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Combating Hateful Conduct in the Canadian Armed Forces

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Exercise Solo Flight

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Combatting Hateful Conduct in the Canadian Armed Forces

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THE WAR WITHIN: COMBATting HATEFUL CONDUCT IN THE CANADIAN ARMED FORCES

INTRODUCTION

Canada is a country that embraces multi-culturalism and recognizes that diversity increases the potential for innovation, providing varying perspectives on global issues and economic opportunities.¹ The willingness to embrace diversity is one of Canada's greatest economic and political strengths.² However, despite diversity's many advantages, hateful conduct continues to fester within Canadian society and by extension within government organizations such as the Canadian Armed Forces (CAF).³

Hateful conduct includes behaviours ranging from acting on unconscious bias and being culturally insensitive to more extreme activities such as harassment, violence, and terrorism.⁴ CAF soldiers must be prepared to counter terrorist activities when mandated by the Canadian government in support of United Nations (UN) and North Atlantic Treaty Organization (NATO) commitments.⁵ This work requires close collaboration with allied forces and interaction with diverse populations within a variety of joint operations areas (JOAs).⁶ Soldiers cannot be highly effective in this type of operating environment if they disrespect others or if their decision making and actions are influenced by a lack of

¹ Alistair Edgar, Rupinder Mangat, and Bessma Momani (Eds), "Strengthening the Canadian Armed Forces through Diversity and Inclusion." Toronto: University of Toronto Press, 2020, 2.

² Ibid.

³ Ibid.

⁴ Department of National Defence. "Annex C COA 11-82 Escalation of Conduct and Escalation of Response" 21 March 2022. <https://www.canada.ca/en/army/programs/cao-11-82-hateful-conduct.html>

⁵ Stephen Fuhr, Chair "Improving diversity and inclusion in the Canadian Armed Forces: Report of the Standing Committee on National Defence", House of Commons, 42nd Parliament, 1st Session, June 2019, 16-17.

⁶ National Defence. "Strong, Secure, and Engaged", 2017. Catalog Number D2-386/2017E ISBN 978-0-660-08443-5, 91-93.

empathy and intolerance. These types of behaviours also erode unit effectiveness and result in higher levels of attrition, affecting individual and team performance.⁷

This paper argues that the degree to which the CAF can counter the impact of hateful conduct will be determined by its ability to influence military culture and combat mis/disinformation. One of the key tools in effecting this influence is through the education and supports for members on the psychological and sociological factors that lead to this type of behavior. The General Aggression Model (GAM) is used to identify inputs/factors that policies and programs can target to counter anger and hateful conduct.⁸ These factors include health, safety, social influences, mis/disinformation, and aspects of CAF culture.

DISCUSSION

History provides many examples of hateful conduct, such as events during Hitler's Nazi regime or violence towards the "lesbian, gay, bisexual, transgender, queer, or questioning, and two-spirited (LGBTQ2S+) community" internationally.⁹ There also is a rising trend in hateful conduct within militaries including the CAF.¹⁰ Several news headlines have linked CAF members to the Proud Boys and several other hate groups

⁷ Edward Yeung, Evanya Musolino, and Emrah Eren. "The 2019 CAF Regular Force Retention Survey: Descriptive Analysis. Ottawa: Human Resource Systems Group Ltd, November 2019.

⁸ Johnie J. Allen & Craig. A. Anderson, (2017). "General Aggression Model." In P. Roessler, C. A. Hoffner, & L. van Zoonen (Eds.) *International Encyclopedia of Media Effects*. Wiley Blackwell. DOI: 10.1002/9781118783764.wbieme0078, 8.

⁹ Statistics Canada. "A statistical portrait of Canada's diverse LGBTQ2+ communities," 15 June 2021. <https://www150.statcan.gc.ca/n1/daily-quotidien/210615/dq210615a-eng.htm>

¹⁰ Seth G. Jones, Catrina Doxsee, Grace Hwang, and Jared Thompson. "The Military, Police, and the Rise of Terrorism in the United States." CSIS Brief, April 2021.

operating both within Canada and abroad.^{11, 12} Systemic racism and discrimination were also highlighted this week in the “Minister of National Defence Advisory Panel on Systemic Racism and discrimination report”.¹³ The report specifically mentions the white supremacy groups “Stormfront, Three Percenters, Soldiers of Odin, The Base, La Meute and Storm Alliance.”¹⁴ Belonging to such a group is a form of hateful conduct as are several other behaviours. For the purposes of this paper, the CAF definition of hateful conduct as it appears in Defence Administrative Orders and Directives (DAOD) 5019-0, Conduct and Performance Deficiencies has been used.¹⁵ Hateful conduct is:

an act or conduct, including the display or communication of words, symbols, or images, by a CAF member, that they knew or ought reasonably to have known would constitute, encourage, justify, or promote violence or hatred against a person or persons of an identifiable group, based on their national or ethnic origin, race, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, genetic characteristics, or disability.¹⁶

¹¹ Brett Forester. Military involvement in racist, extremist activity” growing at an alarming rate.” Report. APTN National News. 25 April 2022. <https://www.aptnnews.ca/national-news/military-involvement-in-racist-extremist-activity-growing-at-an-alarming-rate-report/>

¹² Karen Pauls. “ Canadian military says new hateful conduct policy will help weed out extremists in the ranks. CBC. 16 July 2020. <https://www.cbc.ca/news/canada/manitoba/canadian-military-tool-identifies-hateful-conduct-1.5652276>

¹³ Department of National Defence “Minister of National Defence Advisory Panel on Systemic Racism and Discrimination - Final Report. “January 2022. <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/mnd-advisory-panel-systemic-racism-discrimination-final-report-jan-2022/part-i-systemic-racism.html#toc8>

¹⁴ Ibid.

¹⁵ Department of National Defence. DAOD 5019-0, Conduct and Performance Deficiencies, 2020-07-10. <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/defence-administrative-orders-directives/5000-series/5019/5019-0-conduct-and-performance-deficiencies.html#def>

¹⁶ Ibid.

In reviewing current and historical examples of hateful conduct, alongside CAF's definition; dealing with hateful conduct appears to be a wicked problem (exceedingly complex).¹⁷ As every person is unique in their combination of beliefs, experiences, social networks, and learning styles, programs to prevent and eliminate hateful conduct will need to be multifaceted. The GAM offers a framework in which to examine the multiple causes of aggression and will be used in this paper to identify strategies to reduce or eliminate hateful conduct in the workplace.¹⁸

Theoretical Frameworks

“The General Aggression Model (GAM) is a comprehensive, integrative, social-cognitive framework for understanding aggression” and hateful conduct.¹⁹ The model incorporates multiple theories of human behaviour to explain the origins of aggression. These theories include” cognitive neo association, social learning, script, excitation transfer, social interaction theories as well as the general affective aggression model.”²⁰ Aggression is complex and multi-faceted, and thus each theory strives to provide a different approach or explanation for this behaviour. The GAM model builds on these theories by focusing on the three stages or phases that occur when a person is presented with a social event.²¹ These three phases are entitled “inputs, routes, and outcomes.”²² The cycle begins with a social encounter and ends in either a thoughtful or impulsive action as depicted in figure 1.²³

¹⁷ Department of National Defence. DAOD 5019-0, Conduct and Performance Deficiencies...

¹⁸ Johnie J. Allen & Craig. A. Anderson, (2017). “General Aggression Model.” ...

¹⁹ Ibid.

²⁰ Ibid.

²¹ Ibid.

²² Ibid.

²³ Ibid.

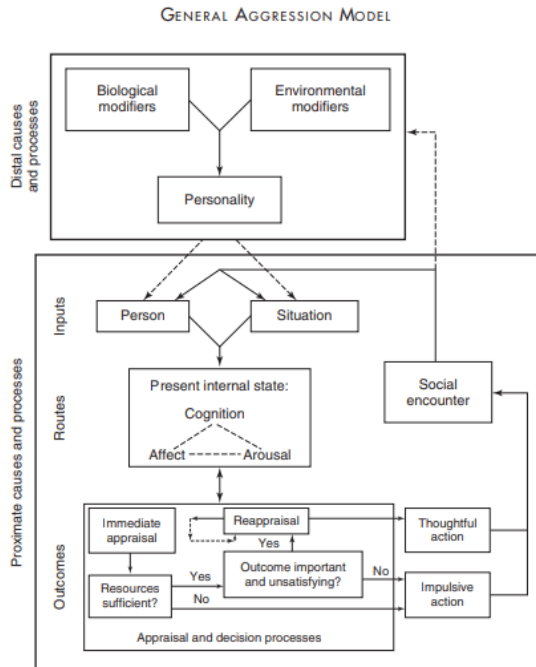


Figure 1. Johnie J. Allen & Craig. A. Anderson, (2017). "General Aggression Model."

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The first phase of the GAM includes the inputs that affect how a person interprets a situation.²⁵ As software and data is used to direct a computer's logic output, these inputs influence a person's thought processes. In the brain, these inputs combine to form a person's personality. The GAM links the following types of inputs to aggressive behaviour:

unstable high self-esteem; narcissism; self-image; long-term goals; self-efficacy beliefs; normative beliefs about aggression, retaliation; attitudes toward violence, perception biases, dehumanizing others, cultural stereotypes; moral justifications; and displacement of responsibility.²⁶

²⁴ Ibid, 8

²⁵ Ibid, 8

²⁶ Ibid, 8

Other inputs include situational factors such as long-term effects from drug and alcohol use, stress, emotion, and exposure to violence (through media or environment), as well as several “biological and environmental modifiers.”²⁷ Examples of these modifiers include brain trauma (concussions/ strokes/ post-traumatic stress disorder (PTSD)), hormonal imbalances or exposure to violence.²⁸

Phase two of GAM consists of three routes for a person’s “affect, cognition, and arousal and represent a person’s internal state of being when a social encounter occurs.”²⁹ Affect is the person’s “mood and emotions,” cognition is their internal thoughts, and arousal is a heightened state of awareness. In this phase, a person’s aggression is affected by external factors such as pain, hunger, excessive heat, stress, or impairment due to insomnia, drugs, or alcohol.³⁰

In phase three of the GAM the focus is on the “appraisal and decision-making process,” which occurs immediately prior to an action.³¹ In the GAM, the person’s reaction to a social encounter is either thoughtful or impulsive depending upon the urgency of the perceived threat and the importance of the decision.³² Thoughtful processes occur when the outcome is particularly important and there is sufficient time to examine the social encounter and consequences of potential actions.³³ Both thoughtful and impulsive reactions can result in passive or aggressive behaviour.³⁴ The outcome

²⁷ Ibid, 9.

²⁸ Kellianne Costello and Brian D. Greenwald. "Update on Domestic Violence and Traumatic Brain Injury: A Narrative Review." *Brain Sciences* 12, no. 1 (2022): 122.
doi:<http://dx.doi.org/10.3390/brainsci12010122>.

²⁹ Johnie J. Allen & Craig. A. Anderson, (2017). “General Aggression Model.” ..., 9.

³⁰ Ibid.

³¹ Ibid.

³² Ibid.

³³ Ibid.

³⁴ Ibid.

depends upon the combination of factors from all three phases, including whether the person is primed for action (increased arousal) and their perceived urgency to react.³⁵ The GAM model incorporates several explanations for aggression and can guide policy makers in addressing these underlying causes in order to develop programs or services that can reduce aggression.³⁶

Implications of GAM for CAF

Prevalence of Anger. Feelings of anger are a self-reported concern for CAF members. In the Health and Lifestyle Information Survey (HLIS) 2013/14, 13.7% of CAF respondents self-reported that their ability to manage anger was poor to fair.³⁷ It is important to note that CAF members reported this anger as affecting their lives “more than a little” for family activities (11.8%), social interactions (10.9%), and work (9.2%).³⁸ These statistics reinforce the need for family supports, counseling services, and interpersonal communications training.

Health care. Access to these supports in both official languages should be a key priority for health care providers and mental health services as it can be difficult to translate the linguistic or cultural nuances of social interactions. In HLIS 2013/14, 28.2% of respondents were francophone and 29.8% of those respondents indicated that they lacked access to health services in their primary language.^{39,40} The question in the survey was focused on measuring access to health services in general.⁴¹ Future HLIS surveys

³⁵ Ibid.

³⁶ Ibid.

³⁷ François Thériault Karyn Gabler Kiyuri Naicker. (2016) Health and Lifestyle Information Survey of Canadian Armed Forces Personnel 2013/2014 – Regular Force Report. B.A. Strauss & J. Whitehead (Eds.), Ottawa, Canada: Department of National Defence, 33.

³⁸ Ibid, 34.

³⁹ Ibid, 8

⁴⁰ Ibid, 94

⁴¹ Ibid, 94.

should consider measuring access to psychosocial and mental health services in the respondent's language of choice as a question separate from access to other primary care health services, to determine if further investment is needed in this area.

Personality and bias. In addition to medical supports, programs designed to influence inputs such as self-image, personal bias, cultural beliefs, and mis/disinformation can aid in managing anger and reducing aggression.⁴² CAF members have access to a wide variety of mandatory and optional courses to address these inputs, such as interpersonal communications, managing angry moments, cultural awareness, parenting, mental health first-aid, understanding bias, and inclusion and diversity training. However, programs that target mis/disinformation and the effects of social media are limited and require further development. Foreign governments such as Russia have been implicated in targeting Canadians with propaganda and it is critical that CAF members are cyber aware and well informed on issues to counter these attempts.⁴³

Safety. Another key trigger of aggression in GAM is fear and continued exposure to the potential for violence.⁴⁴ Feeling unsafe at home or within the community is a key environmental factor.⁴⁵ The Canadian housing market has created challenges to housing affordability for home purchases and rentals, limiting options for CAF members.⁴⁶ Housing affordability and access is a key stressor for many Canadians and can negatively affect a person's sense of well-being.⁴⁷ Living in a community with high rates of crime

⁴² Johnie J. Allen & Craig. A. Anderson, (2017). "General Aggression Model." ..., 9.

⁴³ Sergey Sukhankin. "The Western Alliance in the Face of the Russian (Dis)information Machine: Where Does Canada Stand?" University of Calgary: The School of Public Policy Publications SPP Research Paper, vol 12:26, September 2019

⁴⁴ Johnie J. Allen & Craig. A. Anderson, (2017). "General Aggression Model." ..., 9.

⁴⁵ Ibid.

⁴⁶ Canada Mortgage and Housing Corporation (CMHC). "Housing Market Outlook: Canada and Metropolitan Areas," Spring 2022.

⁴⁷ Johnie J. Allen & Craig. A. Anderson, (2017). "General Aggression Model." ..., 9.

creates high states of arousal, where individuals feel unsafe or constantly on edge.⁴⁸ This constant state of heightened awareness can contribute to aggression and hateful conduct.⁴⁹ Existing programs for housing support need to be reviewed to ensure that CAF families can afford to live in neighbourhoods where they feel safe.

Access to training and supports to build safe communities in areas of crime, can also help improve living conditions for members who have opted to live in these areas due to a lack of other housing options. There are several organizations who offer training and programs to aid in developing safe communities and preventing crime. For example, the Edmonton police offer a program on crime prevention through environmental design (CPTED) and organizations such as Happy City offer recommendations for redesigning community spaces to create areas where residents can interact with one another.^{50, 51} Organizations such as the Military Family Resource Centre (MFRC) could provide links to resources and information on submitting proposals and accessing community grants, to empower CAF members to improve living conditions where they live.⁵² Other housing supports also need to be examined to increase the number of affordable options in areas with low availability and unaffordable prices such as in Ottawa. Social influences within a community effect several GAM inputs such as self-esteem, beliefs, personal biases, and norms about violence.⁵³

Social Influence

⁴⁸ Ibid.

⁴⁹ Ibid.

⁵⁰ Happy Cities. 2022. Accessed 4 April, 2022. <https://happycities.com/services>

⁵¹ Edmonton Police. "Crime Prevention Through Environmental Design," Brochure, 2018. <https://www.edmontonpolice.ca/CrimePrevention/CommunitySafety/CPTED>

⁵² Canadian Forces Morale & Welfare Services. "Housing Links." Accessed 6 April 2022. <https://www.cafconnection.ca/National/Programs-Services/Relocation/Resources/Housing.aspx>

⁵³ Johnie J. Allen & Craig. A. Anderson, (2017). "General Aggression Model." ..., 9.

Communities exist in the neighbourhoods where people live, networks of friends, workplaces, and in any other group where people share similar “attitudes, interests, or goals.”⁵⁴ Communities also exist in virtual groups and in schools or classrooms. In looking at the impact of social influence in a school community, the example of the “Third Wave” illustrates the impact that a trusted authority figure can have on influencing the behaviour of a group.⁵⁵ Ron Jones, a high school history professor in California, conducted a social experiment in 1976 entitled the “Third Wave.”⁵⁶ Mr. Jones introduced his class to some of “the experiences that characterized Nazi Germany.”⁵⁷ “Discipline, community, action, pride”, and inclusivity were used to simulate a fascist social order.⁵⁸ Many students stated they preferred the “comfort of discipline and superiority” the class gained.⁵⁹ Although there were three students who were active dissenters to the new class rules, the remaining students were fully invested in the value of the “Third Wave.”⁶⁰ They stated that they felt the strict regimen improved their performance and gave them purpose.⁶¹ Students in the Third Wave were taught that posture, discipline, and brevity were important for performance.⁶² They learned to sit at their desks in a rigid pose, stand quickly when called upon, and respond to questions in brief three-word phrases to be more efficient.⁶³ The Third Wave movement including

⁵⁴ Oxford Language Dictionary. “Community.”

https://www.google.com/search?q=definition+of+community&rlz=1C1YKLZ_enCA970CA971&oq=definition+of+community&aqs=chrome..69i57j0i512l9.5016j1j15&sourceid=chrome&ie=UTF-8

⁵⁵ Ron Jones. “1976 The Third Wave Story.” 1976 & 2020. Accessed 4 April 2022, https://www.thewavehome.com/1976_the-third-wave_story/

⁵⁶ Ibid.

⁵⁷ Ibid.

⁵⁸ Ibid.

⁵⁹ Ibid.

⁶⁰ Ibid.

⁶¹ Ibid.

⁶² Ibid.

⁶³ Ibid.

recruiting participants outside of the classroom, supplying membership cards, and teaching them their unique salute, rules, and philosophy.⁶⁴ Mr. Jones stated in his reflection upon the one-week exercise that it was a bit terrifying how quickly the movement spread and how easily the students accepted the new rules and authoritarian structure, which he had based loosely on the spread of Nazi idealism during the Second World War.⁶⁵

The lesson from this experiment is that people and especially youth, are easily influenced by those they view as authority figures. They are also highly susceptible to recruitment in organizations that offer them identity, purpose, and prestige.⁶⁶ In general, people want to perceive themselves as being good at what they do and to have their work valued. If these needs are not met, they tend to look for work elsewhere or seek acceptance in another group. A hate group may prey upon discontented members of the CAF, as they highly value people with military skills and experience. In addition to hate groups, foreign governments have also been noted to target “active-duty personnel, reservists, veterans, and police through mis/disinformation” to encourage dissent and hateful conduct.⁶⁷

Impact of social media

⁶⁴ Ibid.

⁶⁵ Ibid.

⁶⁶ Ibid.

⁶⁷ Sergey Sukhankin. “The Western Alliance in the Face of the Russian (Dis)information Machine: Where Does Canada Stand?” ...3.

Rises in hate crimes are often linked to specific issues that trigger fear or anger.⁶⁸

⁶⁹ For example, conspiracy theories regarding Covid-19 and its origins in China contributed to an increase in hate crimes towards people with Asian ancestry.⁷⁰ Extremist groups such as ISIS and al Qaeda have contributed to Islamophobia and hate crimes towards the Muslim community.⁷¹ Headlines reporting honour killings of women and children within Canada and abroad further fuel fear and hate directed at specific ethnicities.⁷² The pandemic and terrorist activities have had significant media coverage and social media discussion. Social networks such as Facebook and Twitter enable sharing of individual opinions where facts and portions of real news are easily twisted to fit a specific narrative.^{73, 74} In credible media, journalists and subject matter experts confirm facts and provide informed commentary and opinion for public review and discussion. While social media enables people or groups to disseminate propaganda representative of a false or purposefully limited view of an issue or event to influence the

⁶⁸ Statistics Canada. "Police-reported hate crime, 2019". 29 March 2021.
<https://www150.statcan.gc.ca/n1/daily-quotidien/210329/dq210329a-eng.htm>

⁶⁹ Chelsea Gray and Kirstine Hansen. "Did Covid-19 Lead to an Increase in Hate Crimes Toward Chinese People in London?" *Journal of Contemporary Criminal Justice* 37, no. 4 (November 2021): 569–88.
<https://doi.org/10.1177/10439862211027994>.

⁷⁰ Ibid.

⁷¹ Gallup. "Islamophobia: Understanding Anti-Muslim Sentiment in the west." 2022.
<https://news.gallup.com/poll/157082/islamophobia-understanding-anti-muslim-sentiment-west.aspx>

⁷² Government of Canada. Preliminary Examination of so-called "Honour Killings" in Canada. 2021-12-08. <https://www.justice.gc.ca/eng/rp-pr/cj-jp/fv-vf/hk-ch/p2.html>

⁷³ Magdalena Celuch, Atte Oksanen, Pekka Räsänen, Matthew Costello, Catherine Blaya, Izabela Zych, Vicente J. Llorent, Ashley Reichelmann, and James Hawdon. "Factors Associated with Online Hate Acceptance: A Cross-National Six-Country Study among Young Adults." *International Journal of Environmental Research and Public Health* 19, no. 1 (2022): 534.
doi:<http://dx.doi.org/10.3390/ijerph19010534>. <https://www.proquest.com/scholarly-journals/factors-associated-with-online-hate-acceptance/docview/2618223818/se-2>.

⁷⁴ Sander van der Linden, Jon Roozenbeek, and Josh Compton. "Inoculating Against Fake News About COVID-19." *Frontiers in Psychology*, 23 October 2020.
<https://www.frontiersin.org/articles/10.3389/fpsyg.2020.566790/full>

reader.⁷⁵ For example, Facebook was used to incite hate and extremism in Myanmar against the Rohingya population resulting in mass killings and the displacement of thousands of people.^{76, 77} To eliminate Facebook from being used for extremism, the company “banned military officials” in Myanmar from using their platform and hired staff to audit content originating from the region⁷⁸ However, there are several platforms that are not subject to auditing or monitoring such as WhatsApp or chats built-in to online video gaming.^{79, 80} These connections can build a sense of community, depersonalize members of the targeted group and goad people into taking action and sharing their exploits without fear that their conversations will be intercepted.⁸¹

COVID pandemic restrictions have also contributed to isolating people from their extended family and existing communities, further increasing the risk that initial changes in behaviour or attitudes that may be associated with involvement in hateful conduct will go unnoticed. Theories about the origins of the pandemic, the safety and efficacy of vaccinations, and public health restrictions have also provided foreign government and groups with added fodder to create mis/disinformation campaigns.⁸² At the same time,

⁷⁵ Irina Lock. “Organizational propaganda on the Internet: A systematic review. *Public Relations Inquiry*, 2020, Vol 9(1) 103-127. 2019.

<https://journals.sagepub.com/doi/pdf/10.1177/2046147X19870844>

⁷⁶ Human Rights Council. “Report of the independent international fact-finding mission on Myanmar.” 39th session, 12 September 2018, agenda item 4, 14

⁷⁷ Zachary Laub. “Hate Speech on Social Media: Global Comparisons. Council on Foreign Relations. 7 June 2019. <https://www.cfr.org/background/hate-speech-social-media-global-comparisons>

⁷⁸ Zachary Laub. “Hate Speech on Social Media: Global Comparisons,” 7 June 2019. <https://www.cfr.org/background/hate-speech-social-media-global-comparisons>

⁷⁹ Pam Nilan. “Online Discourse and Social Media” in *Young People and the Far Right*. University of Melbourne: Melbourne, Australia. 11 May 2021. https://link.springer-com.cfc.idm.oclc.org/chapter/10.1007/978-981-16-1811-6_2

⁸⁰ Séraphin Alava Divina Frau-Meigs Ghayda Hassan.” *Violent Extremism on Social Media: Mapping the Research*, UNESCO, 2017, 16

⁸¹ Ibid.

⁸² Federation of American Scientists. “Weekly COVID-19 Disinformation and False Propaganda Report. 23 July 2020. <https://uploads.fas.org/2020/07/COVID-19-Disinformation-Report-for-July-20.pdf> 13/30

there are many news stories, television programs, books, and movies, which help to dispel myths and prejudices, thus media can also have a positive impact. A recent phenomenon created by the constant bombardment of media from varying sources is the “News Finds Me (NFM) perception.”⁸³ In an 18-country study, researchers looked at the perception of people who use passive news sources to remain informed on current affairs. In the US, the study found that “eight-in-ten Americans” obtain their news from digital sources and 53% reported using social media to access the news.⁸⁴ However, in the UK the results showed that respondents actively sought news and researched issues. The study attributed this difference to “the widespread debate culture in the country.”⁸⁵ Although Canada was not included in the study, the results are helpful in recognizing people who use social media regularly are prone to NFM and may believe that they are well informed.⁸⁶ Following a media stream is not the equivalent of actively searching for news with the intent of understanding the issue from varying points. A lack of empathy and desire to fact check in order to understand an issue from multiple perspectives can contribute to the spread of propaganda and result in misinformed decisions resulting in hateful conduct.⁸⁷

Combatting Hate

In Canada, “the number of police-reported hate crimes” related to race or ethnicity increased from a low of 1,200 in 2013 to a peak of 2,073 in 2017 and remained

⁸³ Nadine Strauß, Brigitte Huber, and Gil de Zúñiga Homero. "Structural Influences on the News Finds Me Perception: Why People Believe they Don't have to Actively Seek News Anymore." *Social Media + Society* 7, no. 2 (04, 2021). <https://doi.org/10.1177/205630512111024966>.

⁸⁴ Ibid.

⁸⁵ Ibid.

⁸⁶ Ibid.

⁸⁷ Ibid.

relatively high with 1,946 in 2019.⁸⁸ Statistics Canada also reported that hate crimes against members of the LGBTQ2S+ community increased from 186 in the previous year to 263 in 2019.⁸⁹ There are many different types of hate groups such as “anti-immigrant, anti-LGBTQ+, anti-muslim, militia or street protest, white nationalist, white supremacist, black supremacist, holocaust denial, misogynist,” and organizations centered on religious extremism.⁹⁰ Hate is not strictly a male pursuit.⁹¹ Groups such as the Proud Boys (classified as a terrorist group due to involvement in the US Capital riots in January 2021), boast having non-white members and a branch for women despite being a white supremacist and misogynistic group.⁹² Thus, the spreading of hate speech is not limited to a specific race or gender. In the military setting, exceptionalism (elitism) and a lack of empathy can further contribute to harmful behaviours.

Military Exceptionalism. The perception that basic military training is something only a few select people are capable of achieving is a myth that is harmful to CAF recruitment efforts. However, the challenge military training poses alongside this false perception of exceptionality is attractive to those that want to prove something to themselves or others.⁹³ This motivation can help individuals achieve challenging goals, but it also can foster a harmful attitude of superiority or entitlement.⁹⁴ This attitude is

⁸⁸ Statistics Canada. “Number of police-reported hate crimes, Canada, 2009 to 2019.” 2021-03-29. <https://www150.statcan.gc.ca/n1/daily-quotidien/210329/cg-a001-eng.htm>

⁸⁹ Ibid, Table 1.

⁹⁰ Institute for Strategic Dialogue. “Bankrolling Bigotry: An Overview of the Online Funding Strategies of American Hate Groups”, 14.

⁹¹ Tammy Castle. “Morrigan Rising: Exploring Female-Targeted Propaganda on Hate Group Websites.” *European Journal of Cultural Studies* 15, no. 6 (December 2012): 679–94. <https://doi.org/10.1177/1367549412450636>.

⁹² Tammy Castle. “Morrigan Rising: Exploring Female-Targeted Propaganda on Hate Group Websites.” ...

⁹³ Susan Bryant, Brett Swaney, Heidi Urben. “From Citizen Soldier to Secular Saint: The Societal Implications of Military Exceptionalism. *Texas National Security Review*, Vol 4, Iss 2, Spring 2021, 9-24

⁹⁴ Ibid.

often present in groups/organizations that have initiation rituals or hazing, which is a form of harassment and bullying that is no longer tolerated in the CAF.⁹⁵ Hazing tends to occur in groups where “conformity is highly valued” and inclusion in the group has had to be earned, such as being selected for a sports team, a fraternity, or military unit.^{96, 97} It also occurs in some hate groups where members must prove their commitment to the group and then are celebrated and granted the privilege of wearing the group’s insignia. Taking pride in belonging to a group or in one’s achievements is a good feeling. However, feelings of superiority can lead to micro-aggressions and other forms of hateful conduct. Superiority is a powerful feeling that reduces a person’s ability to be empathetic and this lack of empathy for others contributes to hateful conduct.

Empathy in the CAF. To create a workplace culture that values diversity and inclusion, an investment in empathetic leadership is needed.⁹⁸ Empathy aids leaders to “understand the experiences, perspectives, and feelings” of others promoting effective decision making, team building and personnel retention.⁹⁹ In law, politics, and hostage negotiation, tactical empathy is recognized as valuable in finding what matters to the other party in order to enhance the negotiation process. It can also be used for the Operational Planning Process (OPP) to recognize potential irritants to the local populace

⁹⁵ Tony Keene. “Hazing thrives in organizations obsessed with conformity. The military is the acme of this.” CBC, 2 January 2019. <https://www.cbc.ca/news/opinion/hazing-military-1.4962270>

⁹⁶ Ibid.

⁹⁷ Adam M. McCready (2020) Fraternity Chapter Masculine Norm Climates as Predictors of Social Dominance Hazing Motivations, *Journal of Student Affairs Research and Practice*, 57:5, 532-545, DOI: 10.1080/19496591.2019.1669455

⁹⁸ John McDougal (Chaplain (Maj.). “Empathetic Leadership: Understanding the Human Domain”. Army University Press: *Military Review*, November-December 2019, article 6
<https://www.armyupress.army.mil/journals/military-review/english-edition-archives/november-december-2019/mcdougall-empathetic-leadership/>

⁹⁹ Ibid.

that may be counterproductive to the operation.¹⁰⁰ There are several tools that can be implemented to foster personal growth and to improve workplace culture. For example, a 360-degree survey provides a person with feedback on their leadership from the perspective of peers, subordinates, and supervisors.¹⁰¹ The survey provides an opportunity to receive impartial feedback in order to promote self-reflection and to identify areas for improvement. Unfortunately, the 360-degree program is expensive, costing \$1670 per person.¹⁰²

Another tool is a Myers-Briggs group session.¹⁰³ This program provides each participant with insight into their own personality and how it contributes to the way they perceive the world around them. A certified facilitator uses activities to illustrate the differences and similarities in the group's perceptions.¹⁰⁴ The goal of the session is to explore how varying personalities have different preferences in workplace interactions. For example, some people do not like to be ambushed with a question, preferring to have time to think and provide a detailed response. The person's inability to provide an adequate quick response may be interpreted as a lack of competence or confidence by the leader and at the same time it may seem like harassment to the question recipient. It is important to be open to feedback from all rank levels to understand how words, policies, and actions are affecting the team.

¹⁰⁰ Sarah Russell-Farnham. "Empathy as a Combat Capability." *Security Challenges*, 5, no. 1 (2009): 1–13. <http://www.jstor.org/stable/26459158>.

¹⁰¹ Public Service Commission. "Public Service Staffing" <https://www.canada.ca/en/public-service-commission/services/staffing-assessment-tools-resources/doing-business/price-list.html>

¹⁰² Ibid.

¹⁰³ The Myers & Briggs Foundation. "Take the MBTI Instrument", 2022. <https://www.myersbriggs.org/my-mbti-personality-type/take-the-mbti-instrument/>

¹⁰⁴ Ibid.

An inclusion-empathy map is another option that can be used to illustrate how interconnected team members perceive themselves to be in their work relationships.¹⁰⁵ If a team map shows strong interconnectivity amongst most of its members, the team should reflect on any links that are less connected to ensure communication is optimized and that they are being inclusive.¹⁰⁶ The team map may also identify unofficial influencers, which regardless of rank, position, or seniority are very inter-connected with others and have a strong impact on team dynamics and the work environment. The commitment of team influencers towards fostering an inclusive workplace is a key enabler for culture change.

Military Culture

Conformity is a valued part of culture within the CAF and other military organizations.¹⁰⁷ Strict enforcement of dress (uniform standard) and deportment, exacting standards for inspections, and acceptance of CAF values are requirements during basic training. The standards are so specific that a picture would be presented to recruits to illustrate how their equipment should be stored. Each article of clothing would have a specific way it should be folded and placed. Rulers are used to measure the size and distance of objects to ensure they conform to the photo supplied and are identical to the rest of the group. This practice teaches recruits to focus on details, follow precise instructions, and work as a team to ensure the whole group succeeds. Recruits become

¹⁰⁵ Nakamura, Yoshie Tomozumi, Julia Milner, and Trenton Milner. "Inclusive-Empathy in Leadership." *The Journal of Applied Behavioral Science* 58, no. 1 (March 2022): 161–63. <https://doi.org/10.1177/0021886320982022>.

¹⁰⁶ Ibid.

¹⁰⁷ National Research Council, Division of Behavioral and Social Sciences and Education, Cognitive, and Sensory Sciences Board on Behavioral, and Committee on the Context of Military Environments: Social and Organization Factors. *The Context of Military Environments: An Agenda for Basic Research on Social and Organizational Factors Relevant to Small Units*, Washington, D.C.: National Academies Press, 2014, 25. <https://search-ebscohost-com.cfc.idm.oclc.org/login.aspx?direct=true&db=nlebk&AN=867675&site=ehost-live&scope=site>.

experts at spotting differences in their equipment layout or uniform and correct one another before the instructor spots the error. Conformity can be destructive when it creates an environment where people are targeted or treated dismissively due to their differences.¹⁰⁸ The key to a successful organization is to find a balance between conformity and diversity. Updated dress standards for symbols of faith, hair styles, earrings, nail polish and tattoos are a significant deviation from the strict standards of the past and are a positive step towards supporting individual expression and inclusion.^{109,110} However, these changes in dress standards do challenge some CAF member's views about the appearance of a professional soldier. CAF members who continue to vocally dissent these approved changes are harmful to building a diverse team.

In some cases, they may lack the empathy needed to understand the value of the change. A lack of empathy is also one characteristic of narcissistic personalities. This personality type is drawn to the military as it provides them with the opportunity to be viewed as exceptional and to be admired, feel powerful, and have control over others.¹¹¹ This type of leader may exude confidence and can be very charismatic and persuasive when it achieves their aims. A narcissistic leader may be extremely proficient, expect high quality work from others, and are motivated by praise and recognition. However, their achievements can often be at the expense of others as their leadership style is prone

¹⁰⁸ Rajiv Jhangiani and Hammond Tarry. "Principles of Social Psychology-1st International Edition," August 2014. Adapted from Charles Stagnor. "Principles of Social Psychology". Saylor.org.

¹⁰⁹ Chief of Defence Staff. "Canadian Armed Forces Dress Instructions," A-DH-265-000/AG-001, 1 February 2017. <https://www.canada.ca/en/services/defence/caf/military-identity-system/dress-manual.html>

¹¹⁰ Sarah Turnbull. "With recruitment lagging, Canadian military preparing new ethos, dress code." CTV News. 24 March 2022. <https://www.ctvnews.ca/politics/with-recruitment-lagging-canadian-military-preparing-new-ethos-dress-code-1.5831487>

¹¹¹ Department of National Defence. "Military Justice at the Summary Trial Level 2.2: Chapter 4. <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/military-law/military-justice-summary-trial-level-2-2/ch-4-fairness-application-of-charter.html>

to creating a toxic work environment.¹¹² Instead of encouraging and supporting employees to develop their ability through meaningful assignments, training, or coaching, the narcissistic leader makes their staff feel inferior, is condescending, and strives to get their staff to work harder without supplying added resources or guidance.¹¹³

In annual performance evaluations with the new Performance and Competency Evaluation (PaCE) system, several attributes of leadership are measured.¹¹⁴ However, promotion is not based solely upon annual performance. The scoring criteria (SCRIT) used by each branch and trade provides added weight to certain courses or activities that are attributes for members at the next rank. In designing the SCRIT it is important to ensure that emphasis is placed on activities that “build an inclusive and diverse Defence Team, characterized by a healthy workplace free from harassment, discrimination, sexual misconduct and violence” as outlined in the Minister of National Defence’s Mandate Letter as an immediate priority.¹¹⁵

Another aspect tied to performance is discipline. Within the CAF there are two clear and transparent processes for maintaining discipline – Administrative measures and Tribunals (civilian courts, court martial, and summary trial). Court martials are a choice that the Commanding Officer (CO) can select or that the accused can elect depending

¹¹² Anthony L. Hinen. “Toxic Leadership in the Military.” University of South Florida: Muma Business Review, 4(5), 20 June 2020

¹¹³ Ibid.

¹¹⁴ Department of National Defence. “Performance and Competency Evaluation (PaCE).” 20 April 2022. <http://www.cmp-cpm.forces.gc.ca/pace-epc/en/index.asp>

¹¹⁵ Office of the Prime Minister. “Minister of National Defence Mandate Letter,” 16 December 2021. <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-national-defence-mandate-letter#:~:text=As%20Minister%20of%20National%20Defence%2C%20your%20immediate%20priority%20is%20to,discrimination%2C%20sexual%20misconduct%20and%20violence.>

upon the circumstances of the charge and which section of the National Defence Act (NDA) was allegedly breached.¹¹⁶ Legal counsel may be used to represent the accused.¹¹⁷ The summary trial process is to determine if the person has breached the code of service discipline, and if so, provide a punishment to the member as a deterrent to prevent future occurrences.¹¹⁸ The accused is provided an assisting officer to aid with preparing for the summary trial. To preside over a summary trial, an officer must hold a valid qualification to fulfill the presiding officer role and be appointed by their Commanding Officer.¹¹⁹ The presiding officer's powers of punishment are limited dependent upon their level of authority (Presiding officer, Commanding Officer, Base Commander, Superior Commander) and are subject to review.¹²⁰

The goal of the administrative process is to formally identify either a conduct or performance standard that was not achieved, design a plan to correct it, and coach the member to enable them to achieve the required standard.¹²¹ In regard to hateful conduct, there is a wide spectrum of actions in the CAF definition and there may be benefit in adding examples of behaviours and corrective actions to specific orders such as the Canadian Army Order (CAO) 11-82 to enable a more cohesive approach in applying these measures.¹²² A resource guide linked to certain behaviours or remedial measure

¹¹⁶ Department of National Defence. "National Defence Act, R.S.C., 1985, c.N5." 1 August 2019. <https://laws-lois.justice.gc.ca/eng/acts/n-5/page-1.html>

¹¹⁷ Department of National Defence. "Military Justice at the Summary Trial Level 2.2, ...

¹¹⁸ Ibid.

¹¹⁹ Ibid.

¹²⁰ Ibid.

¹²¹ Department of National Defence. "Defence Administrative Orders and Directives DAOD 5019-4, Remedial Measures." 28 May 2021. <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/defence-administrative-orders-directives/5000-series/5019/5019-4-remedial-measures.html>

¹²² Department of National Defence. *Canadian Army Order, 11-82 Hateful Conduct*, 21 March, 2022. https://www.canada.ca/content/dam/army-armee/migration/assets/army_internet/docs/en/national/2020-09-hateful-conduct-with-annexes.pdf
21/30

examples that relate to the spectrum of hateful conduct would enable the Chain of Command (CoC) to connect perpetrators to the information and services that are most relevant to their situation.¹²³ Another less formal process of correction still exists within some units where extra duties are assigned to an individual to correct minor behaviours. An example of this type of corrective action is the scheduling of a member for a weekend or evening duty in response to being late for a duty. This process is not regulated and is a practice that could negatively affect team morale if unjustly applied.

It is important for CAF members to understand the rules and the disciplinary system, thus another key aspect of military culture is indoctrinating new members into the organization.¹²⁴ This process occurs during basic training, which is provided at a variety of locations across Canada under the guidance of the Canadian Forces Leadership and Recruit School found in Saint-Jean-sur-Richelieu, Quebec. One of several new culture change initiatives announced is the redesign of basic military training “with a focus on building inclusive teams and enriching character, alongside resilience and military competencies.”¹²⁵ A focus on inclusivity is needed to combat challenges such as those that occurred on the recent basic training course in Esquimalt.¹²⁶ The course was ended due to sexual misconduct, harassment, and a threat of racial violence, which resulted in two separate military police investigations. Building inclusive teams is a CAF

¹²³ Department of National Defence. Military Personnel Command. “Administrative Review – Misconduct” <http://cmp-cpm.milca/en/recruitment-careers/administrative-review/misconduct.pageca>

¹²⁴ José M. Puente, Capt. “Values Research” in *Recruiting and Retention of Military Personnel*, North Atlantic Treaty Organisation (NATO). October 2007, TR-HFM-107 https://www.nato.int/issues/women_nato/recruiting%20&%20retention%20of%20mil%20personnel.pdf

¹²⁵ Department of National Defence. “Spotlight on culture change initiatives for military personnel,” *The Maple Leaf*, 28 March 2022. <https://www.canada.ca/en/department-national-defence/maple-leaf/defence/2022/03/spotlight-culture-change-initiatives-military-personnel.html>

¹²⁶ Ian Holliday. “Basic training course at CFB Esquimalt shut down amid allegations of racism, harassment.” CTV News. 20 March 2022. <https://vancouverisland.ctvnews.ca/basic-training-course-at-cfb-esquimalt-shut-down-amid-allegations-of-racism-harassment-1.5826597>

wide requirement, thus any proposed changes to the basic training curriculum should be circulated to enable other training centres and units to reinforce and build upon this foundational knowledge.

CONCLUSION

Combatting hateful conduct is a wicked problem (complex) as evidenced by the many psychological and sociological factors identified in the GAM.¹²⁷ The combination of these factors is unique to every person and requires a variety of approaches to eliminate hateful conduct from the CAF. In order to succeed in this task, CAF will need to focus on health, safety, social influences, mis/disinformation, discipline, and the selection process for promotion. Most of these areas of focus are either part of CAF culture or are influenced by it.

Hateful conduct is on the rise within the Canadian population and is apparent in the recent behaviour of some recruits, serving members, and veterans.^{128, 129} A pre-reading package or virtual course focused on eliminating racism and hateful conduct may be valuable for new recruits immediately prior to their arrival on course. This should be followed with verbal and written acknowledgement and meaningful in-person activities to further reinforce that failure to treat others with respect and dignity will result in consequences, up to and including release. Members also need to practice by-stander intervention training to be equipped to take action when an incident occurs.

¹²⁷ Allen, Johnie J. & Craig, A. Anderson, (2017). "General Aggression Model." ...

¹²⁸ Canada. Statistics Canada. "Police-reported hate crime, 2019". 29 March 2021.
<https://www150.statcan.gc.ca/n1/daily-quotidien/210329/dq210329a-eng.htm>

¹²⁹ Forester, Brett. "Military involvement in racist, extremist activity growing at an alarming rate." ...

For serving members, supports are required for safe and affordable housing, bilingual health access, and inclusive social opportunities. Funding and increased access to professional development opportunities are essential for empathy building and for promoting a positive work climate. To ensure hateful conduct is addressed at every level, the SCRIT for promotions should be reviewed to ensure it is weighted towards selecting leaders who are actively engaged in achieving the CAF's priorities. Development of a guide with examples of administrative measures related to hateful conduct, accompanied by strategies to improve member's performance/conduct, will also ensure members are connected with the best resources.

Lastly, mis/disinformation through social media is an extremely dangerous influence, and can result in hateful conduct or other actions detrimental to operational security.¹³⁰ Hate groups use social media to recruit and spread hate speech.¹³¹ Thus, members should receive additional training in order to identify false messaging and develop critical thinking skills to fact check their information sources. Addressing the factors outlined in this paper should have a positive impact on culture change and aid in reducing harmful conduct. Leadership, education, stakeholder participation, and positive reinforcement are all key components to effectively change workplace culture.

¹³⁰ Alava, Séraphin, Divina Frau-Meigs, Ghayda Hassan. "Violent Extremism on Social Media: Mapping the Research," ...

¹³¹ Laub, Zachery. "Hate Speech on Social Media: Global Comparisons." ...

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