



2024-2025

Annual Report

Addressing Wrongful
Behaviours at the Department
of National Defence

Aussi disponible en français sous le titre : La gestion des comportements inappropriés au ministère de la Défense nationale

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Addressing Wrongful Behaviours at the Department of National Defence: Annual Report 2024-2025

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Message from the Deputy Minister

Dear colleagues,

I am pleased to present the inaugural *Addressing Wrongful Behaviours at the Department of National Defence* (DND) report. This report gives insight into instances of wrongful behaviours by public service employees at DND during the 2024-2025 fiscal year.

Wrongful behaviours, which run counter to the culture and values we depend on to guide our ethical decision-making, take many forms, including workplace harassment and violence, discrimination, acts of wrongdoing, and misconduct.

Regardless of the form they take, wrongful behaviours are not tolerated in the Defence Team. All allegations are taken seriously.

We have been taking deliberate and coordinated actions at all levels of the organization to eliminate and prevent misconduct, racism, discrimination, and biases. To this end, we have made significant progress to implement meaningful and sustainable change across the Defence Team.

The data in this report reflects that the vast majority of DND's public service employees conduct themselves in a respectful, ethical, and inclusive manner. And although the number of instances of wrongful behaviour is low relative to the size of the department, each instance is one too many.

The first step in addressing wrongful behaviours is to acknowledge their occurrence. This annual report will help us monitor trends and allow us to take early action to prevent wrongful behaviours and reduce their effects on the Defence Team. This report allows us to be better positioned to monitor progress and hold ourselves accountable in a transparent manner.

While we know that there is still more work to do, we have made great progress, and we remain committed to creating a psychologically safe and inclusive workplace that is free from all forms of misconduct, where Defence Team members feel respected and supported. This work will make the entire Defence Team stronger and will allow us to embody the values we expect of our employees to deliver on our mission.

Stefanie Beck
Deputy Minister

Introduction

The Department of National Defence (DND) is publishing its first annual report to provide insights into how wrongful behaviours are addressed. This report contains information pertaining to complaints or allegations of wrongful behaviours received within fiscal year 2024-2025 and files closed within the same period. Specifically, this report includes information about workplace harassment and violence occurrences, harassment grievances, discrimination grievances and complaints, disclosures of wrongdoing, and misconduct files. This report also includes information related to measures in place to help prevent and resolve conflicts of interest at DND and outlines resources available to employees.

This first annual report will serve as a baseline for year-over-year comparison and will enable DND to monitor trends and identify areas of concern with a view to prevent wrongful behaviours and improve the workplace.

This report pertains only to public service employees of DND, and excludes data related to Canadian Armed Forces members. This report will focus on internal recourse mechanisms and, where available, will include information related to external mechanisms.

Departmental Context

DND supports the CAF who serve on the sea, on land, and in the air with the Navy, Army, Air Force and Special Forces to defend Canadians' interests at home and abroad. It is the second largest department in the core administration of the public service, with approximately 30,000 public service employees. DND maintains work locations throughout Canada, with 32 bases and wings. Approximately 40% of the DND workforce is located in the National Capital Region, and the remaining 60% are in various regional bases and wings.

Addressing Wrongful Behaviours at DND

For the purpose of this report, wrongful behaviours are defined as behaviours not in alignment with applicable legislations, codes of conduct, Defence Administrative Orders and Directives (DAOD) or policies.

Each incident of founded misconduct is considered on the basis of individual merit. Mitigating circumstances are also considered when determining whether disciplinary or non-disciplinary measures, or both, are warranted.

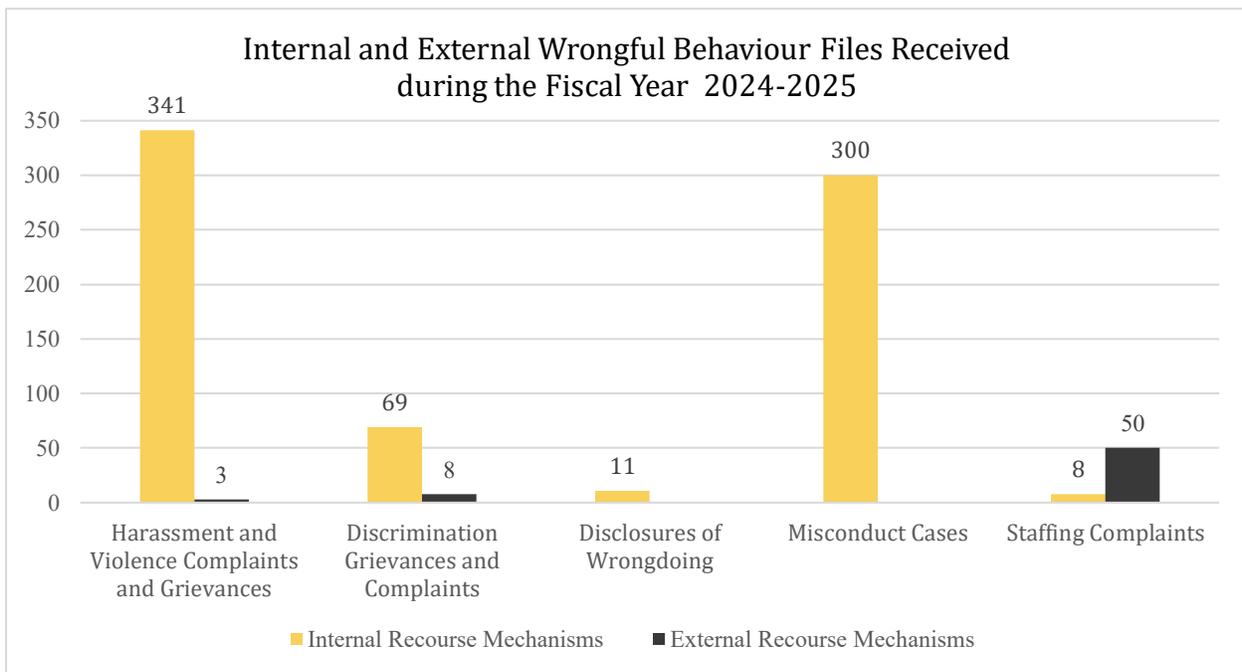
Disciplinary measures taken in response to misconduct by a public service employee generally follow a progressive approach, increasing in severity with each instance of misconduct. The nature of discipline is to be corrective, rather than punitive, and its purpose is to motivate employees to accept rules and standards of conduct that are desirable or necessary to achieve the organization's goals and objectives. At DND, these measures can include written reprimands, suspensions or financial penalties, demotions, and ultimately, terminations of employment.

Non-disciplinary measures are distinct from disciplinary measures. Non-disciplinary measures can be used to address behaviours that are not considered misconduct but still require attention for effective job performance and a positive work environment. Examples of non-disciplinary measures include letters of expectations, coaching and counselling, and these measures can be used in conjunction with disciplinary measures.

Creating a healthy, respectful, and harassment-free workplace is a shared responsibility of all DND employees and managers. Should wrongful behaviours impact the well-being of DND public service employees, employees have access to mental health supports through the [Employee Assistance Program \(EAP\)](#).

2024-2025 Overview

Figure A. Summary of the Department of National Defence files of wrongful behaviours received during the fiscal year 2024-2025.



Internal Recourse Mechanisms

During the fiscal year 2024-2025, DND received 729 files of wrongful behaviours through a wide range of internal recourse and complaint mechanisms. This includes workplace harassment and violence complaints, harassment and discrimination grievances, disclosures of wrongdoing, misconduct cases and staffing complaints.

During the same period, DND closed 653 wrongful behaviour files, including files received in previous fiscal years. Administrative investigations were initiated in 210 of these files, and of those completed, 156 files were deemed founded. It is important to note each mechanism has different procedures, requirements and criteria, and produces different outcomes. As such,

definitions of an administrative investigation and of determinations of “founded” files will vary greatly between mechanisms.

Not every wrongful behaviour file becomes subject to a formal administrative investigation. In fact, numerous internal recourse mechanisms allow for and encourage alternate or early resolution avenues such as conciliation or workplace assessments. It is also common for employees to avail themselves of multiple recourse mechanisms concurrently, which may result in files being withdrawn from one or multiple recourse mechanisms once resolved through another.

Table 1. Summary of wrongful behaviours files submitted through the Department of National Defence internal recourse mechanisms during the fiscal year 2024-2025

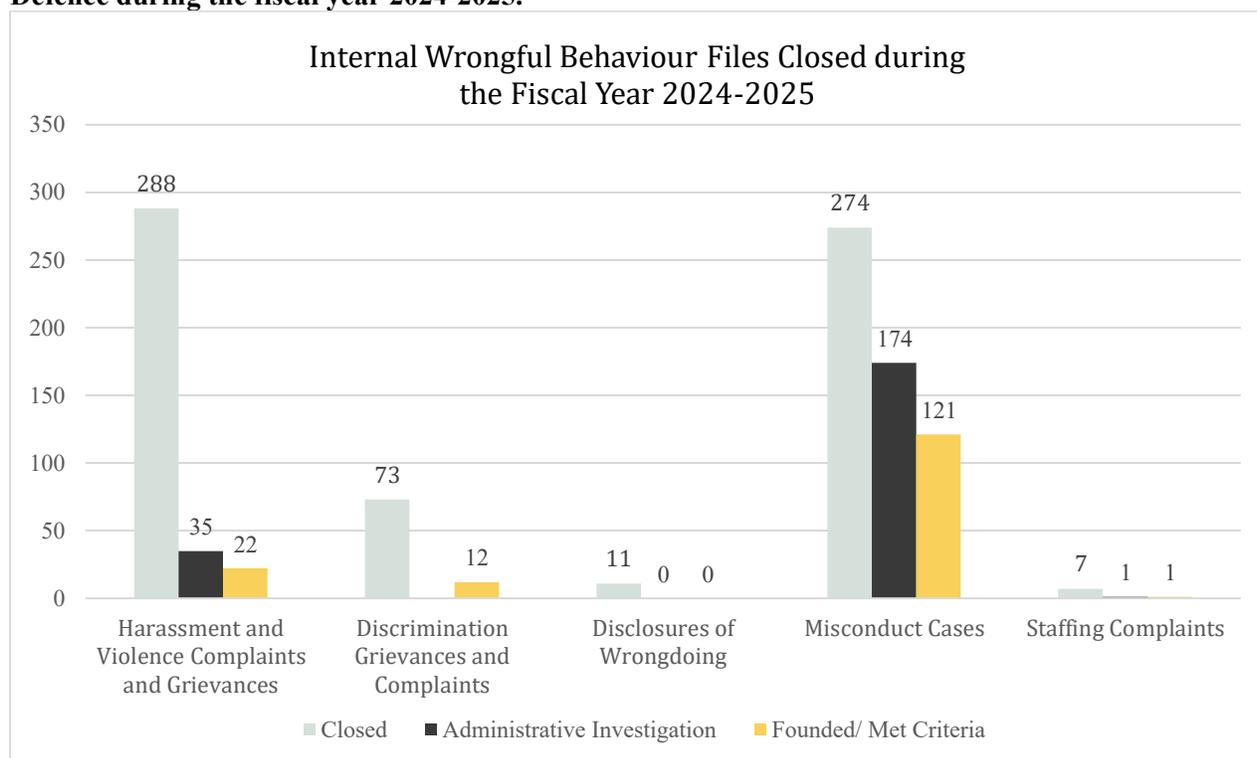
Fiscal Year 2024-2025	Received	Closed¹	Administrative Investigations (closed files)	Founded² Determination (closed files)
Workplace Harassment and Violence Occurrences	267	236	35	11
Harassment Grievances	74	52	<i>Not Applicable³</i>	11
Discrimination Grievances	69	73		12
Internal Disclosures of Wrongdoing	11	11	0	0
Misconduct Cases	300	274	174	121
Internal Staffing Complaints	8	7	1	1
Total	729	653	210	156

¹ Files closed during the fiscal year 2024-2025 may have been received in a previous fiscal year.

² For the purpose of this report, upheld and partially upheld discrimination grievances have been included in the count of “founded” files.

³ Grievance decisions do not require an administrative investigation process.

Figure B. Summary of internal wrongful behaviour files closed within the Department of National Defence during the fiscal year 2024-2025.



External Recourse Mechanisms

DND is aware of a further 61 files submitted through external recourse mechanisms such as the Canadian Human Rights Commission, the Federal Public Sector Labour Relations and Employment Board and the Public Service Commission. Given DND’s limited visibility into external recourse mechanisms, this report will primarily focus on internal files. However, statistical information pertaining to external files has been included where available.

Harassment

Workplace Harassment and Violence Complaints

On January 1, 2021, changes to the *Canada Labour Code* came into effect, changing the definition of harassment and violence and the way in which federal workplaces manage their programs, placing a focus on resolution and prevention.

The *Canada Labour Code* defines harassment and violence as *any action, conduct or comment, including of a sexual nature, that can reasonably be expected to cause offence, humiliation or other physical or psychological injury or illness to an employee, including any prescribed action, conduct or comment*. This also includes any negative behaviours based on the prohibited grounds of discrimination identified in the [Canadian Human Rights Act](#).

DND’s workplace harassment and violence resolution process works to address and resolve occurrences of harassment and violence with the goal of restoring a safe and healthy work environment. The process is primarily preventive in nature and allows DND to identify and reduce risks of systemic workplace issues by implementing preventive measures.

The workplace harassment and violence resolution process is a non-disciplinary process which seeks to identify and resolve the circumstances that lead to harassment and violence. It addresses occurrences as occupational hazards, rather than human resources issues.

Since March 1, 2025, the CAF has adopted the *Canada Labour Code* definition of harassment and violence and aligned the previous CAF Harassment program with the public service employee Workplace Harassment and Violence Prevention (WHVP) Program, resulting in one unified approach for dealing with harassment and violence in the workplace. For the purpose of this report, only occurrences of harassment and violence which involve a DND public service employee are captured.

Occurrences resolved within the fiscal year 2024-2025 may have been submitted during a previous fiscal year.

Table 2. Number of occurrences submitted and resolved within the Department of National Defence during the fiscal year 2024-2025.

Fiscal Year	Number of Occurrences Submitted	Number of Occurrences Resolved	Resolution				
			Conciliation	Negotiated Resolution	Workplace Assessment	Investigation	Other ⁴
2024-2025	267	236	2	116	82	35	1

Table 3. Category of occurrences submitted within the Department of National Defence during the fiscal year 2024-2025.

Fiscal Year	Sexual Harassment and Violence	Non-Sexual Harassment and Violence	Fatality
2024-2025	32	235	0

⁴ In instances where occurrences were submitted by a witness and the Principal Party does not wish to proceed or can not be identified, occurrences may be closed without further action.

Table 4. Occurrences⁵ related to prohibited discrimination grounds under the *Canadian Human Rights Act* submitted within the Department of National Defence during the fiscal year 2024-2025.

Race	19
National or Ethnic Origin	6
Colour	2
Religion	1
Age	1
Sex	2
Conviction for which a pardon has been granted or a record suspended	0
Sexual Orientation	0
Gender Identity or Expression	7
Marital Status	2
Family Status	3
Disability	17
Genetic Characteristics	1

Once an occurrence is reviewed to determine whether it appears to meet the definition of harassment and violence, the principal party and management must make reasonable efforts to reach a negotiated resolution. The negotiated resolution stage is an opportunity to restore and mend the relationship between parties involved and for the principal party to propose tangible preventive measures to resolve the occurrence, help prevent further occurrences and foster a safe workplace.

During the fiscal year 2024-2025, the majority of occurrences were resolved through the negotiated resolution process at DND. During this period, 429 measures were negotiated, bringing 116 occurrences to resolution. Common measures include workplace training, advising management of the occurrence, and setting behavioral expectations for the unit or responding party.

Table 5. Outcomes of investigations completed within the Department of National Defence during the fiscal year 2024-2025.

Fiscal Year	Met the definition of Workplace Harassment and Violence	Did not meet the definition of Workplace Harassment and Violence
2024-2025	11	24

⁵ An occurrence can pertain to one or more prohibited discrimination ground, or none.

Harassment Grievances

As provided in section 208 of the *Federal Public Sector Labour Relations Act* (FPSLRA), an employee may present an individual grievance to the employer if they feel aggrieved by the interpretation or application, in respect of the employee, of a provision of a statute or regulation, or of a direction or other instrument made or issued by the employer, that deals with terms and conditions of employment or a provision of the collective agreement or an arbitral award, or as a result of any occurrence or matter affecting their terms and conditions of employment.

Within DND, there are three levels in the grievance procedure for public service employees. At the first level of the grievance procedure, parties in a grievance are given the opportunity to resolve the issues through an Alternative Dispute Resolution (ADR) process. If either party declines or if ADR is unsuccessful, the grievance continues through the grievance process. In instances of successful mediation, the grievor withdraws their grievance.

During the fiscal year 2024-2025, DND public service employees submitted 74 harassment grievances, and the organization resolved 52 grievances. Grievances closed within the fiscal year 2024-2025 may have been received during a previous fiscal year. The same grievance, as it progresses through the three levels of the internal grievance process, could account for more than one closure in Table 6, if decisions at more than one level were issued during the same reporting period.

Table 6. Grievances related to harassment received and closed within the Department of National Defence during the fiscal year 2024-2025.

Fiscal Year	Harassment Grievances Received	Harassment Grievances Closed	Resolution Types			
			Upheld/ Partially Upheld	Rejected/ Denied	Withdrawn	Settled
2024-2025	74	52	11	22	18	1

The [Federal Public Sector Labour Relations and Employment Board](#) (FPSLREB) is an independent administrative tribunal established by the *Federal Public Sector Labour Relations and Employment Board Act*. After all levels of the internal individual grievance process have been completed, an employee can refer to adjudication, in accordance with section 209 of the *Federal Public Sector Labour Relations Act*.

During the fiscal year 2024-2025, three harassment grievances were referred to adjudication by DND public service employees, and no grievances, including files from previous years, were closed at the FPSLREB.

Table 7. Harassment grievances by public service employees of the Department of National Defence referred and closed at adjudication during the fiscal year 2024-2025.

Fiscal Year	Harassment grievances referred to the FPSLREB	Harassment grievances closed at the FPSLREB	Decision		
			Rejected/ Withdrawn	Denied	Settled
2024-2025	3	0	0	0	0

Discrimination

Discrimination Grievances

During the fiscal year 2024-2025, DND public service employees submitted 69 discrimination grievances, and the organization resolved 73 discrimination grievances.

Grievances closed within the fiscal year 2024-2025 may have been received during previous fiscal years. The same grievance, as it progresses through the three levels of the internal grievance process, could account for more than one closure in Table 8, if decisions at more than one level were issued during the same reporting period.

Table 8. Grievances related to discrimination received and closed within the Department of National Defence during the fiscal year 2024-2025.

Fiscal Year	Discrimination Grievances Received	Discrimination Grievances Closed	Resolution Type			
			Upheld/ Partially Upheld	Rejected/ Denied	Withdrawn	Settled
2024-2025	69	73	12	40	13	8

During the fiscal year 2024-2025, seven discrimination grievances were referred to adjudication by DND public service employees and 10 discrimination grievance files, including files from previous years, were closed at the FPSLREB.

Table 9. Discrimination grievances by public service employees of the Department of National Defence referred and closed at adjudication during the fiscal year 2024-2025.

Fiscal Year	Discrimination grievances referred to the FPSLREB	Discrimination grievances closed at the FPSLREB	Decision		
			Rejected/ Withdrawn	Denied	Settled
2024-2025	7	10	1	5	4

Canadian Human Rights Commission (CHRC) Complaints

The [Canadian Human Rights Commission \(CHRC\)](#) promotes and protects human rights and freedoms in Canada. Operating at arm's length from the federal government, the CHRC works towards a Canada where everyone can be included, and live a life of dignity, justice and respect — free from discrimination. The CHRC receives human rights complaints from people who believe they have experienced discrimination or harassment based on the prohibited grounds of discrimination protected under the *Canadian Human Rights Act* (CHRA). The prohibited grounds are race, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, disability, genetic characteristics, and a conviction for which a pardon has been granted or a record suspended.

CHRC complaints closed during the fiscal year 2024-2025 may have been received during a previous fiscal year.

Table 10. Number of CHRC Complaints received and closed during the fiscal year 2025-2025.

Fiscal Year	CHRC Complaints Received	CHRC Complaints Closed	Outcomes		
			Withdrawn	Settled	Commission decided not to deal with a complaint ⁶
2024-2025	1	5	1	3	1

Due to the small number of complaints received and closed during the fiscal year 2024-2025, no further details such as protected discrimination grounds will be shared to protect the privacy of complainants.

The [Canadian Human Rights Tribunal](#) is a quasi-judicial body that hears complaints of discrimination referred by the Canadian Human Rights Commission. The Tribunal's decisions are made public. During the fiscal year 2024-2025, the Tribunal issued one decision pertaining to a complaint from a DND public service employee, in which it deemed that the complainant had not proven that they were discriminated against and dismissed the complaint.

Wrongdoing

Internal Disclosures of Wrongdoing

The *Public Servants Disclosure Protection Act* (PSDPA) gives federal public sector employees and contractors a secure and confidential process for disclosing serious wrongdoing in the workplace, as well as protection from acts of reprisal. It is part of the Government of Canada's ongoing commitment to promoting ethical practices in the public sector.

Within DND, Internal Disclosure of Wrongdoing investigations are conducted by the Directorate of Investigations and Internal Disclosures (DIID). DIID reports do not contain specific recommendations pertaining to administrative or disciplinary sanctions to be taken against an individual when the allegations of wrongdoing have been founded. This is the purview of management, with advice from their Labour Relations Advisor. For more information about administrative and disciplinary measures, consult the misconduct section of this report.

In keeping with the requirements of the PSDPA, the specific information with respect to founded disclosures of wrongdoing within DND is made public.

For the purposes of the PSDPA, the definition of "Public Sector" does not include the Canadian Armed Forces, however, a comparable process is in place. Disclosures of wrongdoing received by the departmental Internal Disclosure Office (IDO) pursuant to the Canadian Armed Forces Disclosure Process (CAFDP) are not included in this report.

⁶ Pursuant to section 41 of the *Canadian Human Rights Act*, the Commission may decline to deal with a complaint in circumstances where the complainant has not exhausted the grievance procedure or other applicable review procedures; the complaint is beyond the jurisdiction of the Commission; the complaint is trivial, frivolous or vexatious or made in bad faith; or the complaint is out of time.

During the 2024-2025 fiscal year, DND's Directorate of Investigations and Internal Disclosures received 11 disclosures of wrongdoing containing 20 allegations, pursuant to the PSDPA. Nine of these allegations were deemed not to meet the definition of wrongdoing.

Table 11. Disclosures of wrongdoing received pursuant to the PSDPA received during the fiscal year 2024-2025 within the Department of National Defence.

Fiscal Year	Disclosures received	Allegations ⁷ included in the disclosures received	Allegations that did not meet the definition of wrongdoing	Investigations commenced
2024-2025	11	20	9	1

Table 12. Number of allegations for each category of wrongdoing included in the disclosures received by the Department of National Defence during the fiscal year 2024-2025 following a *prima facie* review.

(a) a contravention of any Act of Parliament or of the legislature of a province, or of any regulations made under any such Act, other than a contravention of section 19 of the PSDPA.	3
(b) a misuse of public funds or a public asset.	3
(c) a gross mismanagement in the public sector.	6
(d) an act or omission that creates a substantial and specific danger to the life, health, or safety of persons, or to the environment, other than a danger that is inherent in the performance of the duties or functions of a public servant.	2
(e) a serious breach of a code of conduct established under section 5 or 6.	6
(f) knowingly directing or counselling a person to commit a wrongdoing set out in any of paragraphs (a) to (e).	0

During the 2024-2025 fiscal year, DND's Directorate of Investigations and Internal Disclosures made no determination of founded wrongdoing in cases of disclosures of wrongdoing pursuant to the PSDPA. In accordance with s.11(1)(c) of the PSDPA, departments are required to publish information related to founded cases of wrongdoing. These reports are accessible on the federal government's Acts of Founded Wrongdoing [web page](#).

Disclosures of wrongdoing closed during the fiscal year 2024-2025 may include disclosures received during a previous fiscal year.

Table 13. Outcomes of disclosures of wrongdoing closed within the Department of National Defence during the fiscal year 2024-2025.

Fiscal Year	Disclosures closed	Outcomes			
		Founded	Unfounded		
			Referred to other recourse or redress mechanisms	Withdrawn	Not investigated ⁸
2024-2025	11	0	8	2	1

⁷ A disclosure can contain multiple allegations.

⁸ Disclosures of wrongdoing that were not investigated resulted in a Management Letter sent to leadership.

Office of the Public Sector Integrity Commissioner (PSIC) Disclosures of Wrongdoing

The [Office of the Public Sector Integrity Commissioner of Canada](#) is an independent federal organization that was established to implement the *Public Servants Disclosure Protection Act* which came into force in April 2007. The Office investigates wrongdoing in the federal public sector and helps protect whistleblowers and those who participate in investigations from reprisal.

The Office contributes to strengthening accountability and increases oversight of government operations by:

- providing an independent and confidential process for receiving and investigating disclosures of wrongdoing in, or relating to, the federal public sector from public servants and members of the public;
- reporting founded cases of wrongdoing to Parliament and making recommendations to chief executives on corrective measures; and
- providing a mechanism for handling complaints of reprisal from public servants and former public servants for the purpose of coming to a resolution, including through conciliation and by referring cases to the Public Servants Disclosure Protection Tribunal.

During the 2024-2025 fiscal year, no report related to the Department of National Defence was published. Published PSIC case reports are available on the PSIC [website](#).

Misconduct Cases

During the fiscal year 2024-2025, the Directorate of Labour Relations Operations opened 300 cases of alleged misconduct and closed 274 cases, including cases opened in previous fiscal years. In 121 of the 174 cases in which an administrative investigation was initiated, DND public service employees were deemed to have misconducted themselves, and a total of 141 disciplinary and non-disciplinary measures were issued.

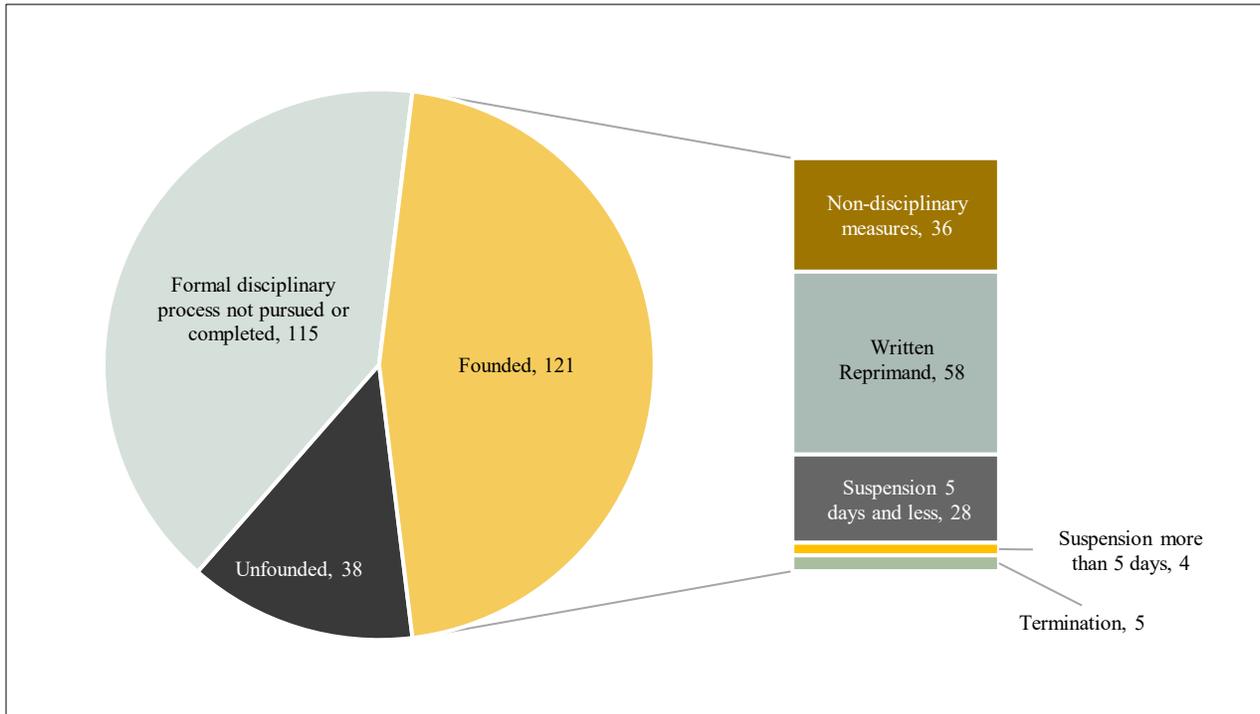
Table 14. Cases of misconduct opened and closed within the Department of National Defence during the fiscal year 2024-2025.

Fiscal Year	Number of cases of misconduct opened	Number of cases of misconduct closed	Formal disciplinary process not pursued or completed	Administrative investigation	Investigation outcome	
					Founded misconduct	Unfounded misconduct
2024-2025	300	274	115	174	121	38

Table 15. Non-disciplinary measures and disciplinary measures issued in misconduct cases closed within the Department of National Defence during the fiscal year 2024-2025.

Fiscal Year	Non-disciplinary measures	Written reprimand	Suspension 5 days and less	Suspension more than 5 days	Termination/ Demotion
2024-2025	36	58	38	4	5

Figure C. Representation of misconduct case outcomes and non-disciplinary and disciplinary measures for cases closed within the Department of National Defence during the fiscal year 2024-2025.



Staffing Complaints

Internal Appointment Process Investigations

The deputy head has the authority to revoke an internal appointment or take corrective actions, if after investigation, they are satisfied that an error, omission or improper conduct affected the selection of the person for appointment in an internal appointment process. It is a discretionary authority provided to deputy heads to allow them to ensure the integrity of staffing within their department. This authority is granted under s. 15(3) of the *Public Service Employment Act* (PSEA).

For the purpose of this report, only investigations of improper conduct in an internal appointment process are captured. Investigations related to errors and omissions are excluded. Investigations closed and outcomes reported during the fiscal year may be linked to investigations commenced in a previous fiscal year. Each decision may have multiple corrective actions.

Table 16. Deputy Head Complaints related to improper conduct in an appointment process pursuant to s.15(3) of the *Public Service Employment Act* received and closed within the Department of National Defence during the fiscal year 2024-2025.

Fiscal Year	Complaints received	Deputy Head investigations closed	Outcome of closed Deputy Head Complaints			
			Investigation Not Warranted	Withdrawn	Complaint Founded	Complaint Unfounded
2024-2025	8	7	3	3	1	0

During the fiscal year 2024–2025, a total of 3,388 internal appointment processes could have been subject to investigation by the deputy head under the provisions of the PSEA.

Table 17. Corrective actions stemming from Deputy Head investigation decisions rendered for fiscal year 2024-2025 within the Department of National Defence.

Fiscal Year	Discussion with the Head of Human Resources	Limit/Suspend Staffing sub-delegation	Mandatory Training	Revocation
2024-2025	1	0	1	0

Public Service Commission (PSC) Investigations

As part of its mandate to oversee the integrity of the staffing system and the political impartiality of the federal public service, the [Public Service Commission \(PSC\)](#) investigates concerns relating to specific appointment processes and allegations of improper political activities for organizations that are subject to the PSEA.

Deputy heads may request that the PSC investigate an internal appointment process when there may be concerns of an error, omission or improper conduct that affected the selection of the person appointed or proposed for appointment. This authority is granted under section 67(2) of the PSEA. The PSC also has the exclusive authority to investigate appointment processes if fraud is suspected.

Additionally, the PSC has the exclusive authority to investigate external appointment processes when:

- an appointment or proposed appointment may not have been based on merit;
- there may have been an error, omission or improper conduct that affected the selection of the person appointed or proposed for appointment;
- fraud may have occurred; and
- an appointment or proposed appointment may not have been free from political influence.

During the fiscal year 2024-2025, the PSC investigated nine external appointment processes alleged to not have been made or proposed to be made on the basis of merit, or where there was an error, an omission or improper conduct that affected the selection of the person appointed or proposed for the appointment.

Table 18. PSC requests for investigations during the fiscal year 2024-2025 pertaining to appointment processes at the Department of National Defence.

Fiscal Year	PSC requests received	PSC files closed	Outcomes of closed PSC files			
			Investigation not warranted	Complaint Founded	Complaint Unfounded	Closed – Other reasons
2024-2025	14	14	5	2	4	3

During the fiscal year 2024–2025, a total of 2,391 external appointments could have been subject to investigation by the PSC under the provisions of the PSEA.

Table 19. Grounds of complaints investigated by the PSC during the fiscal year 2024-2025 pertaining to appointment processes at the Department of National Defence.

Deputy Head request for investigation of an error, omission, or improper conduct, pursuant to s.67(2) of the <i>Public Service Employment Act</i> .	0
Appointment not based on merit; or error, omission or improper conduct (including an error, an omission or improper conduct that results from a bias or barrier that disadvantages persons who belong to any equity-seeking group), pursuant to s.66 of the <i>Public Service Employment Act</i> .	9
Political influence in the context of an appointment process, pursuant to s.68 of the <i>Public Service Employment Act</i> .	0
Fraud in the context of an appointment process, pursuant to s.69 of the <i>Public Service Employment Act</i> .	0

Federal Public Sector Labour Relations and Employment Board (FPSLREB) Staffing Complaints

In relation to staffing matters, the FPSLREB is responsible for dealing with complaints under the PSEA related to internal appointments and lay-offs within the federal public service. The FPSLREB can also receive complaints about appointments that were made to comply with an order in a previous FPSLREB decision as well as revocations of internal appointments.

During the fiscal year 2024-2025, the FPSLREB received 36 staffing complaints pertaining to the Department of National Defence. The FPSLREB also closed 74 DND complaints, including complaints received during previous fiscal years.

Table 20. Outcomes of FPSLREB staffing complaints during the fiscal year 2024-2025 for the Department of National Defence.

Fiscal Year	FPSLREB staffing complaints received	FPSLREB staffing complaints closed	Outcomes of closed FPSLREB staffing complaints			
			Number of complaints withdrawn	Motion to dismiss granted	FPSLREB Decision	
					Founded	Dismissed/ Unfounded
2024-2025	36	74	65	6	0	3

During the fiscal year 2024–2025, a total of 3,388 internal appointment processes could have been subject to a complaint to the FPSLREB under the provisions of the *Public Service Employment Act*.

Table 21. Grounds of staffing complaints filed with the FPSLREB during the fiscal year 2024-2025 for the Department of National Defence.

Abuse of authority in the application of merit, pursuant to s.77(1)(a) of the <i>Public Service Employment Act</i> .	6
Abuse of authority in the choice of process, pursuant to s.77(1)(b) of the <i>Public Service Employment Act</i> .	6
Abuse of authority in the application of merit <u>and</u> choice of process, pursuant to s.77(1)(a) & s.77(1)(b) of the <i>Public Service Employment Act</i> .	20
Failure to assess the complainant in the official language of his or her choice, pursuant to s.77(1)(c) of the <i>Public Service Employment Act</i> .	2
Abuse of authority if the selection of the complainant for lay-off, pursuant to s.65(1) of the <i>Public Service Employment Act</i> .	0
Unreasonable decision of a deputy head or the Public Service Commission to revoke an appointment, pursuant to s.74 of the <i>Public Service Employment Act</i> .	2
Abuse of authority in the implementation of the corrective action ordered by the Board in a previous decision, pursuant to s.83 of the <i>Public Service Employment Act</i> .	0

Conflicts of Interest

In the 2024–2025 fiscal year, DND and the CAF continued to manage conflict of interest (COI) using a unified Defence Team approach grounded in a robust legislative and policy framework. This framework includes the *Values and Ethics Code for the Public Sector*, the *Treasury Board Directive on Conflict of Interest*, the *DND and CF Code of Values and Ethics*, and the DAOD 7021 policy suite.

The purpose of the COI framework is to safeguard the integrity of decision-making across both the public service and the CAF by establishing impartiality, transparency, and accountability. It is designed to prevent real, apparent, or potential conflicts that could undermine operational effectiveness or public trust.

During the fiscal year 2024-2025, DND’s COI office received 836 submissions from DND public service employees and closed 782 cases. Most cases were found to pose no conflict, while 141 were closed for other reasons such as changes in circumstance or because the individuals were not subject to the relevant policies.

Table 22. Number of conflict of interest submissions from public service employees of the Department of National Defence and the outcomes for fiscal year 2024-2025.

Fiscal Year	Submissions received	Case closures	Determinations				
			Apparent Conflict of Interest	Potential Conflict of Interest	Real Conflict of Interest	No Conflict of Interest	Other reason for closure
2024-2025	836	782	41	14	13	573	141

Recognizing the operational complexity inherent to DND activities, the COI office emphasizes a proactive, prevention-oriented approach to COI management and implemented new preventive measures, including mandatory annual attestations, screening of new hires and new appointments through integrated staffing processes, and internal screening initiatives for high-risk groups. In

total, 4,561 DND public service employees underwent COI screenings upon appointment, resulting in 169 follow-ups for risk-related concerns or incomplete disclosures. A separate internal campaign targeted functions presenting higher risks, screening 4,651 Defence Team members and flagging 248 for further review.

During the fiscal year 2024-2025, the COI office improved clarity around dual remuneration risks. Political activity and honorary appointments were also scrutinized more rigorously, with COI screening becoming mandatory for all appointee nominations. Governance structures were refined to clarify which levels of leadership held approval authorities for COI matters, particularly regarding gifts and hospitality. Finally, awareness and training efforts were sustained through briefings to executives, defence attachés, ethics coordinators, and onboarding staff, alongside the rollout of updated tools and templates to reinforce consistent interpretation and application of COI policy across the Defence Team.

These initiatives are resulting in increased awareness, stronger internal controls, and better integration of screening into existing processes. More importantly, they are reinforcing the Defence Team's ethical culture by normalizing early disclosure, strengthening ethical leadership, and embedding COI considerations into everyday decision-making.

Conclusion

This 2024-2025 report reaffirms the Department of National Defence's commitment to addressing all instances of reported wrongful behaviours. Every member of the Defence Team should have access to a psychologically safe, healthy and respectful workplace where all can contribute to their fullest.

A strong and healthy workforce can better support the Canadian Armed Forces who serve on the sea, on land, and in the air with the Navy, Army, Air Force and Special Forces to defend Canadians' interests at home and abroad, a mandate with renewed focus and importance these days.

The Department of National Defence will continue to equip our workforce with the tools and guidance required to provide excellence in keeping with the Defence Team's values and ethics. DND acknowledges that there is still more work to be done. Some improvements have been realized and further investment will lead to further success.

Annex A – Internal DND Employees’ Resources

Support Services and Resources

Employee Assistance Program (EAP)

The [Employee Assistance Program](#) (EAP) is a professional, confidential and proactive service to support DND public service employees and their eligible family members with a wide range of personal, family and work-related concerns. Services are free and available 24 hours a day, 7 days a week at 1-800-663-1142, or 1-888-384-1152 (for people with hearing impairments).

Sexual Misconduct Support and Resource Centre (SMSRC)

The [Sexual Misconduct Support and Resource Centre](#) (SMSRC) provides support services to those directly or indirectly affected by sexual misconduct. For confidential support, information on options, guidance on supporting others, and referrals to care and service organizations, you can speak in either official language with an SMSRC counsellor toll-free, 24 hours a day, 7 days a week at 1-844-750-1648.

Conflict and Complaint Management Service (CCMS)

The [Conflict and Complaint Management Services \(CCMS\)](#) can provide Defence Team members with information, guidance, and support to help resolve workplace conflict. The CCMS offices are designed to assist Defence Team members to resolve conflicts early, locally, and informally, and provide the tools necessary to create and sustain respectful and welcoming workplaces.

Conflict of Interest (COI) Office

The [Conflict of Interest](#) (COI) Office reviews disclosures made by DND employees and Canadian Armed Forces (CAF) members. The goal is to make sure members and employees are not placing themselves, or the department, in a conflict of interest situation.

Recourse Mechanisms

Harassment

Grievance Process

The *Federal Public Service Labour Relations Act* (FPSLRA) provides the employer, employees and the bargaining agent with various redress mechanisms available to them. This includes individual, group and policy grievances. Employees can refer to their [collective agreement](#) and the FPSLRA for additional information on the grievance process.

Workplace Harassment and Violence Prevention Program (WHVP)

The [Workplace Harassment and Violence Prevention](#) program’s mandate is to prevent occurrences of harassment and violence, respond to reported occurrences, and support all involved parties in the resolution process. To report an occurrence of workplace harassment and violence, submit a completed [Notice of Occurrence](#) (NoO) form to the secure inbox at DesignatedRecipientHVP-DestinataireDesignedelaPHV@forces.gc.ca or call the secure voicemail box at 1-833-451-1604.

Discrimination

Grievance Process

The *Federal Public Service Labour Relations Act* (FPSLRA) provides the employer, employees and the bargaining agent with various redress mechanisms available to them. This includes individual, group and policy grievances. Employees can refer to their [collective agreement](#) and the FPSLRA for additional information on the grievance process.

Wrongdoing

Internal Disclosure Office (IDO)

The [Internal Disclosure Office](#) provides DND employees and CAF members with information and assistance regarding the submission of wrongdoing and reprisal disclosures.

Staffing Complaints

The *Public Service Employment Act* (PSEA) outlines various recourse mechanisms available to the employer, employees and bargaining agents. In matters related to staffing, this includes individual staffing complaints to the Federal Public Sector Labour Relations and Employment Board (FPSLREB) and/or Public Service Commission or deputy head investigations into appointment processes. Employees are encouraged to consult the PSEA for more information