTIVE approach will be adopted concerning news media, as it is not the best method to reach designated target audiences. Nevertheless, CA spokesperson will be
ready to seize a media opportunity to explain to Canadians the value of Mission: Ready – CAIPS.

PUBLIC AFFAIRS RESPONSIBILITIES

7. PA activities are command-driven and coordinated throughout the CA on a continuous basis. CA leaders at all levels are responsible to ensure that information about Mission: Ready – CAIPS reaches target audiences in their Area of Responsibility.

8. PA staff will provide advice and support to CA Commanders on actions and measures to be favoured to reach and engage designated target audiences. PA resources within the CA are limited, highlighting the importance for a designated PA cell within the CAIPS Directorate to adequately and appropriately support the PA efforts for Mission: Ready – CAIPS.

9. Work in coordination with Commander Military Personnel’s own PA network will exist to ensure an effective and seamless communications efforts for Mission: Ready – CAIPS between CA and CMP organizations.

TARGET AUDIENCES

10. All target audiences will be reached through public affairs products and activities, which should include engagement opportunities by CA chain of command and staff during visits, internal activities or at other relevant forums. In many cases, it will be the coordination of all communications activities that will enable effective engagements.

11. Primary target audiences for communications efforts for Mission: Ready – CAIPS is internal as follows:

   a. Military members of the Canadian Army. Proactively reaching and informing our personnel is an important key to ensure the success of Mission: Ready – CAIPS. Internal communications and social media means should be favoured to reach our team. Internal communications should not be limited to articles in base newspapers, but include e-mails, group briefings and face-to-face engagements by the CA leadership at all levels;

   b. Civilian members of the Canadian Army. Civilian public servants with the CA are fully part of the Defence Team and have access to Mission: Ready – CAIPS. They shall be included in any communication efforts directed to military members;
Families. Our people are our greatest resource. However, the success of the CA is dependent largely on the strength and support of members’ families while our soldiers are busy executing their missions. Communications about Mission: Ready – CAIPS shall include efforts to reach the soldier’s loved ones. Base community relations events, i.e., Family Day; and social media, i.e., Facebook sites; are tried and effective ways to reach family members; and

d. Local communities. The support from local communities is important for social, economic, quality-of-life and force protection reasons. Some of the Mission: Ready – CAIPS activities will be dependent on local communities’ openness and willingness to support the strategy. When properly informed and engaged, the local community will offer support to CAF members and their families. Local residents are engaged through community relations activities and CA members’ participation in local events.

KEY MESSAGES

12. Key Messages are short, structured sentences that explain the “why” (raison d’être) of Mission: Ready – CAIPS. By understanding the “why”, primary target audiences will be better informed and more open to the new strategy.

13. Mission: Ready – CAIPS’s Key Messages are as follows:

a. Mission: Ready - CAIPS will ensure a healthy and fit soldier armed with a fighting spirit and prepared to perform on operations is Ready and Resilient.

1) Readiness is about the Canadian soldier being prepared to deploy on operations, and

2) Resilience is the capacity of a soldier to adapt, resist, and thrive in the face of the stress imposed by Army life in garrison, training and operational environments;

b. The CA recognizes the significant sacrifices our military members, our civilian co-workers, and their families make in the service of our country. Access to Mission: Ready – CAIPS will assist them in meeting the increasing complexities and demands of military service today; and

c. Mission: Ready – CAIPS offers easily-accessible tools and services to find answers and action-oriented programs needed by our military members,
our civilian co-workers, and their families, wanting to improve their wellbeing.

14. Note that key messages alone won’t effectively promote or explain Mission: Ready – CAIPS. The Army Chain of Command and designated spokespersons should present the key messages with supporting real-life examples on how the strategy and its programs prepares Canadian soldiers to face and overcome current and future challenges. For example, the Chain of Command and spokespersons could mention their experience in using one program to ensure their personal readiness and resiliency in the face of daily challenges in garrison.

15. The Mission: Ready – CAIPS’s messages support the CA overarching narrative “Ready”, the CA brand “Strong. Proud. Ready.”, the CA master theme “People” and the CA Strategic Communication Plan messages. In turn, they support DND/CAF’s four narrative themes: Exercises and Operations, Capabilities, Partners and Sustainability.

PUBLIC AFFAIRS PRODUCTS AND ACTIVITIES

16. Internal communications. Proactive internal communications activities performed by CADTC and Divisions will be the main effort in reaching and informing primary target audiences about Mission: Ready – CAIPS. Internal communications products and activities will include:

   a. Leadership and subject matter experts-led events, such as Commander’s Hours, coordination meetings and annual awareness training;

   b. Articles for base newspapers, the Maple Leaf, the Defence Team Update monthly e-bulletin and other CAF publications. An effective article is usually a few short paragraphs and supported by a picture;

   c. Internal information venues that helps target audience to link to Mission: Ready – CAIPS Website;

   d. A planned poster campaign; and

   e. ALCON e-mails with relevant information and links.

17. Mission: Ready – CAIPS Website. The Mission: Ready – CAIPS Website is an integral component of the strategy and will be maintained by the CAIPS Directorate. Communication efforts will encourage target audiences to use the CAIPS Website’s links to find useful information or programs to improve their wellbeing.
18. Social media. Social media has become a prevalent communications tool in society. CAIPS Directorate will monitor and manage any social media sites that are created in its name. CADTC and Divisions will promote the Mission: Ready – CAIPS Website through their social media sites, as well as to highlight CAIPS information relevant in their Areas of Responsibility.

19. Community relations. Some services recommended and provided by Mission: Ready – CAIPS will be found in local communities. The CA leadership is strongly encouraged to meet with the local community officials and business owners to discuss their contribution to some of the Mission: Ready – CAIPS programs that will support military and civilian personnel, and their families.

20. Media relations. Mission: Ready – CAIPS communications success is not and should not be dependent on news media stories. However, Media Response Lines will be ready for CA spokesperson to seize media opportunities to explain and promote CAIPS.

EVALUATION

21. The following methods will be used to evaluate the effectiveness of the PA efforts in support of Mission: Ready – CAIPS:

   a. Numbers of users of the Mission: Ready – CAIPS Website;

   b. Analysis of Mission: Ready – CAIPS social media sites’ metrics;

   c. Public comments on social media detailing their understanding of Mission: Ready – CAIPS; and

   d. Local and community media using the Key Messages in their reporting.

22. The Mission: Ready – CAIPS PA Plan will be maintained by the CADTC PA office.