



### PREFACE

1. The Staff of the Non-Public Funds, Canadian Forces (SNPF) and non-public property (NPP) are administered by the Canadian Forces Morale and Welfare Services (CFMWS), also referred to as the “employer” or the “organization” in the policy.

### APPLICATION

2. This Code applies to all CFMWS employees, hereinafter referred to as “employees,” who are employed in supporting morale and welfare activities, whether operating within the public or non-public property framework. This includes all employees regardless of their employment status, including full-time, part-time, temporary, and casual.
3. The *CFMWS Code of Values and Ethics*, hereinafter referred to as *CFMWS Code*, applies to employees in the workplace or at any location or work-related event, including but not limited to:
  - while working remotely;
  - while on travel status;
  - while at a conference, approved training/information session, where attendance is sponsored and/or approved by the employer;
  - while at employer sponsored and/or approved event, including social event; and when using communication technologies (e.g., cell phone, email, messaging app, social media) when there is a connection to the workplace, work relationships or employment responsibilities.
4. The *CFMWS Code* also applies to all individuals accessing CFMWS premises or otherwise working with CFMWS employees, including but not limited to Canadian Armed Forces (CAF) members, Department of National Defence (DND) employees, volunteers and contractual personnel.
5. Furthermore, CFMWS employees are required to uphold the provisions of the *CFMWS Code* and are expected to also adhere to the *CAF/DND Values and Ethics Code* when being present in or working within the Defence establishments. This will ensure mutual respect and a cohesive environment across all premises and maintain professional collaboration.

### APPROVAL

6. Chief Executive Officer or delegate.

### OFFICE OF PRIMARY INTEREST

7. Chief Human Resources Officer.

## ENQUIRIES

8. Direct enquiries on the interpretation and application of this Code to Human Resources Management (HRM) or Human Resources Regional Managers, or by e-mail through the [Human Resources Programs Team](#).

## DEFINITIONS

9. The terms listed below are used throughout the *CFMWS Code*:

**Accountability:** To take responsibility for and ownership of one's actions and decisions, demonstrating transparency and responsibility by providing clear explanations and justifications for one's conduct and choices.

**Client:** An individual who received communications or services from a CFMWS employee. This may include members of the general public, members of the military community and CFMWS employees.

**Conflict of interest:** Situations where personal interests could potentially interfere with professional duties and responsibilities.

**Ethical standards:** The principles and guidelines that govern the conduct of employees to ensure their actions are aligned with CFMWS' moral and ethical values. These standards promote integrity, fairness, respect and accountability, guiding employees to make decisions that uphold the organization's commitment to ethical practices and comply with Canadian laws and regulations.

**Expected behaviours:** The actions and conduct CFMWS employees are required to exhibit in their roles. These behaviours adhere to ethical standards and demonstrate integrity, accountability and foster a safe, respectful and inclusive work environment.

**HR Programs Team:** The Team assists with the interpretation and practical application of the Code, provides comprehensive resources and services related to conflict management, harassment prevention and ethical guidance, ensuring employees have access to support mechanisms that uphold the organization's commitment to ethical standards.

**Integrity:** The adherence to moral and ethical principles, ensuring honesty and transparency in all actions.

**Military community:** Encompasses all individuals associated with the military, including the Defence community, CAF members, Veterans, their families and support personnel.

**Respect:** Valuing diversity and treating all individuals with dignity and consideration.

**Transparency:** Promoting openness in communication and decision-making processes and providing accessible and accurate information to foster trust and enable stakeholders to understand the actions and outcomes.

**Psychological safety in the workplace:** A workplace that promotes employees psychological well-being and actively works to prevent harm to worker psychological health, including in negligent, reckless or intentional ways.

## POLICY STATEMENT

10. The *CFMWS Code* outlines the ethical framework within which CFMWS operates to ensure all employees adhere to the highest standards of ethical conduct.
11. As a separate employer under schedule V of the *Financial Administration Act* (FAA), CFMWS employees are treated as a distinct workforce within the federal public service. This status entails specific employment regulations outlined in the FAA, guiding CFMWS' policies and procedures, one of which is the *Values and Ethics Code for the Public Sector*.
12. The *Values and Ethics Code for the Public Sector*, established by the Treasury Board of Canada, fulfills the requirements of section 5 and section 6(1) of the *Public Servants Disclosure Protection Act* (PSDPA).
13. The *CFMWS Code* is expected to adhere to and align with the *Values and Ethics Code for the Public Sector*, which serves as the foundation for ethical conduct across federal organizations and defines the core values and the expected behaviours for public servants, focusing on:

**Respect for democracy:** The system of Canadian parliamentary democracy and its institutions are fundamental to serving the public interest. Public servants recognize that elected officials are accountable to Parliament and ultimately to the Canadian people, and that a non-partisan public sector is essential to our democratic system.

**Respect for people:** Treating all people with respect, dignity and fairness is fundamental to our relationship with the Canadian public and contributes to a safe and healthy work environment that promotes engagement, openness and transparency. The diversity of our people and the ideas they generate are the source of our innovation.

**Integrity:** Integrity is the cornerstone of good governance and democracy. By upholding the highest ethical standards, public servants conserve and enhance public confidence in the honesty, fairness and impartiality of the federal public sector.

**Stewardship:** Federal public servants are entrusted to use and care for public resources responsibly.

**Excellence:** Excellence in the design and delivery of public sector policies, programs and services are beneficial to every aspect of Canadian public life. Engagement, collaboration, teamwork and professional development are essential to a high-performing organization.

14. Adherence to these values and expected behaviours is a condition of employment for every employee at every level of the organization. A breach of these provisions may result in disciplinary measures up to and including termination of employment.

## OUR MISSION

15. To improve the military community's resilience and well-being through the design, delivery and evaluation of wellness enhancing offerings to contribute towards operational readiness, recruitment, and retention of the CAF.

## ORGANIZATIONAL VALUES

16. Our values demonstrate our commitment to upholding the highest ethical standards in support of one another and in support of the military community. These fundamental values are:

**WE CARE:** We put our people first – WE CARE for all our members, our community and one another.

**INTEGRITY:** We act with INTEGRITY and strive to do the right thing – we say what we mean and do what we say.

**ONE TEAM:** We are ONE TEAM – we have each other's back and get it done together for all our members.

**CREATIVE:** We constantly look for innovative ideas and find CREATIVE ways to provide our members with the best possible experience.

## EXPECTED BEHAVIOURS

17. In addition to adhering to the *Values and Ethics Code for the Public Sector*, CFMWS employees must consistently uphold the organization's values.
18. CFMWS employees are expected to act fairly and equitably, respect human dignity, value diversity and promote safe workplaces. These behaviours are embodied through integrity, which includes avoiding conflicts of interest, and adherence to the law. Integrity leads to stewardship, where employees use public resources responsibly and consider long-term impacts. Together, integrity and stewardship foster excellence through fair and effective service and continuous improvement.
19. These values are intended to guide behaviours and are not exhaustive.
20. **WE CARE**  
CFMWS employees, being member-centric, prioritize our military community, each other and members of the general public by focusing on the following behaviours:  
**Provide comprehensive information:** Provide complete and relevant information – facts, context, risks, options and impacts – to support fair, transparent and well-informed decisions.  
**Evaluate actions:** Assess the immediate and long-term impacts of actions on people and the environment. Demonstrate knowledge of CFMWS structure, culture, values, policies and business practices. Recognize how the elements shape our environment and influence the services and programs we deliver.  
**Manage knowledge:** Acquire, preserve and share knowledge and information. Communicate effectively both within the organization and externally. This includes sharing information across CFMWS and promoting our programs and services to clients.  
**Consider empathy in decisions:** Consider the emotional and psychological impacts of decisions on members and colleagues. While it is important to be empathetic and considerate, decisions must also align with the organization's values, policies and broader mission.
21. **INTEGRITY**  
CFMWS employees serve the interests of our members and the public by adhering to the following behaviours:  
**Acting with integrity:** Conduct yourself in a manner that withstands public scrutiny and

upholds the highest ethical standards. Use your official role responsibly, adhere to legislation, policies and directives. Ensure accountability in all actions to maintain CFMWS' integrity.

**Preventing conflicts of interest:** Take proactive steps to resolve conflicts between official responsibilities and private affairs, prioritizing the interest of CFMWS.

**Maintaining trust:** Act in ways that sustain the trust of the employer. Support a positive relationship between employee and employer.

**Ensuring transparency:** Use public and non-public funds, property and resources entrusted to you effectively and efficiently in accordance with CFMWS policies and service level agreements.

**Ensuring confidentiality:** As a CFMWS employee, you are entrusted with access to sensitive and proprietary information. It is expected that you will act as a responsible steward of this information, ensuring its confidentiality, integrity and security at all times by:

- protecting the confidentiality of any information shared with you in the performance of your duties;
- accessing information only if authorized to do so and if it is required for your work;
- adhering to strict procedures to protect sensitive information, including ensuring the security of information networks, electronic information and documents entrusted to you; and
- taking reasonable action, particularly with the adoption of a hybrid work model, to protect the confidentiality of the work on hand, whether on travel status, in the home or in a CFMWS office.

## 22. ONE TEAM

CFMWS employees respect human dignity and the value of every person by embracing the following behaviours:

**Promoting safe workplaces:** Create and maintain safe and healthy environments free from harassment and discrimination. Treat individuals with respect. Foster psychological safety in the workplace to strengthen collaboration and trust.

**Fostering collaboration:** Engage in open, honest and transparent communication to promote respectful interactions. Establish effective internal and external working relationships to engage others, collaborate on initiatives, coordinate efforts and leverage diverse expertise across divisions and directorates to foster a culture of shared knowledge.

**Promoting inclusive leadership:** Value diversity and recognize the unique strengths of a diverse workforce. Lead inclusively to inspire, engage and mobilize others, shaping CFMWS to be the best partner now and in the future.

## 23. CREATIVE

CFMWS employees seek innovative solutions to enhance member experiences by embracing the following behaviours:

**Prioritizing continuous improvement:** Enhance the quality of policies, programs and services to ensure CFMWS remains agile and competitive.

**Demonstrating service excellence:** Deliver timely, efficient and accessible programs and services that meet client needs and are in alignment with organizational strategy and business plans. Respect official languages rights, consider individual needs and uphold equity to continually enhance capacity and impact.

**Promoting innovation:** Foster a dynamic work environment that encourages teamwork, learning and creative thinking, and seek out innovative solutions. Adapt to change and effectively assess and manage risk to drive progress and excellence.

## OFF DUTY CONDUCT

24. Off duty conduct can reflect on CFMWS. Employees are required to uphold organizational values and expected behaviours at all times since actions outside of work may have professional consequences. Refer to the [Discipline Policy](#) for more information.

## AVENUES FOR ADVICE, RESOLUTION AND SUPPORT

25. When situations or issues arise, CFMWS employees are encouraged to discuss and resolve these matters by:
- speaking directly with the individual involved or;
  - engaging their immediate manager or supervisor or;
  - consulting with their Human Resources Manager or;
  - seeking advice from the [HR Programs Team](#).
26. Employees at all levels should aim to resolve issues at the initial stage possible, and in a fair and respectful manner. If resolution at the primary level is not possible, employees should consider informal methods such as discussions, or formal processes such as mediation.
27. In accordance with sections 12 and 13 of the PSPDA, employees who are aware of something that could potentially be a breach of the *CFMWS Code* can confidentially bring the matter without fear of reprisal to the attention of their immediate manager or supervisor, the HR Programs Team or the [Public Sector Integrity Commissioner](#).

## DISCLOSURE OF WRONGDOING

28. The PSDPA protects employees who disclose a serious wrongdoing and prohibits reprisals against the employee for doing so in good faith. These protections are extended to disclosures involving all activities of CFMWS employees and all NPP services, programs and operations executed under the NPP framework. Should an employee believe that someone has not acted in accordance with the *CFMWS Code* and would prefer to disclose a wrongdoing under the PSDPA or obtain advice concerning the PSDPA, they may contact the [HR Programs Team](#). In cases where a CFMWS employee discloses a wrongdoing by a CAF member or a DND employee, the HR Programs Team will liaise with the Internal Disclosure Office within CAF/DND. For more information, refer to [CFMWS Disclosure of Wrongdoings Policy](#).

## CONFLICT OF INTEREST

29. The Conflict of Interest Policy is aligned with and further elaborates on the *CFMWS Code* as well as the *Values and Ethics Code for the Public Sector*. It provides directions to assist employees to effectively deal with real, potential and apparent conflicts of interest situations. For more information refer to the [CFMWS Conflict of Interest Policy](#).

## OTHER ETHICAL CONSIDERATIONS

30. **Social media:** CFMWS expects employees who are using social media (for personal use and official CFMWS accounts) to be mindful of how their social media posts not only reflect upon their own reputation but also support and reflect upon CFMWS' goals, objectives, reputation and brand. For more information refer to the [CFMWS Social Media Employee Use Policy](#) and the [CFMWS Official Social Media Account Use Policy](#).



31. **Artificial Intelligence (AI):** Employees are expected to follow the guidelines and expectations outlined in the CFMWS Artificial Intelligence Policy to ensure the secure, ethical, and responsible use of AI technologies while protecting the interests and reputation of the organization. For more information, refer to the CFMWS Artificial Intelligence Acceptable Use Policy.

## RESPONSIBILITIES

32. Adherence to the *CFMWS Code* is a fundamental requirement for all employees in the performance of their duties.

Role	Responsibilities
CEO	<ul style="list-style-type: none"> <li>• Champion and model ethical leadership and a respectful and inclusive workplace culture.</li> <li>• Ensure full compliance with the <i>CFMWS Code</i> and relevant policies.</li> <li>• Allocate adequate resources to implement and monitor values and ethics initiatives.</li> <li>• Ensure alignment of organizational strategy, performance frameworks and risk management with values and ethics principles.</li> <li>• Promote a workplace culture where employees feel safe to disclose wrongdoing without fear of reprisal.</li> </ul>
CHRO	<ul style="list-style-type: none"> <li>• Ensure the effective implementation of the <i>CFMWS Code</i> by regularly monitoring and evaluating how well the code is being applied across the organization.</li> <li>• Integrate values and ethics principles with the shared competency framework, employee engagement, performance management and learning strategies.</li> <li>• Provide managers and executives with strategic guidance and tools to implement the <i>CFMWS Code</i> across the employee journey.</li> <li>• Collaborate with the HR Programs Office to provide tailored learning, awareness campaigns and onboarding content.</li> <li>• Monitor policy compliance and alignment of HR practices with ethical obligations and duty of care.</li> </ul>
Division Heads/Senior Leadership	<ul style="list-style-type: none"> <li>• Demonstrate ethical behaviour and integrity in all actions and decisions.</li> <li>• Are accountable to ensure that managers put the <i>CFMWS Code</i> into practice and that sufficient steps are taken to ensure that adherence to the <i>CFMWS Code</i> is both encouraged and enforced at all levels.</li> <li>• Integrate values and ethics principles and shared competencies into team operations, project oversight and decision-making.</li> <li>• Foster an environment that encourages employees to raise concerns and disclose wrongdoing safely.</li> <li>• Enable in-house ethics education and reflective practice discussions.</li> <li>• Monitor ethical risks in delegated authorities (e.g., procurement, staffing, contracting).</li> <li>• Support early resolution of values conflicts and refer serious concerns to appropriate channels (e.g., HR Programs Team).</li> </ul>
Managers	<ul style="list-style-type: none"> <li>• Lead by example, demonstrating integrity, fairness, respect and inclusion in all actions.</li> <li>• Communicate the <i>CFMWS Code</i> clearly in team interactions, coaching and decision-making.</li> </ul>

Role	Responsibilities
	<ul style="list-style-type: none"> <li>• Ensure all employees are aware of their rights and responsibilities under the <i>CFMWS Code</i>.</li> <li>• Address and document any suspected breaches of values or ethical behaviour, escalating issues when necessary.</li> <li>• Foster a psychologically safe environment that encourages ethical dialogue, civility and trust.</li> <li>• Implement the <i>CFMWS Code</i> by integrating values and ethics into daily practices and workplace culture.</li> <li>• Exemplify the values in decision-making processes and promote a healthy workplace culture free from reprisal.</li> </ul>
Employees	<ul style="list-style-type: none"> <li>• Read, understand, and adhere to the <i>CFMWS Code</i>.</li> <li>• Demonstrate behaviours that align with CFMWS' values and ethics and the shared competency framework.</li> <li>• Raise concerns or questions in good faith regarding potential ethical issues and wrongdoing. When unsure, seek guidance from managers/supervisors or the HR Programs Team.</li> </ul>
HR Programs Team	<ul style="list-style-type: none"> <li>• Provide information, training, advice, and guidance on the <i>CFMWS Code</i> and PSDPA disclosure process.</li> <li>• Guide employees through the process of disclosing potential wrongdoing and oversee necessary actions.</li> <li>• Ensure accurate and timely PSDPA reporting.</li> <li>• Serve as an impartial resource for ethical concerns, conflicts of interest and conduct challenges.</li> <li>• Support the development and improvement of the Values and Ethics Policy Suite (including the Values and Ethics Policy, the Conflict of Interest Policy and PSDPA).</li> <li>• Receive and assess disclosures of wrongdoing with neutrality, confidentiality and procedural fairness.</li> <li>• Advise employees considering disclosure or reprisal complaint.</li> <li>• Promote awareness of disclosure rights and whistleblowing protection.</li> </ul> <p>Maintain records, track trends and report disclosure activities to designated executive while safeguarding confidentiality. Liaise with oversight bodies as required.</p>
Employment and Labour Relations	<ul style="list-style-type: none"> <li>• Provide guidance to HR Operations and managers on concerns related to violations of this policy.</li> </ul>



## MONITORING AND REPORTING

33. The HR Programs Team is responsible for monitoring and reporting on the effectiveness of the *CFMWS Code*. Additionally, the Treasury Board Secretariat publishes results of disclosures submitted to the Internal Disclosure Office annually.

## REFERENCES

[Values and Ethics Code for the Public Sector](#)

[Public Servants Disclosure Protection Act](#)

[Canadian Human Rights Act](#)

[Canadian Charter of Rights and Freedoms](#)

[Schedule V Financial Administration Act](#)

[CFMWS Disclosure of Wrongdoings Policy](#)

[CFMWS Workplace Harassment and Violence Prevention Policy](#)

[CFMWS Conflict of Interest Policy](#)

[CFMWS Discipline Policy](#)

[CFMWS Official Languages Policy](#)

[Access to Information and Privacy Policy](#)

[CFMWS Shared Competencies](#)

[CFMWS Social Media Employee Use Policy](#)

[Accessible Canada Act](#)

[Accessibility Standards Canada](#)