DAOD Development Guide

Identification

Date of Issue	2000-06-09
Date of Modification	2007-12-06
Application	This Guide applies to employees of the Department of National Defence ("DND employees") and officers and non-commissioned members of the Canadian Forces ("CF members").
Approval Authority	Director Strategic Corporate Services (DSCS)
Enquiries	DSCS 3 (DAOD Section)

Table of Contents

This Guide contains the following topics:

Definitions

Block Label

Block label or label means a word or phrase that:

- appears in the left margin;
- identifies the contents of the information block that appears to its right; and
- normally contains a maximum of five words.

(**intertitre du bloc**)

Defence Administrative Orders and Directives (DAOD)

Defence Administrative Orders and Directives mean the collection of policy and instructional corporate administrative direction for the DND and the CF.
(**Directives et ordonnances administratives de la Défense [DOAD]**)

Information Block

Information block or block means a unit of relevant, labelled information of a single type (e.g. text and table) within an information map that replaces the paragraph as a unit of thought. (**bloc d'information**)

Information Map

Information map or map means a collection of information blocks (normally a maximum of nine) related to a given topic. (**module d'information**)

Instructional DAOD

Instructional DAOD or -1 DAOD means a DAOD setting out instructions necessary for the implementation of the DND and CF goals set out in a policy DAOD.
(**DOAD – instructions**)

Policy DAOD

Policy DAOD or -0 DAOD means a DAOD that:

- explains the overarching DND and CF policy on a specific topic;
- establishes the bounds within which an organization will operate;
- clearly articulates the goals that should be attained; and
- provides guidance for related management decisions and actions.

(**DOAD – politique**)

Writing a Policy DAOD

Overview

A policy DAOD communicates the policy commitment of the DND and the CF to a given subject. It dictates why some decisions are made. The goals and anticipated results demand that specific procedures be implemented to ensure that those goals are met.

A policy DAOD deals only with the policy. The instructions or procedures that flow from the policy belong in an instructional DAOD that describes how to implement the requirements of the policy DAOD.

Mandatory Maps and Their Blocks

The policy DAOD consists of four mandatory maps and two optional maps. Each of these maps is divided into one or more blocks. The maps and blocks specific to a policy DAOD are shown in the table below:

Map	Contents
Identification	See the *Identification Map* block.
Abbreviations (optional)	See the *Abbreviations* map.
Definitions (optional)	See the *Use of Definitions* map.
Policy Direction	• *Context* (optional) • *Policy Statement* • *Requirements*
Authorities	*Authority Table*
References	See the *Use of References* map.

Identification Map	The *Identification* map provides the basic data required to manage the DAOD. The *Identification* map of this DAOD shows how this type of map is laid out.

The following table sets out the information that is included in each block of an *Identification* map:

The block entitled …	indicates …
Date of Issue	• the date the DAOD is published and takes effect. **Note** – When the promulgation date and the effective date are not the same, a separate block indicates the effective date.
Application	• who is affected by the DAOD; and • who is to comply with it. **Note** – Directives apply to DND employees and orders apply to CF members. See the block entitled *Application Block* under the *General* map.
Supersession	• which documents (e.g. CFAOs, CPAOs, CANFORGENs and other instruments), or parts of documents, are superseded by the DAOD. **Note** – The DSCS cancels CFAOs, but it is the office of primary interest's (OPI) responsibility to ensure other instruments are cancelled.
Approval Authority	• the Level 1 Advisor (L1) who has been assigned functional authority under DAOD 1000-0, *Corporate Administrative Direction,* for the subject matter of the DAOD in question.
Enquiries	• the NDHQ organization to whom enquiries about the DAOD are to be addressed. **Note** – In exceptional circumstances, directorates or authorities may be added for clarity; however, the particular function may be omitted. Examples: • Director Personnel Generation Policy (DPGP) (for policy); • Director Military Careers Administration and Resource Management (DMCARM) (for policy administration); • Director General Health Services (DGHS) (for health education); • Judge Advocate General (JAG); and • Canadian Defence Academy (CDA) (for service delivery).
Table of Contents	• the maps contained in the DAOD, except the *Identification* map. **Note** – This block is presented as a table.

Writing a Policy DAOD, continued

***Context* Block**	OPIs should consider using this block to provide background on the policy statement. This block provides a DND and CF perspective to help the reader better understand the policy. However, unnecessary elaboration should be avoided.

***Policy Statement* Block**	The policy statement is the overarching corporate direction that provides a framework within which decisions are made and actions taken. It concisely articulates the DND or CF position on the subject of the DAOD. The policy statement specifies the anticipated results to be achieved by the policy as opposed to describing the procedures required to achieve the results. The policy statement can usually be stated in one or two sentences. OPIs may consider a series of bullets to ensure clarity, precision and brevity.

***Requirements* Block**	The *Requirements* block sets out those elements, resources, mechanisms or conditions that have to be in place for the policy to be effective. For example, a policy statement on "avoiding discrimination in the workplace" should be appropriately broad and far-reaching. However, the goals stated in the policy have to be attainable. Without a monitoring or grievance mechanism in place, the policy goals could not be achieved. These mechanisms therefore have to be in place for the policy to be effective; they are requirements. The *Requirements* block indicates what the prerequisites are, but does not deal with how they are structured or how they operate. This elaboration belongs in the instructional DAODs that support the policy DAOD.

***Authorities* Map**	The *Authorities* map identifies, by appointment or position, those to whom financial or other authority is provided. This authority allows them to establish or implement rules, standards, processes or procedures that will make possible the achievement of the direction set out in the policy statement. The layout of the *Authority Table* follows the NDHQ structure, that is:

- L1s;
- director generals and chiefs;
- directors; and
- other authorities, e.g. commanding officer and area headquarters or equivalent.

Note – Normally, a level lower than director is not included in an *Authority Table*.

Writing a Policy DAOD, continued

Phrase to Use in the *Authority Table*
The phrase to use in the *Authority Table* is the following:

- "has or have the authority to" + verb in the infinitive (e.g. "provide")

Authority Verbs
The following table identifies verbs commonly used in relation to authority:

Authority Verbs			
advise	authorize	determine	issue (e.g. orders)
allocate	decide	direct	oversee
approve	delegate	establish	regulate
assign	designate	govern	set

Writing an Instructional DAOD

Overview   Instructional DAODs describe how to implement the requirements of the policy DAOD.

Maps and Blocks   While instructional DAODs do not conform to a prescribed set of maps and blocks, other than the *Identification* and *References* maps, the following table presents the types of information that can be conveyed:

Type of Information	Description
Process	Activities that: • have an identifiable purpose or result; • **identify who is responsible for certain activities; and** • indicate what result is achieved in each activity. Tables are often used to show a process.
Operating principles	Principles that spell out what is required to achieve the desired results of a policy. **Note -** The *Operating Principles* map should not be used if another map title would be more informative for readers.
Specifications and standards	Specifications and standards that are to be adhered to across a broad spectrum of the DND or the CF.
Forms	Types of forms that need to be filled out and submitted in order to make something happen. Actual forms are often included.
Procedures	Step-by-step instructions for individuals to follow in order to complete a task or activity. Such information is usually conveyed in the imperative voice and may include tables.
Responsibilities	Who is obligated to carry out an assigned task.

Responsibilities Map   A responsibility is a person's obligation to carry out an assigned task (who does what). Responsibilities are assigned to ensure that each organization knows exactly what it has to do to achieve the common aim.

Normally, responsibilities are set out in a *Responsibility Table*. The layout of the *Responsibility Table* is the same as the layout for the *Authority Table*. An example of a *Responsibility Table* is included in the *Tables* map.

Phrase to Use in the *Responsibility Table*   The phrase to use in the *Responsibility Table* is the following:

• "is or are responsible for …" + verb ending in "ing" (e.g. "providing")

Responsibility Verbs The following table identifies verbs commonly used in relation to responsibilities:

Responsibility Verbs			
administering	contributing	implementing	preparing
amending	coordinating	informing	providing
applying	disclosing	liaising with	notifying
assessing	evaluating	maintaining	recommending
assisting	examining	managing	requesting
carrying out	formulating	monitoring	reviewing
conducting	forwarding	negotiating	selecting
consulting	identifying	obtaining	verifying

Abbreviations

Rule of Thumb   Except in the DAOD or map title, a word or phrase is written in full at its first occurrence, followed by its abbreviation in brackets. Only the abbreviation is to be used subsequently. This also applies in respect of the *Approval Authority* and *Enquiries* blocks.

The only exceptions, which do not need to be spelled out, are the following:

- CANFORGEN;
- CBI;
- CF (except in the standard *Application* block where "CF" is first written in full);
- CFAO;
- CPAO;
- DAOD;
- DND (except in the standard *Application* block where "DND" is first written in full);
- MSI;
- NATO;
- NDHQ;
- QR&O; and
- STANAG.

Pluralization   In English, abbreviations are pluralized (e.g. COs). This is not the case in French (e.g. "Les cmdt …"), except for a few exceptions listed in the *Multi Dictionnaire de la langue française*.

Table of Abbreviations   A *Table of Abbreviations* may be added immediately before the *Definitions* map if there are numerous abbreviations. In such a case, the term is only written in full in the table and the abbreviation is used in the remainder of the DAOD.

Any titles under the *Approval Authority* and *Enquiries* blocks on the first page are to be written in full, followed by the abbreviation in parentheses, unless the same title appears in those two blocks. These abbreviations are repeated in the *Table of Abbreviations*.

The term, written in full in the *Table of Abbreviations*, starts with a lower case if this is how it would be written if used in a sentence. On the other hand, if the term would start with a capital letter if used in a sentence, the first word is capitalized. The following table provides examples:

Abbreviation	Complete Word or Phrase
CDS	Chief of the Defence Staff
NES	non-effective strength

Block Title

Abbreviations can be used in a block title if:

- the term has been previously written in full in the DAOD; and

- they do not constitute the whole title of the block, e.g. "CFPSA" versus "CFPSA Mission".

Map and DAOD Titles

Map and DAOD titles may not contain abbreviations, except the ones listed under the *Rule of Thumb* block.

Use of "the", "a" or "an" Before Abbreviations

For information on the use of the article "the", "a" or "an" before abbreviations, see section 1.16, *Acronyms and initialisms*, in *The Canadian Style*.

Use of Definitions

Use of Definitions	Definitions should be used sparingly. If the text in a DAOD can be read and understood by the average reader without reference to a definition, the definition normally is not necessary.
	Terms can be defined:
	• within the *Definitions* map; or
	• in the body of the DAOD.

Ordinary Meaning	Words should not depart from their ordinary meaning without good reason (See QR&O article 1.04, *Words and Phrases – How Construed*). Words used in their ordinary sense should not be defined.

Definitions **Map**	The following table provides information on the *Definitions* map:

For the map title, use the…	if the map contains …
singular (i.e. *Definition*)	only one definition. **Note –** If there is only one definition, try to insert it in the DAOD text if possible.
plural (i.e. *Definitions*)	more than one definition.

Format	Definitions are organized alphabetically and the translated term appears at the end of each definition in bracketed, bold type.
	All words or terms that require a definition are to be written as block labels with the definitions as blocks next to them. Definition text begins with the block label followed by "means" if the term is defined in the singular or by "mean" if the term is defined in the plural. Normally, words are defined in the singular.
	Normally, definitions should be formatted so that every definition constitutes one or two complete sentences ending with a period. The following is an example of a definition with two sentences:
	"Electronic networks mean groups of computers and computer systems that can communicate with each other. These networks include the following:
	• the Internet;
	• networks internal to the DND and the CF (Defence Intranet); and
	• public and private networks external to the DND and the CF."

Definitions Listing	All terms defined in the *Definitions* map of the DAOD are included in the *DAOD Definitions Listing*, which is available at:
	• http://admfincs.mil.ca/admfincs/subjects/daod/definition_e.asp

Use of Definitions, continued

Use of Existing Definitions

OPIs are encouraged to use existing definitions in the *DAOD Definitions Listing*.

However, if an existing definition does not provide the required meaning in a particular DAOD, a new definition may be used.

Definitions from Official Sources

If a definition is taken from an official source such as a Treasury Board policy or a federal statute, the source of the definition is mentioned the first time that the definition is used in the DAOD instead of repeating the definition.

If a DAOD only uses definitions from official sources, a table such as the following may be used in the *Definitions* map:

Definitions Table

The following table provides information on definitions used in this DAOD:

In this DAOD…	has or have the same meaning as in …
• administrative purpose; • government institution; • personal information; • personal information bank; and • Privacy Commissioner	section 3 of the *Privacy Act*.
• disclosure of personal information	chapter 3 of the Treasury Board of Canada Secretariat policy entitled *Use and Disclosure of Personal Information*.
• record	section 3 of the *Access to Information Act*.

Note – Linking to the source ensures currency of definitions.

Use of Definitions, continued

Definitions and References to Official Sources in the Same DAOD

If, in the same DAOD, terms need to be defined and official sources referred to for definitions, all information is placed in a *Definitions Table*. The following is an example:

Definitions Table The following table provides information on definitions used in this DAOD:

In this DAOD…	means …
concept of work	the breakdown of roles and responsibilities and their interrelationship in the delivery of a departmental mandate and organizational business plans.
human resources officer	the same as the term "human resources/classification advisor" in the *Classification System and Delegation of Authority Policy* of the Treasury Board of Canada Secretariat (TBS).
identical-to work description	a position with duties and responsibilities said to be exactly the same as those of an existing classified job.
job	the same as in the *Classification System and Delegation of Authority Policy* of the TBS.
job architecture	a feature of the DND civilian organization design, which outlines the major work streams and job families in the Department, their interrelationships and alignment to DND business processes and operations.
job family	a group of jobs having the same nature of work, but requiring different levels of skill, effort and responsibility, or different working conditions.
level	the same as in the *Classification System and Delegation of Authority Policy* of the TBS.
occupational group	
position	

Avoiding Establishment of Scope or Direction

Definitions may not be used to establish the scope of a DAOD or provide direction. The *Application* block or another DAOD block is used instead.

For example, the second sentence provides direction and cannot be used in this definition:

> "An incendiary device means an object, other than a match or pocket lighter, that is fabricated with combustible materials and designed to cause fire damage to property or inflict burn injuries on individuals. The loss of any incendiary device shall be reported without delay to the military police."

Repetition of Definitions Within the Same DAOD Series

Definitions from the *Definitions* map of a DAOD are repeated in the DAODs of the same series if the terms are used in the text of the DAODs.

For example, the terms "CF Personnel Record" and "CF Personnel Record Component" are defined in DAODs 5050-0, *Canadian Forces Personnel Records* and 5050-1, *Canadian Forces Personnel Records of the Director General Recruiting and Military Careers and the Director Human Resources Information Management, and Service Estate Records of the Judge Advocate General*.

Definitions Pertaining to Regulations, Acts and Policies

Definitions from the *National Defence Act* (NDA) or QR&O

Definitions in the DAOD collection are not to repeat definitions set out in the NDA or the QR&O. When an NDA or a QR&O definition is first used in a DAOD text, if necessary for clarity or greater certainty, reference should be made to the applicable NDA or QR&O provision.

Examples:

- Conjugal relationships may take the form of marriage, or common-law partnership as defined in QR&O article 1.075, *Common-Law Partner and Common-Law Partnership*; and

- A civilian, as defined in QR&O article 34.01, *Definitions*.

In the above examples, QR&O articles 1.075 and 34.01 would then be source references.

No Reference to NDA or QR&O

The following are examples of frequently used and well understood words that do not require a reference to their definition or reference in the NDA or QR&O:

- defence establishment;

- non-commissioned member;

- officer;

- Regular Force;

- Reserve Force;

- service offence; and

- unit.

Vocabulary

Order of Mention of "the DND and the CF"

When referring to the DND and the CF, "the DND" is mentioned first and then "the CF", given their order in the NDA, as shown in the following table:

Correct	Incorrect
The mission objectives of the DND and the CF are to …	The mission objectives of the CF and the DND are to …

Consistent Use of "DND employees" and "CF members"

"DND employees" and "CF members" should be used consistently in DAODs that apply to these groups.

In a DND-only DAOD, the word "employee" can normally be used.

Do not use:

- CF personnel;
- CF employees;
- military personnel;
- civilian employees; or
- DND personnel.

Level 1 Advisors

L1s are senior managers in the DND and the CF. They frequently have certain authority or exercise certain responsibility as identified in the DAOD. Several of these senior managers also have specific L1 delegated financial signing authority. Accordingly, L1s are identified in the:

- *Position Equivalency Table in Support of the Delegation Matrix* in A-FN-100-002/AG-006, *Delegation of Authorities for Financial Administration for DND and the CF*; and
- *Level One Advisors Table* in the *Defence Plan On-Line*.

Level 1 Advisors, continued

Generally, the DAOD content determines which L1 table is appropriate, as explained in the following table:

If the DAOD relates to …	then refer to the table in …
finance or the delegation of authority is under the *Financial Administration Act*,	A-FN-100-002/AG-006.
any other issue,	the *Defence Plan On-Line.*

The appropriate document is then listed under the *Related References* block as:

* A-FN-100-002/AG-006, *Delegation of Authorities for Financial Administration for DND and the CF*; or

* *Defence Plan On-Line*.

The term "Level 1 Advisor" is not added to the *Definitions* map.

Wording – Military Usage

Many words and expressions are found in common usage in the military environment, but they are not:

* used commonly elsewhere; or

* found in this form in dictionaries.

When an OPI uses a word or expression not found in the *Concise Oxford Dictionary*, the OPI is required to demonstrate that the word or expression is commonly found, e.g. in:

* defence papers;

* DND publications;

* ministerial or Chief of the Defence Staff correspondence; or

* NATO agreements.

Vocabulary, continued

Use of Certain Words	Use: • "defence establishment", not "CF establishment"; • "DND", not "Department" or "departmental"; • "program" not "programme", unless restricted by an existing proper name; • "service", not "employment", when referring to CF members; • "spouse" instead of "husband" or "wife", or "common-law partner" as defined in QR&O article 1.075; and • gender-neutral language at all times and avoid "he or she" and "his or her" phrases.
Use of "shall" or "must"	The auxiliary verb "shall" is used in DAODs, not "must", to indicate mandatory action. Any exceptions to this direction are to be discussed with Legislative and Regulatory Services (LRS).
Use of "may"	QR&O provide that the word "may" shall be construed as being permissive, e.g. "CF members may travel on leave to the United States …" Care is to be taken to ensure that the correct meaning of the word "may" is conveyed in a particular provision. If the word "may" is used in the sense of possibility, the following, or a similar expression, is used instead: • might; or • it is possible that. The word "may" can also have the legal meaning of "empowerment", e.g. "The commanding officer may recommend two candidates for the …"
Use of "should"	The word "should" is informative only, not mandatory, e.g. "The recommendation by the CO should be supported by documentary evidence …". There is no consequence if the CO does not provide documentary evidence – in fact, it may not even be available in particular circumstances.

Vocabulary, continued

Use of "will"

The verb "will" is often ambiguous and is not to be used in DAODs because it can reflect:

- a statement of fact;
- a commitment by the DND and the CF;
- future intentions; or
- an instruction.

The use of "is" or "are," or "shall", instead of "will", removes the ambiguity for readers and reflects a simple statement of fact or an order, respectively.

The following table provides some examples:

Correct	Incorrect
Submarines are manned by Victoria class-trained personnel.	Submarines will be manned by Victoria class-trained personnel.
All sponsorships and donations shall be reported in the Public Accounts of Canada.	All sponsorships and donations will be reported in the Public Accounts of Canada.

Use of "where" or "if"

The word "where" should not be used unless there is a geographical sense, e.g. "The CF members searched where the person was last seen."

The word "if" normally replaces "where" in phrases or clauses setting out a condition, i.e. "where possible and practicable" should be "if possible and practicable".

English and French Vocabulary Issues

A *Note on the Translation of DAODs* has been prepared by the DSCS 3 and provides additional information on English and French vocabulary issues that arise in the drafting of DAODs.

Punctuation

Spacing After a Period	In English and French, there is only one space after a period. Sources: *The Canadian Style* and *Le guide du rédacteur*.

Brackets	Round brackets are used in English DAODs.

Comma Before "and" or "or"	In lists of items in a sentence, there is normally no comma before the "and" or "or", as shown in the following table:

Correct	Incorrect
CF members shall bring a pen, paper and notebook when …"	CF members shall bring a pen, paper, and notebook when …"

In a list, a comma may be used before an "and" or an "or" for clarity, e.g. "On deployment to Bosnia, CF members shall be issued a laptop computer, rifle and ammunition, and a travel claim."

Avoiding Diagonal Slashes	Avoid diagonal slashes between words. The following table provides some examples:

Correct	Incorrect
If a CF member is injured or killed, …	If a CF member is injured/killed, …
The mission objectives of the DND and the CF are to …	The DND/CF mission objectives …

Bracketed "(s)" at the End of Nouns	Avoid bracketed "(s)" at the end of nouns to suggest both the singular and plural. In most cases, making the noun plural will be correct, e.g. "The CF member shall submit work performance goals for the next quarterly review period …" should not be read to mean that the CF member is required to submit at least two goals to comply with this provision.

Punctuation, continued

Bullets in Tables

The use of bullets in tables is explained in the following table:

If the table contains rows listing …	then …
only single items,	no bullet is used.
more than one item,	bullets are used for every item, including the rows listing a single item.

See the *Stage Table* block under the *Tables* map for an example.

Use of Dash Instead of Sub-bullet

A dash is used with a sub-bullet, and a semicolon is used at the end of each bullet or dash, except for the last bullet that has a period.

Example:

CF members proceeding on deployment shall:

- complete a next-of-kin form;
- speak personally with:
    - their section head; and
    - the base chaplain;
- review their will and revise if necessary; and
- make necessary banking arrangements.

Capitalization Within a Table

In tables like "Step-Action" tables, capitalize only the first term of the action as shown in the example below:

Step	Action	What happens?
1	Initiation consultation	The OPI consults …

General

Date of Issue, Date of Modification and Effective Date	The date of issue, the date of modification and the effective date are written by indicating the year-month-day (e.g. 2004-06-30) in accordance with the: • *Treasury Board Federal Identity Program Manual*; • National Standard of Canada CAN/CSA-Z234.4-87; and • International Standard ISO 2014.
Date of Title, Reference or File Reference	If a date is part of a title, reference or file reference, it should appear as written.
Application **Block**	Examples of entries in the *Application* block are as follows: • This DAOD is a directive that applies to employees of the Department of National Defence ("DND employees") and an order that applies to officers and non-commissioned members of the Canadian Forces ("CF members"); • This DAOD is an order that applies to officers and non-commissioned members of the Canadian Forces ("CF members"); • This DAOD is an order that applies to officers of the Canadian Forces ("CF members"); and • This DAOD is an order that applies to officers of the Canadian Forces, Regular Force ("CF members").
Application **Block of DAODs from the Assistant Deputy Minister (Human Resources – Civilian)'s (ADM(HR-Civ)) portfolio**	ADM(HR-Civ) DAODs may require that the phrase "CF members who act as supervisors or managers of DND employees" be added in the *Application* block as follows: "This DAOD is a directive that applies to employees of the Department of National Defence ("DND employees") and an order that applies to officers and non-commissioned members of the Canadian Forces ("CF members") who act as managers or supervisors of DND employees." In the text of the DAOD, the words "and the CF" are normally added every time "the DND" is mentioned, as follows: "Under the CHRA, the DND and the CF have a duty to accommodate the employment-related needs of DND employees and prospective employees that arise from a prohibited ground of discrimination up to the point of undue hardship."

People and Organizations not Bound by DAODs

DAODs do not apply to:

- applicants for the DND or the CF;
- dependants of CF members;
- non-public fund employees;
- contractors; or
- unions.

Accordingly, do not include these groups in any of the following blocks:

- *Application*;
- *Authority Table;* or
- *Responsibility Table*.

Text Information Blocks

Text information blocks are always written using complete sentences.

Title of Information Map

The title of the information map describes what information is being communicated in the map.

Consistent Use of Language

Once a word has been defined in a given way, variations of that word are to be avoided. The following table provides an example:

Defined Word	Variations to Avoid in the DAOD Text
Internet publishing	- publish on the Internet; - published on the Internet; and - Internet publishing/posting.

Use of Examples

An example consisting of a few words may be written within a sentence, starting with the Latin abbreviation "e.g.".

Longer examples can be written:

- in a separate block entitled *Example*; or
- under a separate paragraph starting with the word "Example", followed by a colon, i.e. "Example:".

General, continued

Hyperlinks   The electronic copy of a DAOD can be linked to other electronic documents. This hyperlinking:

- permits cross-referencing; and

- reduces or eliminates the need for verbatim repetition of information that resides elsewhere.

Hyperlinks are only made from the *References* map of the DAOD and not within the text of the DAOD. OPIs are required to provide links to all documents listed in the *References* map.

Notes   A note to provide additional information or clarification in a DAOD starts with the word "Note" in bold format, followed by a space, a long dash and a space (i.e. **Note** –). Two or more notes in succession should be avoided.

Use of Italics   The title of the following references are italicized (see the block entitled *Sample References Block* under the *Use of References* map):

- statute;

- regulations;

- QR&O;

- CBI;

- DAOD;

- CFAO;

- manual;

- handbook;

- instruction; and

- report.

Other identifying numbers and letters, as well as chapter and volume numbers, are not to be italicized.

General, continued

Third Person   DAODs are written in the third person, as shown in the following table:

Correct	Incorrect
Define personal goals.	Define your goals.
When injured on the job, seek first aid immediately and report the injury to the supervisor.	If you are injured on the job, you should seek first aid immediately and report the injury to your supervisor.

Capitalization in English   There is frequent overuse of capitalization in English of words that are not proper nouns, as shown in the following table:

Correct	Incorrect
The commanding officer shall …	The Commanding Officer shall …

Possessive "s" in English   Avoid the possessive "s" in English, as shown in the following table:

Correct	Incorrect
The personnel file of the CF member shall be forwarded on release to …	The CF member's personnel file shall be forwarded on release to …

Avoiding "and/or"   Do not use "and/or" in sentences or bulleted lists. The phrase is not used in federal regulations or in French versions of DAODs. The context of the DAOD normally dictates if "and" (normally conjunctive), or "or" (normally disjunctive), should be used.

Occasionally, one or more matters in a list may apply and the lead sentence is amended accordingly.

Example:

In the event of non-compliance with this DAOD, one or more of the following actions may be taken:

- recorded warning;
- counselling and probation; or
- recommendation for release.

General, continued

Annexes

No document, other than a ministerial directive, may be annexed to a DAOD. Documents should be hyperlinked under the *References* map.

Capitalization of "Section"

"Section" should:

- not be capitalized when used for part of a law or set of regulations (e.g. under section 23 of the Act); and

- be capitalized when it refers to a large subdivision of a report, book or other document (e.g. Volume 10, Section 5).

How to Cite QR&O

The following table provides examples on how to cite QR&O in DAODs:

Refer to a ...	the first time in the DAOD body as follows:	Notes
QR&O chapter	QR&O Chapter 9, *Reserve Service*, is the authority for ...	The next time in the DAOD body, use "QR&O Chapter 9".
QR&O article	QR&O article 1.04, *Words and Phrases – How Construed*, contains the ...	The next time in the DAOD body, use "QR&O article 1.04".
QR&O paragraph	QR&O paragraph 3.09(3), *Order of Seniority*, confers the power ...	The time in the DAOD body, use "QR&O paragraph 3.09(3)". In the *References* map, do not cite the paragraph number. Use "QR&O article 3.09, *Order of Seniority*.
QR&O subparagraph	QR&O subparagraph 4.20(3)(*a*), *General Responsibilities of a Commanding Officer*, requires that ...	The next time in the DAOD body, use "QR&O subparagraph 4.20(3)(*a*)". Note the italics for the "(*a*)". In the *References* map, do not cite the subparagraph. Use "QR&O article 4.20, *General Responsibilities of a Commanding Officer*".
QR&O sub-subparagraph	... was imposed under QR&O sub-subparagraph 1.13(4)(*a*)(ii), *Exercise of Powers*.	The next time in the DAOD body, use "QR&O sub-subparagraph 1.13(4)(*a*)(ii). Note the italics for the (*a*), but not the "(ii)". In the *References* map, do not cite the sub-subparagraph. Use QR&O article 1.13, *Exercise of Powers*.

Tables

Stem Sentence   Every table begins with a stem sentence.

If-Then Table   The following is an example of an *If-Then Table*. In this case, it shows the decisions to make after the screening is completed.

If …	then the …
• the project is unlikely to cause significant adverse effects to the environment taking into account any mitigation measures considered appropriate,	project may proceed.
• the project is likely to cause significant adverse effects to the environment despite using mitigation measures, and the effects cannot be justified in the circumstances,	project cannot proceed.
• there is doubt whether the project is likely to cause significant adverse effects to the environment; • the project is likely to cause significant adverse effects to the environment which may be justified in the circumstances; or • public concerns about the project and its possible effects to the environment so warrant,	sponsor should request, through DGE, that the Minister of the Environment order a mediation or panel review of the project.

Tables, continued

Stage Table
The following is an example of a *Stage Table*. In this case, it outlines the process for obtaining approval for conference sponsorship.

Stage	Who does it?	What happens?
1	Sponsor	• Identifies the requirement to sponsor a conference.
2		• Obtains endorsement from the L1; • **prepares sponsorship request to the DM with assistance** from the DPFL for international conferences and D Pub Pol for all other conferences; and • **obtains approval signature from the appropriate L1**.
3	L1	• Forwards the request to the ADM(Fin CS) for review of the hospitality requirements and expenses related to the attendance of accompanying persons and other persons and onward transmission to the VCDS.
4	VCDS	• Forwards the request to the DM for approval or submission to the Minister, as appropriate; and • ensures coordination with the office of the CDS, as required.
5	L1	• When approval is granted, identifies funding requirements in business plan.

Step-Action Table
The following is an example of a *Step-Action Table*. In this case, it describes the steps involved in the contracting process.

Step	Action
1	Assess the approach to satisfying the requirement (i.e. determining whether the contracting option is the most appropriate method of satisfying the requirement).
2	Determine the contracting method most appropriate for the requirement.
3	Determine the contract authority required.
4	Define and document the requirement.
5	Prepare and issue the solicitation document.
6	**Evaluate the bids or proposals received in response to the solicitation document.**
7	Select the winning bid or proposal.
8	Award the contract.
9	Debrief unsuccessful bidders.

Tables, continued

Step-Action and If-Then Table

The following is an example of a *Step-Action Table* with an embedded *If-Then Table.* In this case, it describes how to respond to a formal request for access to DND records:

Step	Action
1	Request for access to information, in writing, received in the DAIP.
2	The DAIP verifies completeness and clarity of request.
	<table><tr><td>**If …**</td><td>**then …**</td></tr><tr><td>the request is unclear or incomplete,</td><td>the DAIP clarifies the request by phone or mail.</td></tr></table>
3	The DAIP identifies the appropriate OPIs.
4	An extension of the time limit is requested, if required.
5	The OPI produces all relevant records or fee estimate, or both.
6	The OPI recommends exemptions and exclusions.
7	The DAIP reviews proposals to ensure consistency with the AIA.
	<table><tr><td>**If …**</td><td>**then …**</td></tr><tr><td>there is a difference of opinion,</td><td>the DAIP consults with the OPI to resolve it. **Note** – This is determined on a case-by-case basis.</td></tr></table>
8	Records are released to the applicant with all exempted material severed.
9	Records released to the applicant are normally made available to the public by the DAIP after ten working days after the date of mailing or receipt by the applicant.

Tables, continued

Responsibility Table

This is an example of a *Responsibility Table* that describes the actions taken by each person. This is where the "who does what" comes into play.

In this case, the table identifies the responsibilities for implementing an environmental assessment (EA).

The …	is or are responsible for …
L1s	• ensuring that DND and CF projects, activities, policies, plans, and programs within their purview are assessed for their environmental effects.
ADM(IE)	• providing guidance, advice and oversight for EA.
DGE	• developing EA orders, directives and instructions; • assisting the DND and the CF to comply with relevant EA legislation and policy; and • providing advice and assistance, including peer review and specialist advice as requested, in the conduct of an EA.
NDHQ, formation, and base environmental specialist staff	• assisting in implementation of the EA process; and • providing procedural and technical advice and guidance.
DND employees and CF members	• ensuring that the EA process is implemented, if applicable, for DND and CF projects, activities, policies, plans and programs for which they are responsible.

Use of References

References **Map**   The *References* map is divided into two types, as shown in the following table:

Type of References	Definition
Source References	All governing, higher-level directions that: • have a direct link to or impact on the DAOD; or • cause the DAOD to be written. **Note** – Most DAODs have at least one source reference.
Related References	Documents that: • deal with related information; and • provide additional insight into the subject matter.

The block title is singular (e.g. *Source Reference*) if there is only one reference and plural (e.g. *Source References)* if there is more than one reference.

Arrangement   References should be arranged alphabetically or by number in subgroups in the following order:
- federal statutes, e.g.:
  - *Criminal Code* (not Criminal Code of Canada); and
  - *National Defence Act*;
- federal regulations, e.g.:
  - *Government Contracts Regulations*; and
  - *Passport Services Fees Regulations*;
- policies of general application of central agencies, e.g.:
  - *Government Security Policy*; and
  - TBS policies;
- QR&O articles or chapters;
- CBIs;
- DAODs;
- CFAOs;
- CANFORGENs;
- NDHQ instructions and directives, DND and CF manuals, national handbooks and publications, and NDHQ staff officer letters or memoranda;
- MSIs;
- command instructions;
- NATO and other allied publications;
- DAOD forms; and
- other DND forms.

Sample *References* Block

The following is a sample *References* block:

- *Criminal Code*
- *National Defence Act*, section 33
- *Government Contracts Regulations*
- *Communications Policy of the Government of Canada,* Treasury Board of Canada Secretariat
- QR&O article 19.14, *Improper Comments*
- QR&O article 26.01, *Service Records and Documents*
- CBI 210.07, *Assignment of Legal Rights*
- DAOD 2008-2, *Media Relations and Public Announcements*
- CFAO 1-1, *Canadian Forces Administrative Orders*
- **CANFORGEN 151/06 CMP 072 200718Z OCT 06, *Canadian Forces Recruiting Group Command and Control Structure***
- A-SJ-100-004/AG-000, *Canadian Forces Military Police Policy and Procedures*
- Chief of Military Personnel Instruction 20/04, *Administrative Policy of Class "A", Class "B" and Class "C" Reserve Service*
- MSI 8-02, *Medical Information*
- LFCO 23-9, *Summary Investigations*
- NATO STANAG 2143, *Explosive Ordnance Reconnaissance/Explosive Ordnance Disposal (EOR/EOD)*
- DAOD Form 5044-1A, *Family Care Plan Declaration*
- Form CF 98, *Report on Injuries or Exposure to Toxic Material*

Format for NDHQ Instructions

The normal format for an NDHQ instruction is "NDHQ Instruction" and the group principal abbreviation and number, followed by the title of the instruction in italics. A date for the instruction and an internal file number may also be available, but should not be included.

Example:

- NDHQ Instruction ADM(Mat) 1/02, *Support to Operations*

Format for DND or CF Publications

The normal format for a DND or CF publication is the publication number, followed by the name of the publication in italics. The following is an example of a DND publication with a National Defence Index of Documentation (NDID) Number:

- A-MD-007-089/JD-000, *Canadian Forces Dental Care Program*

Format for NDA References	If the NDA is a reference, the applicable NDA section should be identified. As all DAODs are promulgated under the authority of the NDA, the NDA normally should not be a reference unless a particular section has application in the DAOD and is cited in the DAOD text.
Format for References to Provincial Laws	If a general reference is made to particular provincial laws, add the reference after any federal statutes, e.g.: • Provincial health and occupational safety laws (no italics)
Classified References	Classified references are identified as such (*classified*). As the DAOD collection is a public collection, the use of a classified reference is rare.

Amendments

Overview   OPIs are required to maintain their DAODs up-to-date. This may involve:

* adding or deleting maps, blocks, sections or words;

* amending references; or

* making changes to reflect organizational changes.

Full Review   When amending a DAOD, a full review of the DAOD shall be considered. A full review ensures that the policy is current and the standards pertaining to DAOD format have been respected.

Process   The information pertaining to the amendment process can be found in:
* DAOD 1000-1amd, *DAOD Development*; and
* the *Standard Operating Procedures – DAOD Development*.

Supersession   Documents previously superseded by a DAOD shall not be removed from the *Supersession* block upon amendment of that DAOD.

References

Source References

- DAOD 1000-0, *Corporate Administrative Direction*
- DAOD 1000-1<mark>amd</mark>, *DAOD Development*
- DAOD 1000-2<mark>amd</mark>, *Instruments for Communicating Direction and Guidance in the DND and the CF*

Related References

- *Note on the Translation of DAODs*
- *The Canadian Style* (http://termiumplus.translationbureau.gc.ca/tpv2Show/guides/style/index.html)
- *Standard Operating Procedures – DAOD Development*