



The 2007 Defence Ethics Survey Analysis

*Findings for the Canadian Forces and the Department
of National Defence*

Kyle Fraser
*Social Policy 3-4
Directorate Military Personnel Operational Research and Analysis*

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Abstract

In 2007, Director Military Personnel Operational Research and Analysis (DMPORA), in partnership with Director Defence Ethics Programme (DDEP), administered the third iteration of the Department of National Defence Ethics Questionnaire (DNDEQ). While a technical note outlining summaries of the findings for specific audiences has been published separately, this document is intended as a complete record of the research and data analysis for the research audience, and for archival purposes for Director Defence Ethics Programme. The survey was administered to 2825 CF Regular Force Members and 1475 DND civilian employees with response rates of 52.6% and 50.0%, respectively. Findings of the survey show that respondents in 2007 reported higher scores across all indicators of organizational ethical climate than did respondents of the 2003 survey. Additionally, findings from the 2007 survey on approaches to ethics for ethical decision-making are consistent with findings from the 2003 survey. Implications of the findings for the organization are discussed, as are methodological recommendations for future survey administrations.

Résumé

En 2007, la Direction de Recherche et analyse opérationnelles (Personnel militaire) (DRAOPM), en collaboration avec la Direction de Programme d'éthique de la Défense (DPED), a distribué pour une troisième fois le Questionnaire sur l'éthique du ministre de la Défense nationale (MDN). Une note technique présentant un résumé des résultats pour des groupes cibles a été publiée séparément, mais le présent document donne un compte rendu complet de la recherche et de l'analyse des données à l'intention des chercheurs et aux fins d'archivage à la Direction du Programme d'éthique de la Défense. Le sondage a été mené auprès de 2825 membres de la Force régulière des Forces canadiennes (FC) et de 1475 employés civils du MDN. Les taux de réponse ont été de 52,6 p. 100 et de 50 p. 100 respectivement pour chacun de ces groupes. Les réponses fournies par les répondants en 2007 laissent penser que le personnel a perçu une amélioration du climat éthique au sein de l'organisation, selon la comparaison de chacun des indicateurs, depuis le sondage de 2003. De plus, les résultats du sondage sur les processus décisionnels éthiques correspondent aux résultats du sondage de 2003. Le document décrit aussi la portée des résultats au sein de l'organisation et rend compte des recommandations qui ont été faites quant au choix de la méthode à appliquer dans les sondages qui seront menés à l'avenir.

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Executive summary

The 2007 Defence Ethics Survey Analysis: Findings for the Canadian Forces and the Department of National Defence

Kyle Fraser; DRDC CORA TM 2008-056; Defence R&D Canada – CORA; December 2008.

Introduction: In 2007, Director Military Personnel Operational Research and Analysis (DMPORA), in partnership with Director Defence Ethics Programme (DDEP), administered the third iteration of the Department of National Defence Ethics Questionnaire (DNDEQ). The survey was administered to 2825 CF Regular Force Members and 1475 DND Civilian Employees with response rates of 52.6% and 50.0%, respectively. The survey was edited for length considerations in 2007, but retained measures of key organizational ethical climate indicators and measures of approaches to ethics for ethical decision-making. Respondents were also afforded an opportunity to complete an open-ended question to express any ethical concerns in the organization. The 2007 version of the Defence Ethics Survey was the first to be fielded electronically.

Results: Organizational Ethical Climate: Based on the findings of the 2003 Defence Ethics Survey, six key scales were selected as measures of the current ethical climate of the organization. These scales were based on the constructs of Care, Self-Interest, Supervisor Behaviour, Co-worker behaviour, Organizational Rules, and Organizational Fairness. Overall findings show an improvement on all key indicators of organizational ethical climate since the last survey administration. Overall, both CF and DND respondents reported an encouraging assessment of the organization's ethical climate, with particularly strong agreement on the questions relating to supervisor and co-worker behaviour. Also of interest are findings related to organizational fairness. The 2003 report identified this construct as the indicator requiring the most action on the part of the department. The 2007 findings indicate that improvement in perceived organizational fairness was greatest relative to other ethical climate indicators.

Approaches to Ethics for Ethical Decision-Making. Survey questions in this area focused on six scales related to ethical decision-making: Care-Based, Self-Interest-Based, Rule-Based, Virtue-Based, Consequence-Based, and the Multiple Approach. Content changes in this section between 1999 and 2003 precluded meaningful comparison of survey data between administrations. The 2007 survey provided the first opportunity to compare results across survey administrations. Findings in this area were consistent with previous results. Both CF and DND respondents report little preference for Self-Interest and Consequence-based approaches to ethical decision-making. Some respondents reported a preference for the Care-Based, Rule-based, or Virtue-Based approaches. However, in both 2003 and 2007, CF and DND respondents largely favoured the Multiple Approach to ethical decision-making. This provides further evidence to maintain the values-based model for the CF/DND Defence Ethics Programme.

Open-Ended Question. Although the 2007 findings on organizational ethical climate were generally positive, respondents were afforded an opportunity to identify what they felt was the most important ethical issue facing CF/DND today. In total, over 1400 responses were collected. Responses to the question varied widely, and were analysed with respect to very broad categories

including organizational fairness, accountability, employee/member care and so on. The report provides a descriptive summary analysis of the responses gathered in 2007.

Significance: Results show an overall incremental improvement in perceived organizational ethical climate in 2007 relative to 2003. Due to the cross-sectional survey design, however, the main limitation of the survey is that it was not possible to link findings to any single departmental initiative. As a result, changes in climate may be identified based on current data, but causal explanations cannot be inferred. A number of methodological recommendations are presented in the report in order to standardize administration procedures, and thereby increase comparability of future survey iterations.

Future plans: An administration of the Defence Ethics Survey is planned for the Primary Reserve in the fall of 2008. This will mark the first time this population has been included in the survey, and will provide baseline data for comparative analysis. Now that three survey administrations have been completed over nearly a decade, researchers may wish to re-assess the ongoing utility of the instrument and determine whether or not modifications are required in order to best serve the needs of the Defence Ethics Programme. In addition, researchers may wish to further investigate the observed changes over time.

Sommaire

The 2007 Defence Ethics Survey Analysis: Findings for the Canadian Forces and the Department of National Defence

Kyle Fraser; DRDC CORA TM 2008-056; R & D pour la défense Canada – CORA; Décembre 2008.

Introduction : En 2007, la Direction de Recherche et analyse opérationnelles (Personnel militaire) (DRAOPM), en collaboration avec la Direction de Programme d'éthique de la Défense (DPED), a distribué pour une troisième fois le Questionnaire sur l'éthique du ministre de la Défense nationale (MDN). Un sondage a été mené à l'aide de ce questionnaire auprès de 2825 membres de la Force régulière des Forces canadiennes (FC) et de 1475 employés civils du MDN. Les taux de réponse ont été de 52,6 p. 100 et de 50 p. 100 respectivement pour chacun de ces groupes. Le questionnaire a été révisé en 2007 parce qu'il était trop long, mais les chercheurs ont conservé les questions permettant de mesurer les indicateurs clés du climat éthique au sein de l'organisation et les perceptions relatives aux processus décisionnels éthiques. Les répondants ont eu l'occasion de répondre à une question ouverte leur permettant d'exprimer leurs préoccupations à l'égard de l'éthique au sein de l'organisation. Le sondage sur l'éthique de la Défense a été mené par voie électronique en 2007, ce qui constitue une première.

Résultats : Climat éthique au sein de l'organisation : À partir des résultats du sondage sur l'éthique de la Défense qui a été mené en 2003, six échelles clés ont été choisies, qui comportaient des énoncés permettant de mesurer le climat éthique au sein de l'organisation. Ces échelles mesuraient les perceptions relativement au souci d'autrui, à l'intégrité personnel, au comportement des superviseurs, au comportement des collègues, aux règles de l'organisation et à la justice à l'intérieur de l'organisation. Les résultats d'ensemble montrent que les répondants ont perçu une amélioration pour tous les indicateurs clés du climat éthique de l'organisation depuis la réalisation du dernier sondage. Dans l'ensemble, les réponses fournies tant par les membres des FC que les employés du MDN montrent que la perception du climat éthique de l'organisation est positive, et cela est particulièrement vrai en regard du comportement des superviseurs et des collègues. Les données recueillies sur la perception de la justice au sein de l'organisation étaient aussi particulièrement intéressantes. En 2003, elles avaient révélé que cet indicateur était celui qui allait exiger le plus d'interventions de la part du Ministre. Par contre, les résultats du sondage de 2007 indiquent que l'amélioration la plus importante observée par les répondants par rapport à tous les indicateurs du climat éthique de l'organisation est en relation avec la justice.

Perception des processus décisionnels éthiques. Six échelles comportant des questions sur l'éthique décisionnelle ont permis de mesurer les perceptions relativement aux indicateurs suivants : processus fondé sur le souci d'autrui, processus fondé sur l'intégrité personnel, processus fondé sur les règles, processus fondé sur la vertu, processus fondé sur les conséquences, processus fondé sur une approche multidimensionnelle. Les modifications apportées au contenu de cette section dans la version de 2003 du sondage par rapport à celle de 1999 ont écarté la possibilité de faire des comparaisons valables des données obtenues dans les deux sondages. Le sondage de 2007 a pour la première fois permis de comparer les résultats obtenus au cours des enquêtes successives. Les données recueillies ont pu être comparées pour la première fois en 2007, à partir des versions de 2003 et de 2007. Les réponses obtenues aux questions portant sur les processus

décisionnels étaient comparables à celles obtenues dans le sondage précédent. Les membres des FC et le personnel du MDN se sont montrés peu favorables au choix de processus décisionnels fondés sur l'intérêt personnel ou sur les conséquences. Certains répondants ont indiqué préférer les processus fondés sur le souci d'autrui, sur les règles ou sur la vertu. Toutefois, les répondants des FC et du MDN ont indiqué qu'ils préfèrent nettement le processus fondé sur une approche multidimensionnelle, tant en 2003 qu'en 2007. Ces résultats fournissent de nouveaux arguments en faveur du maintien d'un modèle basé sur les valeurs dans le cadre du Programme d'éthique de la Défense.

Question ouverte. Même si les répondants ont généralement indiqué, dans le cadre du sondage de 2007, qu'ils ont une perception généralement positive du climat éthique de leur organisation, ils se sont fait donner l'occasion d'expliquer ce qu'ils considéraient comme étant le problème le plus important à régler sur le plan de l'éthique au sein des FC / du MDN. Un total de 1400 réponses ont été recueillies. Elles varient largement et ont été analysées en regard de grandes catégories, dont l'équité, la responsabilisation, le souci d'autrui entre collègues et ainsi de suite. Le rapport renferme un sommaire de l'analyse descriptive qui a été faite des réponses recueillies en 2007.

Importance : Les résultats du sondage de 2007 indiquent que le climat éthique s'est graduellement amélioré au sein de l'organisation depuis 2003. Toutefois, comme il s'agissait d'un sondage transversal, les chercheurs n'ont pu établir aucun lien entre les réponses fournies et les projets du Ministère, ce qui constitue le principal point faible du sondage. Par conséquent, les chercheurs ont pu relever des changements dans la perception du climat éthique en se fondant sur les données actuelles, mais sans pouvoir en expliquer les causes. Le rapport présente un certain nombre de recommandations quant au choix de la méthode; l'idée est de normaliser la procédure de façon à ce qu'elle permette de comparer les résultats obtenus d'un sondage à l'autre pour en faire ressortir les similitudes.

Sondages à venir : Selon les plans, un sondage sur l'éthique de la Défense devrait être effectué auprès des membres de la Première réserve au cours de l'automne 2008. Ce sera la première fois que ce groupe sera ciblé; le sondage permettra de recueillir des données de base aux fins d'une analyse comparative. Comme le sondage a été mené trois reprises sur une période de près de dix ans, les chercheurs pourraient vouloir réévaluer le degré de pertinence de l'instrument et déterminer s'il y a lieu de modifier le questionnaire pour faciliter l'application du Programme d'éthique de la Défense. En outre, les chercheurs pourraient vouloir analyser davantage les changements observés au fil des années.

Table of contents

Abstract □ □	i
Résumé □ □	i
Executive summary	iii
Sommaire	v
Table of contents	vii
List of figures	x
List of tables	xi
Acknowledgements	xii
1 Introduction.....	1
1.1 Background of the CF/DND Defence Ethics Programme.....	1
1.1.1 General Information on the Defence Ethics Programme	1
1.1.2 Fundamentals of Canadian Defence Ethics.....	1
1.1.3 Origin of the Defence Ethics Survey	2
1.2 Development of the Defence Ethics Survey.....	2
1.3 Objective of the 2007 Defence Ethics Survey.....	4
1.4 Aim of the Report.....	4
1.5 Structure of the Report	4
2 Methodology.....	6
2.1 Instrument Revision.....	6
2.1.1 Organizational Ethical Climate Scales.....	6
2.1.2 Approaches to Ethics for Ethical Decision-Making Scales.....	7
2.1.3 Situational Moral Intensity.....	7
2.1.4 Qualitative Data: Open-Ended Question.....	8
2.2 The 2007 Questionnaire	8
2.3 Sampling Methods and Response Rates.....	8
2.3.1 CF Regular Force Members.....	8
2.3.2 Department of National Defence Civilian Employees.....	9
2.4 Types of Analysis	9
3 Results.....	10
3.1 Organizational Ethical Climate Findings	10
3.1.1 General Observations of the Current CF Ethical Climate.....	10
3.1.2 Care	13
3.1.3 Self-Interest.....	14
3.1.4 Supervisor Behaviour.....	15
3.1.5 Co-worker Behaviour.....	16
3.1.6 Organizational Rules.....	17

3.1.7	Organizational Fairness.....	18
3.2	Approaches to Ethics for Ethical Decision-Making	19
3.2.1	General Observations on Approaches to Ethical Decision-Making.....	19
3.2.2	Rule-Based Approach	21
3.2.3	Care-Based Approach	22
3.2.4	Consequence-Based Approach.....	23
3.2.5	Virtue-Based Approach.....	24
3.2.6	Self-Interest-Based Approach	25
3.2.7	Multiple Approach	26
3.3	Qualitative Responses	26
3.3.1	Organizational Fairness (n=329).....	28
3.3.2	Organizational Accountability (n=157)	28
3.3.3	Personnel Tempo (n=53).....	28
3.3.4	Employee / Member Care (n=132)	28
3.3.5	Leadership (n=209).....	28
3.3.6	Personal Anecdote (n=11).....	28
3.3.7	Comments Related to Organizational Improvement (n=20)	29
3.3.8	Lack of Resources (n=3)	29
3.3.9	Foreign Policy and Missions (n=139).....	29
3.3.10	Doing Good Work (n=19).....	29
3.3.11	Diversity Issues (n=18)	29
3.3.12	Higher Ethical Values (n=255)	29
3.3.13	Recruiting, Training, Quality of Recruiting and Training (n=8).....	29
3.3.14	Miscellaneous (n=55).....	30
4	Discussion and Conclusion.....	31
4.1	Organizational Ethical Climate and Ethical Decision-Making in the CF/DND.....	31
4.2	Limitations of the Current Study	31
4.3	Methodological Discussion	32
4.4	Conclusion.....	33
	References	35
	Annex A .. Survey Instrument with Top-Line Findings	37
	Annex B .. Ethical Climate Differences by Demographic Variables.....	47
B.1	Care Scale.....	47
B.2	Self-Interest Scale.....	48
B.3	Supervisor Behaviour Scale	49
B.4	Co-Worker Behaviour Scale.....	50
B.5	Organizational Rules Scale.....	51
B.6	Organizational Fairness Scale	52
B.7	Rules-Based Decision-Making Scale	53
B.8	Care-Based Decision-Making Scale.....	54

B.9	Consequence-Based Decision-Making Scale	55
B.10	Virtue-Based Decision-Making Scale	56
B.11	Self-Interest-Based Decision-Making Scale.....	57
B.12	Multiple Approach Scale	58
Annex C	.. Sample Description	59
C.1	Margin of Error.....	59
C.2	Demographic Profile of Participants	59
	List of symbols/abbreviations/acronyms/initialisms	63

List of figures

Figure 1. Ethical Climate Scales by Survey Year: Overall Findings	10
Figure 2. Agreement levels with statements that co-workers demonstrate the DEP values of Loyalty, Courage, Honesty, Fairness, and Accountability, according to overall responses.	11
Figure 3. Agreement levels with statements that immediate supervisors demonstrate the DEP values of Loyalty, Courage, Honesty, Fairness, and Accountability, according to overall responses.	11
Figure 4. Agreement with the item "This organization is fair" across survey administration years, according to overall responses.	12
Figure 5. Agreement with the item "In this organization, we go strictly by the book" across survey administration years, according to overall responses.	13
Figure 6. Comparison of Approaches to Ethics for Ethical Decision-Making Scales by Survey Year: Overall Findings.....	20
Figure 7. Agreement levels with the statement, "It is not one, but rather a combination of principles that I use to determine what is right and wrong" according to overall responses in 2003 and 2007.	21

List of tables

Table 1. Response Rates for the 2007 Defence Ethics Survey	9
Table 2. Mean Scores and Standard Deviations on the Care Scale	14
Table 3. Care Scale Comparison by Survey Year	14
Table 4. Mean Scores and Standard Deviations on the Self-Interest Scale	15
Table 5. Self-Interest Scale Comparison by Survey Year	15
Table 6. Mean Scores and Standard Deviations on the Supervisor Behaviour Scale	16
Table 7. Supervisor Behaviour Scale Comparison by Survey Year	16
Table 8. Mean Scores and Standard Deviations on the Co-Worker Behaviour Scale	17
Table 9. Co-Worker Behaviour Scale Comparison by Survey Year	17
Table 10. Mean Scores and Standard Deviations on the Organizational Rules Scale	18
Table 11. Organizational Rules Scale Comparison by Survey Year	18
Table 12. Mean Scores and Standard Deviations on the Organizational Fairness Scale	19
Table 13. Organizational Fairness Scale Comparison by Survey Year	19
Table 14. Mean Scores and Standard Deviations on the Rule-Based Scale	21
Table 15. Rule-Based Scale Comparison by Survey Year	22
Table 16. Mean Scores and Standard Deviations on the Care-Based Scale: CF Respondents	22
Table 17. Care-Based Scale Comparison by Survey Year	22
Table 18. Mean Scores and Standard Deviations on the Consequence-Based Scale: CF Respondents	23
Table 19. Consequence-Based Scale Comparison by Survey Year	23
Table 20. Mean Scores and Standard Deviations on the Virtue-Based Scale	24
Table 21. Virtue-Based Scale Comparison by Survey Year	24
Table 22. Mean Scores and Standard Deviations on the Self-Interest-Based Scale	25
Table 23. Self-Interest-Based Scale Comparison by Survey Year	25
Table 24. Mean Scores and Standard Deviations on the Multiple Approach Scale	26
Table 25. Multiple Approach Scale Comparison by Survey Year	26
Table 26. Number of Open-Ended Responses by Participant Type and Theme	27

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1 Introduction

1.1 Background of the CF/DND Defence Ethics Programme

1.1.1 General Information on the Defence Ethics Programme

A strong ethical culture is a key component of operational effectiveness and public trust in the Canadian Forces and Department of National Defence. This notion was a central guiding principle of the Defence Ethics Programme (DEP), as written by then Chief of Defence Staff in 1997 (Baril, 1997). The ultimate aim of the programme is to ensure that CF/DND personnel perform their duties to the highest ethical standards. The programme description specifically states that the DEP is a values-based ethics programme with a mandate of promoting and improving the internalization of ethical values among CF and DND personnel. Chief Review Services (CRS) is the programme authority, while Environmental Chiefs of Staff (ECS) and heads of other Level One (L1) organizations are delegated the responsibility of implementing the requirements of the DEP within their respective spheres of authority.

1.1.2 Fundamentals of Canadian Defence Ethics

The *Fundamentals of Canadian Defence Ethics* is a core document that guides the DEP, by supplementing other aids for development and implementation of the DEP. This document describes a number of approaches to defence ethics programs that operate in the context of a liberal-democracy: compliance-based programs, preventive-based programs, and value-based programs (Defence Ethics Programme, 2002). There are advantages and disadvantages associated with each approach; however, they all aim to maintain high ethical standards for behaviour among defence personnel. A values-based framework was selected for the CF/DND DEP. The defining characteristic of this approach is that it states broad expectations for ethical conduct rather than enumerating specific details of what should or should not be done by the organization's personnel (Defence Ethics Programme, 2002: 5). The DEP is a top-down value-based program which puts the onus on senior leadership to make public their expectations of personnel in the execution of their duties and obligations to the organization and to Canada.

Where the *Fundamentals of Canadian Defence Ethics* outlines the rationale of the DEP, a second foundational document embodies the organization's ethical ideals: the *Statement of Defence Ethics*. The first section of the document identifies who is bound by the contents: Canadian Forces personnel and Department of National Defence employees. In the second section of the document, three principles of defence ethics, presented in hierarchical order, are described:

1. Respect the dignity of all persons.
2. Serve Canada before self.
3. Obey and support lawful authority.

Following the principles of the DEP, six obligations for personnel that are not hierarchically related are listed in the *Statement of Defence Ethics*: Integrity, Loyalty, Courage, Honesty, Fairness, and Responsibility.

1.1.3 Origin of the Defence Ethics Survey

In 1998, Director Defence Ethics Programme (DDEP) approached Director Human Resources Research and Evaluation (DHRRE) to conduct a baseline assessment of the current ethical climate of the CF/DND. Initial research led to the creation of an instrument capable of measuring ethical decision-making within CF/DND (Kelloway et al., 1999). The original research team completed a comprehensive review of the literature on ethical decision-making and constructed a theoretically-driven model of ethical decision-making. This model incorporated elements of the moral philosophy literature as well as the ethical principles outlined in publications on the DEP.

In order to operationalize the model, researchers constructed and pilot tested a questionnaire in 1999¹. In consultation with the sponsor, they made plans to issue the survey in approximately three to four year intervals for comparative purposes. The instrument became known as the Department of National Defence Ethics Questionnaire (DNDEQ)². The researchers subsequently revised, validated, and administered the DNDEQ to a larger representative sample of CF members and DND civilian employees later that year. Based on the 1999 results, the DNDEQ was further revised and administered by another research team in 2003. Findings from this survey administration are described in Dursun *et al.* (2004).

In 2007, the DNDEQ was again revised for length and administered to samples of both CF members and DND civilian employees. This administration of the DNDEQ was the first to be fielded electronically. More details are provided below on some of the key theoretical bases for the development of this tool.

1.2 Development of the Defence Ethics Survey

In the late nineteen-nineties, during the development of the DEP, it became apparent that assessing a construct such as ethics would present unique measurement challenges (Kelloway *et al.*, 1999). As a result, DEP partnered with Director Human Resources Research and Evaluation (DHRRE) in order to identify an instrument capable of assessing ethics in the context of CF/DND. It was determined that no existing survey instrument was appropriate for use in the CF/DND context. Therefore, researchers set out to develop a theoretically-grounded model of ethical decision-making, and a survey instrument based on this model (Kelloway *et al.*, 1999: 2). The result was the *Department of National Defence Defence Ethics Questionnaire (DNDEQ)*, or more simply--the *Defence Ethics Survey*.

A review of existing literature during survey development revealed that models at the time had increasingly incorporated multiple predictors of ethical decision-making. Previously, the focus had exclusively been placed on an individual's moral development as a predictor of behaviour as had been implied by earlier research by Kohlberg and others (Kelloway *et al.*, 1999: 4). From the

¹ For an elaboration of instrument development, see E. Kevin Kelloway *et al.* (1999).

² For the sake of brevity, the DNDEQ is also commonly referred to simply as the Defence Ethics Survey.

perspective of Kohlberg's model of moral development, there are six stages that describe the state of maturity of an individual's moral development related to their ethical decision-making ability. The first stage (at which most children would tend to operate) is simply "Obedience and Punishment." As an individual matures morally, they are capable of making higher level moral decisions as in the case of Stage 6, "Universal Ethical Principles" where individuals choose their own ethical framework and follow it, whether or not it is consistent with the law. Not all individuals, according to the model, necessarily mature to the highest levels of moral reasoning. In fact, Kohlberg suggested that most adults operate at conventional levels of moral development. This includes stages 3 and 4 where individuals are able to adapt to the moral standards of their peers and larger society respectively (Kohlberg 1976, cited in Jones, 1991). While multiple sources were consulted in the development of the DNDEQ, outlined below are some of the key contributions to the field that were consulted which provided a needed expansion from Kohlberg's work.

First, Trevino (1986) proposed an interactionist model of ethical decision-making in organizations. While she drew from Kohlberg's (1969, cited in Trevino, 1986) model of cognitive moral development, she further suggested that more robust assessments of ethical decision-making ought to include considerations of situational factors. Of particular interest to the DEP, Trevino noted that, "Situational variables arising from the immediate job context and the broader organizational culture also moderate the cognition/behaviour relationship" (1986: 602). The interaction between an individual's stage of moral development and such situational factors are combined for a better explanation of ethical/unethical behaviour in Trevino's model. Conceptually, one implication of Trevino's work is that "cognitive and behavioural approaches, in combination, will lead to more ethical behaviour than either one would alone" (1986: 615).

By introducing the notion of moral intensity, Jones (1991) also contributed towards scholarship in the field. Where Trevino and others' work mainly emphasizes traits of the decision-makers themselves, moral intensity³ "focuses on the moral issue, not on the moral agent or the organizational context" (Jones, 1991: 373). In the course of introducing the moral intensity construct, Jones draws heavily from Rest's (1986) model of ethical decision-making. Rest's model includes four components of cognition in the ethical decision-making process, from recognizing a moral issue and making a moral judgement to establishing moral intent and engaging in moral behaviour. The CF/DND model of ethical decision-making is also largely informed by these four components (Dursun et al., 2003: 3).

In addition to perspectives offered by Trevino (1986) and Jones (1991), other scholars in the field have highlighted the importance of organizational culture and environment in the ethical decision-making process (Ferrel and Gresham, 1985; Hunt and Vitell, 1986; cited in Jones, 1991). These studies drew attention to significant others and opportunity within the organization as factors that, in Jones's view, were likely to play a role in ethical decision-making by establishing moral intent and engaging in moral behaviour.

³ See Jones (1991) for further elaboration of the component of moral intensity: magnitude of consequences, social consensus, probability of effect, temporal immediacy, proximity, and concentration of effect.

Since the Defence Ethics Survey was developed in 1999, and administered in 2003, additional research has been conducted on the topic of ethical decision-making in the CF/DND context. Thomson, *et al.* (2005) completed an updated literature review in this area with specific consideration of the military context. While they consult much of the foundational literature used in the survey development, they highlight additional constructs and challenges specific to the CF/DND. They note that CF military personnel are faced with challenges that require a complex decision-making process, and that □ factors such as emotion and intuition, the self concept, the influences arising from multinational and organizational culture and a changing war theatre□ will contribute to the complexity of ethical decision-making required by CF/DND personnel in the future. While an in-depth examination of these concepts is outside the scope of the current survey analysis, they are substantive areas of interest for future research.

1.3 Objective of the 2007 Defence Ethics Survey

The 2007 Department of National Defence Ethics Questionnaire (DNDEQ) set out to assess the current ethical climate of CF/DND and the approaches to ethical decision-making of CF members and DND civilian employees. This iteration of the DNDEQ marks the third administration of the survey since 1999, and first administration of the survey electronically.

1.4 Aim of the Report

During the research process for the 2007 Defence Ethics Survey, a technical note summarizing results was written and promulgated to the project sponsor and stakeholders (Fraser, 2008). This report included summary analyses and generally outlined descriptive and top-line findings of the 2007 Defence Ethics Survey. It was intended for decision-makers and non-research audiences. This report, however, is largely intended for a research audience. It contains details of the 2007 analysis of interest to the DDEP as well as researchers who may be involved in future iterations of the Defence Ethics Survey.

The aims of this document are:

- a. To report the findings and analysis of the 2007 Defence Ethics Survey;
- b. To compare the 2007 data with previous survey findings where possible;
- c. To highlight the impact of survey findings to the CF and DND, and;
- d. To make a number of recommendations with the respect to survey methodology for future survey administrations.

1.5 Structure of the Report

The report is organized to give the reader a general familiarity with the background of the Defence Ethics Programme and the Defence Ethics Survey, but it is primarily focused on reporting the methodology and results of the 2007 administration. Where possible, comparisons with past survey findings are made, but comparisons were possible in a limited number of

cases. Lastly, the report highlights some key findings and discusses implications for the DEP as well as the larger organization. Additionally, methodological and technical recommendations are summarized at the close of the report.

2 Methodology

The Defence Ethics Survey has somewhat varied in administration procedures over its lifespan. In 1999, the survey was part of a larger personnel survey administered by pencil and paper. In 2003, the survey was also delivered in hard-copy format, although it was administered on its own. In 2007, the abbreviated version of the questionnaire was included in the CF continuous attitude survey (the *Your-Say* survey) to access CF Regular Force personnel, and as a separate survey delivered to DND civilian personnel. In both cases, the survey was delivered electronically. This section outlines the key methodological details.

2.1 Instrument Revision

An earlier report (Fraser, 2007) described the revision of the DNDEQ for administration in 2007. The wording of questions for both CF members and DND civilian employees was identical except that where the term "unit" was used for CF personnel, the word "workplace" was substituted for DND civilian employees. In consultation with DEP, the DNDEQ was also revised for length considerations, in order to deliver the survey as a component of *Your-Say*, an instrument that typically achieves high response rates.

Indices from the 2003 DNDEQ that were retained in the 2007 version are outlined in sections 2.1.1 and 2.1.2. For items on individual values and organizational ethical climate, respondents were only asked to report "how things are now" in this latest version of the DNDEQ. The result is that the 2007 Defence Ethics Survey assessed organizational ethical climate, but did not assess individual values.⁴ The 2007 version of the survey is found in Annex A, and breakdowns of scales and their individual items are presented in the results section of the report.

2.1.1 Organizational Ethical Climate Scales

Each of the scales below contains between three and five individual questions, or items. Scale descriptions are adapted from Dursun *et al.* (2004).

- a. **Care:** The degree to which members/employees are "looking out for one another" and "sticking together."
- b. **Self-interest:** The tendency to look out for oneself first and placing a priority of one's own interests above that of the team/unit.
- c. **Supervisor Behaviour:** Their supervisor demonstrating DEP values of loyalty, courage, honesty, fairness, and accountability.
- d. **Co-worker Behaviour:** Their co-workers demonstrating DEP values of loyalty, courage, honesty, fairness, and accountability.

⁴ Previous iterations of the survey also asked respondents to assess "how things should be" on each item as a measure of individual values. This was done using the same five point agreement scale as the ethical climate items.

- e. **Organizational Rules:** The CF and DND (at the organizational rather than local level) follow their own rules.
- f. **Organizational Fairness:** The CF and DND are fair in their dealings with personnel.

2.1.2 Approaches to Ethics for Ethical Decision-Making Scales

- a. **Rules-Based:** rules, policies, and laws. Rules-based decisions are more likely to be guided by the letter of a rule, a policy, or a law, if it exists.
- b. **Care-Based:** caring for others and "doing no harm" Care-based decisions are more likely to have been based on analysis of the impact of the decisions on others.
- c. **Consequence-Based:** objective results and outcomes. Consequence-based decisions are more likely to have been based on a consideration of how the decision attains valued objectives.
- d. **Virtue-Based:** a personal sense of integrity. Virtue-based decisions are more likely to have been based on a choice to act in a manner consistent with a personal sense of what is "right and wrong" for a virtuous person.
- e. **Self-Interest-Based:** individual's own personal interests. Self-interest-based decisions are more likely to have been based on considerations of how decisions impact on them personally.
- f. **Multiple-Approach Basis:** rely on a number of different general approaches to ethics, weighing them differently by related situational factors. A multiple-approach basis to decisions is more likely to be based on a search for the best fit between a general approach to ethics and the situation, using situational factors related to the different general approaches to assign them different weights.

2.1.3 Situational Moral Intensity

The scenario-based questions from past versions of the DNDEQ⁵ were omitted due to length considerations. It was determined that existing data in this area from the 1999 and 2003 surveys provided sufficient empirical support for the model of ethical-decision making that was described in earlier reports. This change should not be considered to reflect an abandonment of the use of scenario-based questions in CF/DND ethics research. Rather, their use may be re-visited in future iterations of the survey.⁶

⁵ The complete DNDEQ can be found in Dursun *et al.*, 2004

⁶ In addition, the use of scenarios can be found in other Defence Ethics publications in the CF context. See for example, Lagacé-Roy, D. (2006) *Ethics in the Canadian Forces: Making Tough Choices*. Canadian Defence Academy--Canadian Forces Leadership Institute.

2.1.4 Qualitative Data: Open-Ended Question

The open-ended question was retained from the 2003 version of the DNDEQ, allowing respondents to identify what they perceived to be "the most important ethical issue in the CF/DND today"

2.2 The 2007 Questionnaire

Respondents answered four sets of questions based on the key scales that were retained from the original instrument in the 2007 administration (as described above). The first set included the organizational ethical climate scales. Respondents were asked to report their level of agreement with a number of statements related to "how things are now" in the unit/workplace. The second set of questions dealt with approaches to ethics for ethical decision-making. Respondents were first asked to consider their general belief system, and then report their level of agreement with a series of statements. For both of these sections of the instrument, a standard 5-point Likert scale was used for response categories⁷. The third section consisted of the open-ended question that allowed qualitative data collection. Lastly, respondents answered a standard line of demographic questions.

2.3 Sampling Methods and Response Rates

The 2007 DNDEQ was administered to two distinct populations within the organization: CF Regular Force members and DND civilian employees. While CF members and DND Civilian employees may constitute distinct populations within the organization according to some criteria, the DEP's core content is designed to be uniformly applied to persons within each population. The programme espouses the same principles and obligations of persons within the organization in the *Statement of Defence Ethics*, despite any differences in ethical challenges that may be confronted by members of the two populations.⁸

2.3.1 CF Regular Force Members

The 2007 Defence Ethics Survey scales were included in the spring 2007 *Your-Say*⁹. This was a strategy employed by researchers in order to benefit from an existing instrument with historically high response rates for the CF Regular Force population. The *Your-Say* employs a stratified random sample in order to achieve a sample representative of the CF population. *Your-Say* is stratified first by eight L1 organizations and then by grouped rank in each of those L1 organizations.¹⁰ *Your-Say* typically excludes from the sampling frame: Officer Cadets, personnel

⁷ Questions included in the survey instrument and top-line findings are attached in Annex A.

⁸ Accordingly, the analysis presented is of the overall dataset. Top-line findings according to CF and DND respondents individually and in total are presented in Annex A. Statistically significant differences between CF members and DND civilian employees are also highlighted in sub-sections of the report and Annex B.

⁹ *Your-Say* is the CF Regular Force Continuous Attitude Survey.

¹⁰ For more information regarding *Your-Say* methodology, see Norton (2004) and Urban (2007).

with less than one year of service, personnel posted on foreign exchange, personnel on operations, untrained personnel, non-effective manning strength, non-effective overhead, terminal leave and personnel who have received a *Your-Say* survey in the past 2 years (Urban, 2008: 2). The *Your-Say* was administered electronically. Members were sent an email to their inbox with an invitation to complete the survey, and a hyperlink that guided them to the eListen electronic survey software hosted on the department's intranet.

2.3.2 Department of National Defence Civilian Employees

Director Human Resources Information Management (DHRIM) provided a sampling frame, from which a random sample of 1500 DND civilian public service employees stratified by L1 organizations was drawn. Employees were excluded from the sampling frame if they were student employees, contractors, on leave without pay, non-public funds employees, or employed outside of Canada. Using the Global Address List (GAL) associated with DND's internal email system, the employees' email addresses were compiled into a distribution list. Potential respondents were sent the survey via email, by way of a link to the eListen survey software. The sample sizes and corresponding response rates of CF Regular Force members and DND civilian employees are presented in Table¹¹.

Table 1. Response Rates for the 2007 Defence Ethics Survey

POPULATION	SAMPLE SIZE	COMPLETED SURVEYS	RESPONSE RATE
CF Regular Force Members	2825	1487	52.6%
DND Civilian Employees	1475	737	50.0%
Overall	4300	2224	51.7%

Note: Sample size numbers are adjusted for undeliverable surveys.

2.4 Types of Analysis

Top-line findings and descriptive statistics were examined as part of the analysis, both for individual scale items as well as the demographic questions. Additionally, separate *t*-tests or ANOVAs were conducted according to the key demographic variables (age, gender, education, rank, etc) to identify significant differences between groups of respondents. Findings from these tests are detailed in the next section of the report.

¹¹ One limitation of electronic survey administration in the CF/DND context at the time of data collection was that computer access and availability was unknown according to factors such as occupation, rank and so on. Researchers are able to adjust sample numbers when electronic delivery errors are known (such as full mailboxes, delivery failure, out-of-office notices for the survey period, etc.). However, since exact rates of email access are unknown, the noted response rates may be somewhat under-reported.

3 Results

3.1 Organizational Ethical Climate Findings

3.1.1 General Observations of the Current CF Ethical Climate

Results show that respondents reported a more favourable picture of the organization's ethical climate in 2007 than did respondents of the 2003 survey. High means on both the ethical climate scales and individual items within each scale reveal a positive trend in how respondents perceived the ethical climate of the organization. As noted in Figure 1, there were improvements on all six indicators of organizational climate (a decrease in the Self-Interest scale is a positive indication). Insufficient data from the 1999 survey were available to compare with findings from 2003 and 2007 in some areas. Additionally, one item was removed from each of the co-worker and supervisor behaviour scales between 2003 and 2007 for length considerations. Scale means were re-calculated from the 2003 dataset, so that comparisons in this report between survey years were made on identical scales and items.

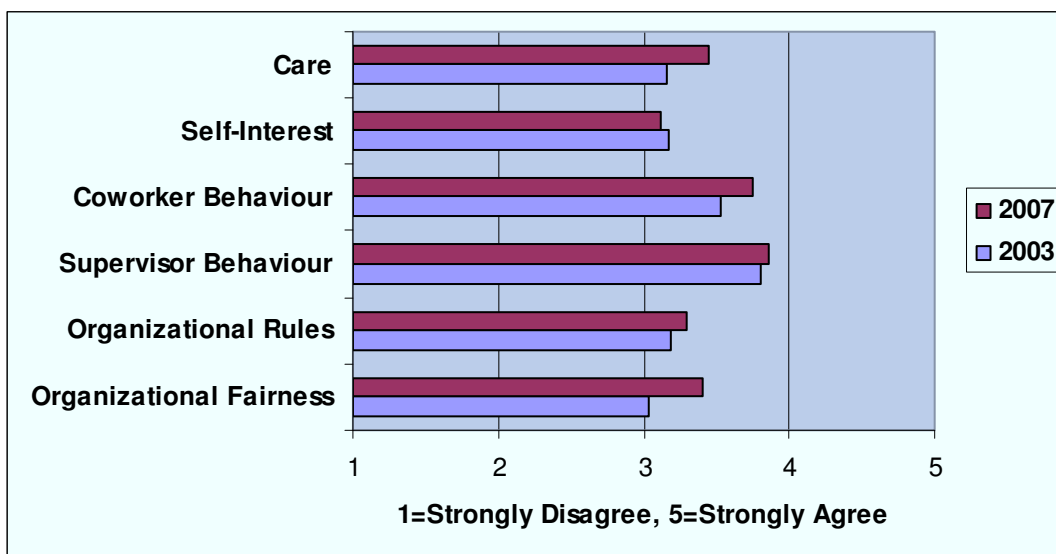


Figure 1. Ethical Climate Scales by Survey Year: Overall Findings

In addition to general comparisons of mean scores across survey administrations, findings on some individual items merit special attention. As shown in Figures 2 and 3, CF personnel and DND civilian employees have very favourable perceptions of their co-workers and supervisors. This is reflected in clear majorities of respondents who agreed¹² that their colleagues and supervisors demonstrate the DEP values of loyalty, courage, honesty, fairness, and accountability.

¹² In this context, the word "agreed" refers to respondents who selected either "Agree" or "Strongly Agree," as shown in the figures.

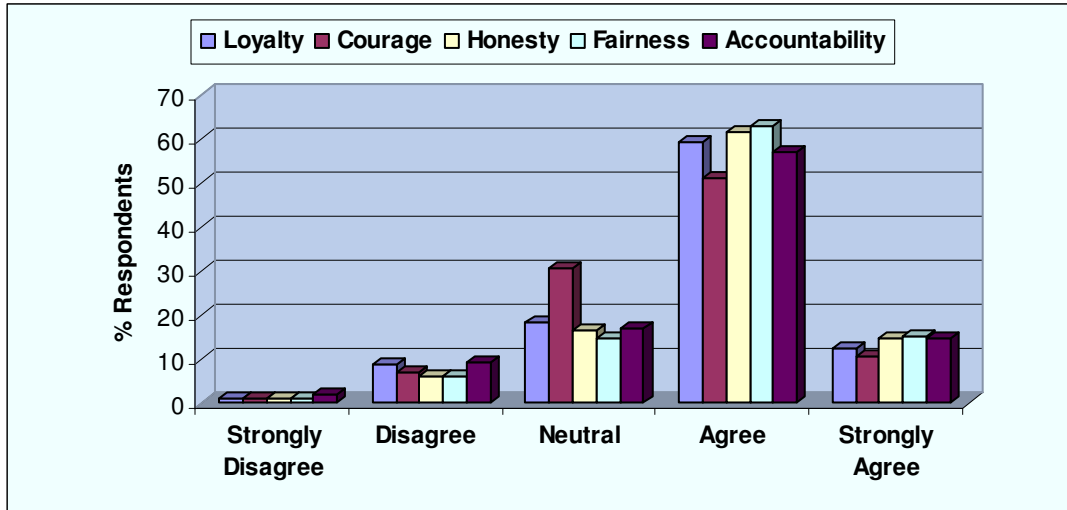


Figure 2. Agreement levels with statements that co-workers demonstrate the DEP values of Loyalty, Courage, Honesty, Fairness, and Accountability, according to overall responses.

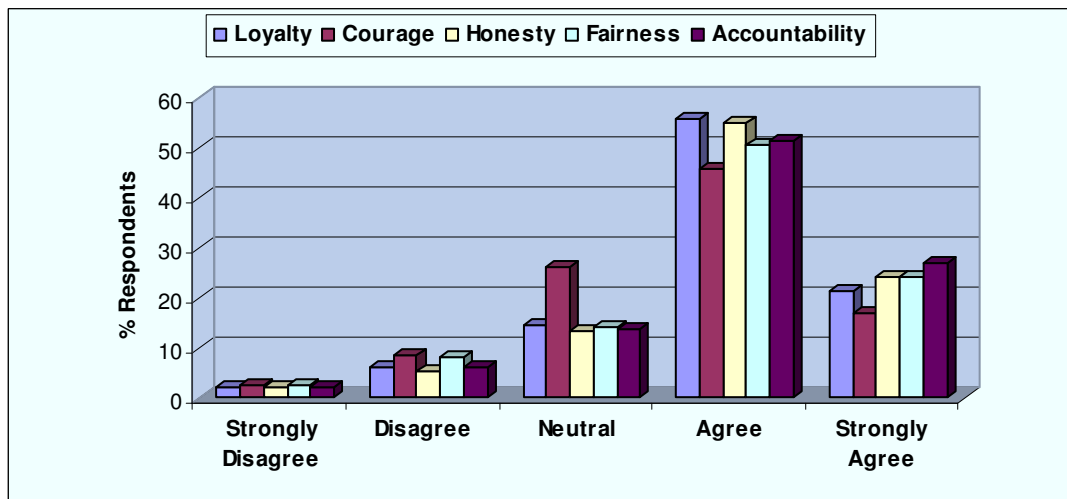


Figure 3. Agreement levels with statements that immediate supervisors demonstrate the DEP values of Loyalty, Courage, Honesty, Fairness, and Accountability, according to overall responses.

Findings of the 2003 report suggested that organizational fairness was the area that required the most action on the part of the organization. Although researchers cannot link current survey results to any particular departmental initiative, it is interesting to note, as displayed in Figure 4 that there has been a clear shift toward agreement with the statement that "This organization is fair" across survey administrations.

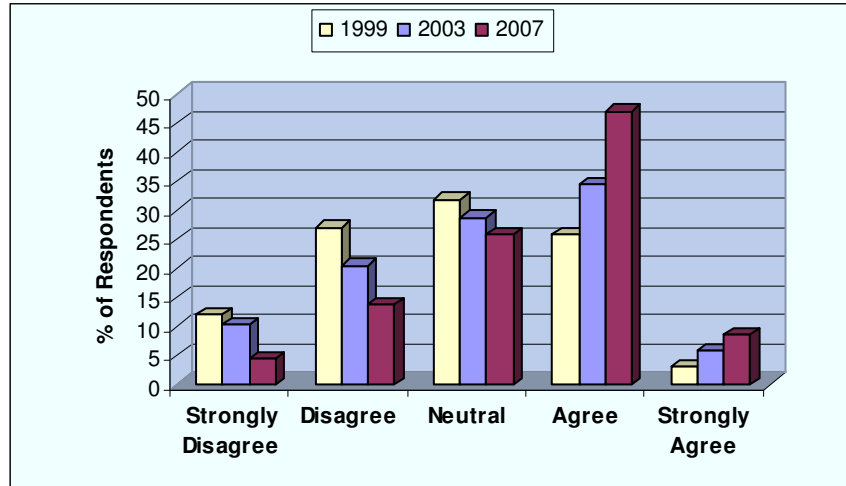


Figure 4. Agreement with the item “This organization is fair” across survey administration years, according to overall responses.

In addition to that single survey item, the organizational fairness scale also had the greatest increase in mean scores between the 2003 and 2007 iterations of the survey (increase of .36 in mean score, as shown in Figure 1). Although some of these indications are positive, examination of individual items suggests that not all findings are as clear. There were a number of questions that elicited rather ambiguous responses from participants, and this is consistent across survey administrations. One such example is shown in Figure 5. When asked about their agreement with the statement “In this organization, we go by the book” respondents reported roughly even proportions across the “disagree”, “neutral”, and “agree” response categories. These ambiguous responses¹³ may reveal areas requiring further investigation in future research.

¹³ All other question results, including those with similar response distributions to those in Figure 5, can be found at Annex A.

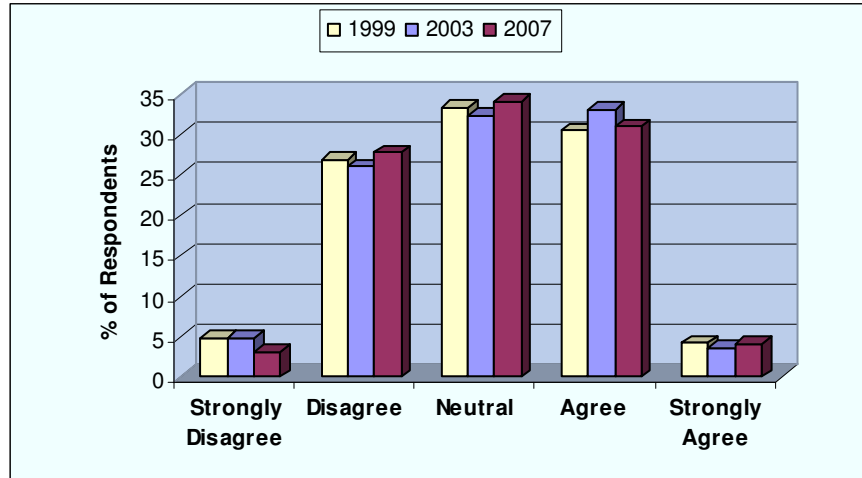


Figure 5. Agreement with the item “In this organization, we go strictly by the book” across survey administration years, according to overall responses.

In the following sections, an analysis of each ethical climate scale is presented. Results were analysed with respect to rank, highest level of completed education, age, first official language, years of service, gender, and service type (military or civilian). A number of statistically significant differences are highlighted below, however a more detailed summary of the statistical analysis is found in Annex B.

3.1.2 Care

The perception that CF/DND is a caring organization is an important ingredient to operational effectiveness at all levels. As noted in previous defence ethics research, “It has been shown that personnel today are more satisfied and work better in organizations where they can find a concern for their quality of life and a sense of community in the workplace” (Dursun et al., 2004: 17). Scale analysis revealed that the reliability of the care scale for CF respondents was strong (Cronbach’s $\alpha = .88$). Table 2 describes the mean scores and standard deviations for each item in the care scale.

Table 2. Mean Scores and Standard Deviations on the Care Scale

ITEM	M	SD	n
1. In my unit, we stick together.	3.50	.96	2217
2. In my unit, we protect each other.	3.29	.88	2215
3. In my unit, we look out for one another.	3.47	.90	2217
4. In my unit, it is expected that each member takes care of his/her co-workers.	3.50	.89	2212

Note: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

As seen in Table 3, CF members perceived the organization to be a more caring environment in 2007 than they did in 2003¹⁴.

Table 3. Care Scale Comparison by Survey Year

SCALE	2003	2007
Care	M = 3.16	M = 3.44

Note: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

There were a number of observed differences according to grouped rank $F(3, 1448) = 15.89, p < .001$. Where significant differences were observed, members of lower grouped rank categories tended to report lower average scores than did members of more senior grouped rank categories.

3.1.3 Self-Interest

Personnel are less likely to perceive an ethical climate in the workplace if they have the impression that others in the workplace are motivated more by their own interests than by the interests of others and/or the organization. Specifically, "The stronger the belief that people in the organization are motivated by self-interest, the less likely they will trust those in positions of responsibility to act fairly with others and to take care of the needs of personnel and of the organization" (Dursun *et al.*, 2004: 19). Scale analysis confirmed a moderate reliability level for this scale (Cronbach's $\alpha = .57$). Scale reliability shows a slight improvement ($\alpha = .63$) when the

¹⁴ At the time of analysis, a reliable database for the 1999 survey results was unavailable to the researcher to make comparisons on certain statistics with confidence. The 1999 report did include top-line findings which are referred to elsewhere in this report.

second item in the scale, as shown in Table 4, is excluded from analysis. Table 4 describes the mean scores and standard deviations for the items in the self-interest scale.

Table 4. Mean Scores and Standard Deviations on the Self-Interest Scale

ITEM	M	SD	n
1. People here are out mainly for themselves.	2.69	1.05	2215
2. Successful people in my workplace do what they are told.	3.30	0.90	2215
3. In my workplace it is important to look out for your own interests.	3.33	1.03	2214

Note: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

As table 5 shows, there was little change among respondents with regards to the perception of self-interested behaviour occurring in the organization.

Table 5. Self-Interest Scale Comparison by Survey Year

SCALE	2003	2007
Self-Interest	M = 3.17	M = 3.11

Note: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

There were a number of differences observed on the Self-Interest scale according to grouped rank $F(3, 1477) = 51.22, p < .001$. Where significant differences were observed, lower ranks consistently reported higher mean scores on the scale than did respondents of higher grouped rank categories. Although significant differences were observed by gender, marital status, years of service, age, education, and service type, the magnitude of these differences was small.

3.1.4 Supervisor Behaviour

A member's ethical perception of the organization can be greatly influenced by their supervisor, in either a positive or negative direction. As Dursun *et al.* explained, "The more personnel believe their supervisors do not practice basic ethical values in the workplace; the less likely they will develop trust in their supervisors" Ultimately, it affects an individual's trust in the organization (2004: 21-22). The supervisor behaviour scale continues to be a strong measure of the supervisor's ethical behaviour (Cronbach's $\alpha = .94$). Table 6 describes the mean scores and standard deviations for the items in the supervisor behaviour scale.

Table 6. Mean Scores and Standard Deviations on the Supervisor Behaviour Scale

ITEM	M	SD	n
1. My immediate supervisor demonstrates loyalty.	3.89	.88	2212
2. My immediate supervisor demonstrates courage.	3.67	.93	2214
3. My immediate supervisor demonstrates honesty.	3.94	.88	2208
4. My immediate supervisor treats people fairly.	3.86	.96	2207
5. My immediate supervisor is accountable for his/her actions.	3.95	.91	2206

Note: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

CF respondents continued to show strong levels of agreement in the statements that their supervisor demonstrates values of loyalty, courage, honesty, fairness and accountability since the last survey administration (see Table 7).

Table 7. Supervisor Behaviour Scale Comparison by Survey Year

SCALE	2003	2007
Supervisor Behaviour	M = 3.81	M = 3.86

Note: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

As noted, mean scores on the supervisor behaviour scale were generally high among CF respondents in general ($M = 3.87$). Additionally, when analyzed by grouped rank $F(3, 1465) = 13.55, p < .001$, survey results show more favourable perceptions of supervisor behaviour as rank increases. While there were some observed statistical differences according to highest level of completed education, the magnitude of these differences was relatively small.

3.1.5 Co-worker Behaviour

Social learning theories have long associated the influence of peers to an individual's behaviour. Similar to the case of the supervisor behaviour scale, the co-worker behaviour scale was found to be a strong measure of co-workers' ethical behaviour (Cronbach's $\alpha = .92$). Table 8 describes the mean scores and standard deviations for the items in the co-worker behaviour scale.

Table 8. Mean Scores and Standard Deviations on the Co-Worker Behaviour Scale

ITEM	M	SD	n
1. The people I work with demonstrate loyalty.	3.73	.83	2219
2. The people I work with demonstrate courage.	3.63	.80	2217
3. The people I work with demonstrate honesty.	3.83	.79	2215
4. The people I work with treat people fairly.	3.80	.82	2217
5. The people I work with are accountable for their actions.	3.74	.89	2215

Note: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

The 2007 data shown in Table 9 revealed that CF members had a greater degree of confidence in their peers' ability to demonstrate values of loyalty, courage, honesty, fairness and accountability than respondents did in 2003.

Table 9. Co-Worker Behaviour Scale Comparison by Survey Year

SCALE	2003	2007
Co-Worker Behaviour	M = 3.53	M = 3.75

Note: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Respondents had generally positive views of their co-workers' behaviour ($M = 3.75$). Findings according to grouped rank, $F(3, 1438) = 23.33, p < .001$, were similar to the findings on the supervisor behaviour scale in that positive perceptions of co-worker behaviour increased with rank. Although there were observed differences according to first official language, marital status, years of service, education and service type, the magnitude of these differences was small.

3.1.6 Organizational Rules

The rules of an organization have been identified as a factor influencing personnel's perception of the ethical climate within that organization. As Dursun *et al.* asserted, "The more personnel believe that the CF and DND do not follow their own rules, the less likely they are to consider rules as a true indication of the expectations of the organization. In addition, personnel are less likely to perceive these rules as binding on them and more likely to take action that transgresses these rules in the name of being practical." (2004: 20). An analysis demonstrated a strong reliability of the organizational rules scale (Cronbach's $\alpha = .84$). Table 10 describes the mean scores and standard deviations for the items in the organizational rules scale.

Table 10. Mean Scores and Standard Deviations on the Organizational Rules Scale

ITEM	M	SD	n
1. In this organization we go strictly by the book.	3.05	.93	2217
2. This organization has regulations that are strictly followed.	3.29	.95	2217
3. This organization enforces the rules and regulations.	3.53	.88	2211

Note: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

As Table 11 indicates, CF respondents were more likely in 2007 than in 2003 to agree with statements that the organization has regulations that are strictly followed, and that those rules are strictly enforced by the organization.

Table 11. Organizational Rules Scale Comparison by Survey Year

SCALE	2003	2007
Organizational Rules	M = 3.18	M = 3.29

Note: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Analysis by first official language revealed that francophones ($M = 3.40$, $SD = .76$) believed that the organization "plays by the rules" to a greater degree than did anglophones ($M = 3.25$, $SD = 0.82$), $t(1137) = -3.87$, $p < .001$. While there were some observed statistical differences according to gender and highest level of completed education, the magnitude of the differences was relatively small.

3.1.7 Organizational Fairness

The organizational fairness construct is a critical ingredient to a member's perception of the organization's ethical climate. Additionally, organizational fairness was identified in the 2003 defence ethics survey report as the most important ethical climate issue that needed to be addressed based on the 2003 findings (Dursun et al., 2004: 11). This scale was a strong measure of the organizational fairness construct (Cronbach's $\alpha = .94$). Table 12 describes the mean scores and standard deviations for the items in the organizational fairness scale.

Table 12. Mean Scores and Standard Deviations on the Organizational Fairness Scale

ITEM	M	SD	n
1. This organization looks after its members.	3.37	.99	2216
2. Organizational policies are equally fair to everyone.	3.30	1.02	2217
3. This organization cares for its members.	3.38	.99	2217
4. This organization respects the dignity of all members.	3.55	.95	2215
5. This organization is fair.	3.41	.98	2213

Note: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Table 13 shows the increase in average scores on this scale among respondents. The largest observed increase in mean scores in the ethical climate scales occurred with respect to organizational fairness.

Table 13. Organizational Fairness Scale Comparison by Survey Year

SCALE	2003	2007
Organizational Fairness	M = 3.04	M = 3.40

Note: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

While there were observed statistical differences according to first official language, grouped rank, education, and service type, the magnitude of these differences was small.

3.2 Approaches to Ethics for Ethical Decision-Making

3.2.1 General Observations on Approaches to Ethical Decision-Making

The 2007 survey replicated the six scales assessing approaches to ethical decision-making that were included in the 2003 survey.¹⁵ By replicating the six scales of approaches to ethical decision-making, researchers are able to note for the first time any changes between survey

¹⁵ As noted in the 2003 Defence Ethics Survey Report, the item changes in this section of the survey instrument between the 1999 and 2003 survey versions precluded meaningful comparisons of the data (Dursun *et al.*, 2004: 26). In 2007, one item was excluded from the 2003 survey version for length considerations. For an elaborated description, see Fraser, 2007.

administrations. Further administrations of the DNDEQ could facilitate longer-term trend analyses in this area.

As seen in Figure 6, results are consistent with previous findings of the 2003 survey. Respondents may have an affinity towards some individual approaches to ethical decision-making, but they largely favour a mixed approach. The least preferred method for ethical decision-making was the Self-Interest-Based approach.

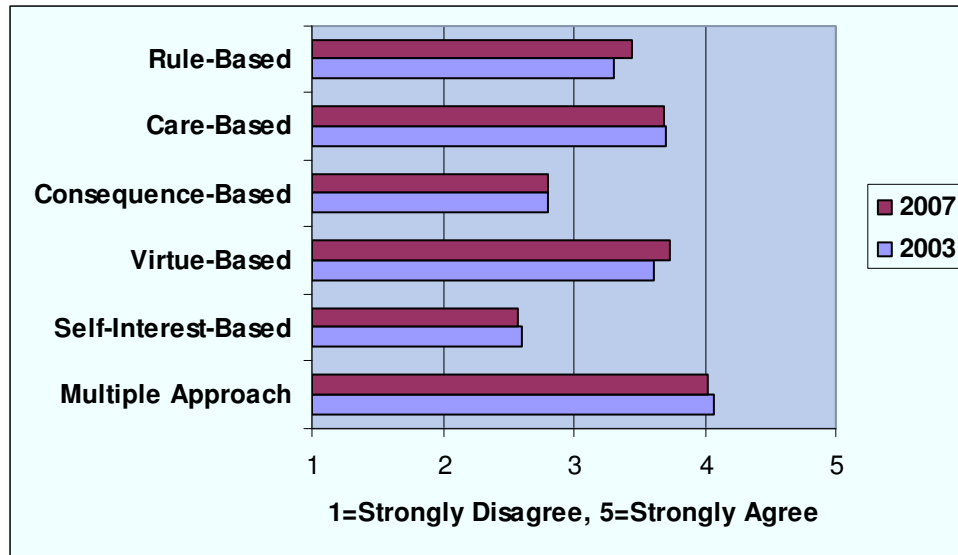


Figure 6. Comparison of Approaches to Ethics for Ethical Decision-Making Scales by Survey Year: Overall Findings

CF/DND personnel have reported relatively high levels of agreement on individual items contained in the Multiple Approach scale in both the 2003 and 2007 survey administrations. This further suggests that a values-based ethics program remains a suitable model for use in the organization. As seen in Figure 7, personnel in the organization have consistently reported high levels of agreement that they use a combination of principles in determining what is right and wrong.

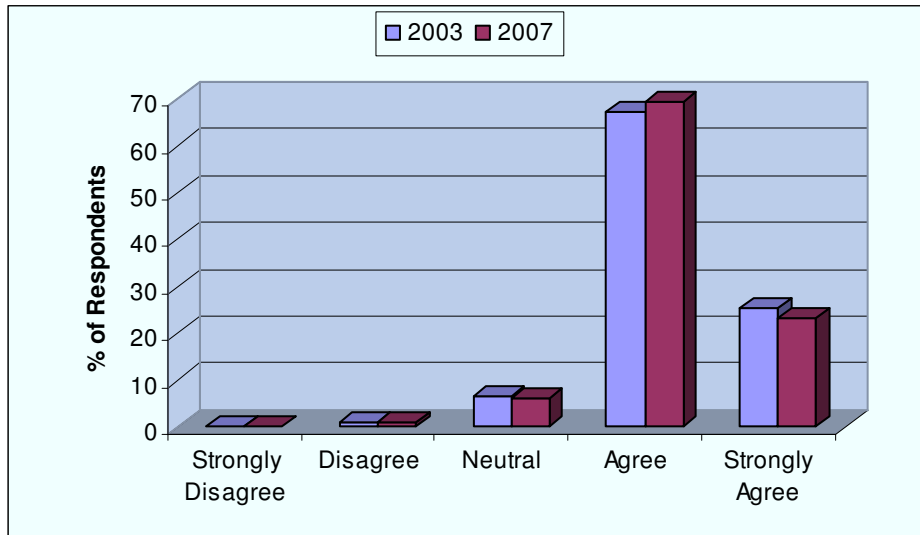


Figure 7. Agreement levels with the statement, “It is not one, but rather a combination of principles that I use to determine what is right and wrong” according to overall responses in 2003 and 2007.

3.2.2 Rule-Based Approach

Scale analysis revealed a moderate level of reliability for this measure (Cronbach’s $\alpha = .61$). Scale reliability did not improve when any of the scale items were excluded from analysis. Table 14 depicts mean scores and standard deviations for each item in the Rules-Based approach scale.

Table 14. Mean Scores and Standard Deviations on the Rule-Based Scale

ITEM	M	SD	n
1. It is important to follow the law and/or regulations at all times.	4.10	.76	2215
2. An action that violates the law is always wrong.	3.16	1.10	2218
3. Rules and laws are the most appropriate basis for making ethical decisions.	3.36	.89	2218
4. Society’s laws and organizational regulations define what is right and wrong.	3.18	.91	2212

Note: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

As seen in Table 15, respondents expressed a slightly greater preference for this approach in 2007 than respondents did in 2003.

Table 15. Rule-Based Scale Comparison by Survey Year

SCALE	2003	2007
Rules-Based	M = 3.31	M = 3.45

Note: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

There were statistically significant differences observed on this scale according to gender, first official language, rank, age, education, and service type, but the magnitude of the differences was small.

3.2.3 Care-Based Approach

The Care-Based Approach scale was found to be a moderately reliable measure of the construct (Cronbach's $\alpha = .64$). Scale reliability did not increase with the exclusion of any scale item. Table 16 depicts mean scores and standard deviations for each item in the Care-Based approach scale.

Table 16. Mean Scores and Standard Deviations on the Care-Based Scale: CF Respondents

ITEM	M	SD	n
1. The primary ethical obligation is to care for other human beings.	3.81	.87	2217
2. The most important ethical principle is to ensure that nobody is to ensure that nobody harmed by your actions.	3.42	1.05	2216
3. It is always ethical to show care for another person.	3.81	.84	2214

Note: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

As seen in Table 17, respondents expressed a slightly greater preference for this approach in 2007 than respondents did in 2003.

Table 17. Care-Based Scale Comparison by Survey Year

SCALE	2003	2007
Care-Based	M = 3.70	M = 3.68

Note: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Analysis by gender indicates that female respondents ($M = 3.87$, $SD = 0.67$) preferred Care-Based decision-making approaches to a greater degree than male personnel ($M = 3.62$, $SD = 0.70$), $t(2205) = -7.23$, $p < .001$. There were significant findings according to rank, $F(3, 1345) = 49.50$, $p < .001$. Mean scores on this scale decreased with more senior grouped rank categories. Although there were a number of significant differences in mean scores on this scale according to age, education, and service type, the magnitude of the differences was small.

3.2.4 Consequence-Based Approach

Scale analysis shows a moderate level of reliability for the Consequence-Based Approach scale (Cronbach's $\alpha = .67$). Reliability did not increase with the exclusion of any single scale item. Table 18 depicts mean scores and standard deviations for each item in the Consequence-Based approach scale.

Table 18. Mean Scores and Standard Deviations on the Consequence-Based Scale: CF Respondents

ITEM	M	SD	n
1. A decision that has positive outcomes is always a good decision.	2.98	1.06	2220
2. The only way to judge whether an action is right is by the outcomes of the action.	2.52	.93	2219
3. You can always evaluate the quality of a decision by the results of the decision.	2.89	.98	2216

Note: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

As seen in Table 19, preference for this approach remained consistent between the 2003 and 2007 survey administrations.

Table 19. Consequence-Based Scale Comparison by Survey Year

SCALE	2003	2007
Consequence-Based	M = 2.80	M = 2.80

Note: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

There were statistically significant differences observed on this scale according to gender, first official language, marital status, rank, age, education and service type. The magnitude of these differences was small.

3.2.5 Virtue-Based Approach

Scale reliability analysis revealed a weak level of reliability on this scale (Cronbach's $\alpha = .49$). Scale reliability increases somewhat ($\alpha = .55$) when the second item in the scale is removed. Table 20 depicts mean scores and standard deviations for each item in the Virtue-Based approach scale.

Table 20. Mean Scores and Standard Deviations on the Virtue-Based Scale

ITEM	M	SD	n
1. A person of good character will act with integrity as a guide.	4.15	.70	2215
2. Good character will always lead to good action.	2.96	.99	2216
3. In making ethical decisions I always try to do what a person of integrity would do.	4.06	.66	2216
Note: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree			

As seen in Table 21, respondents expressed a slightly greater preference for this approach in 2007 than respondents did in 2003.

Table 21. Virtue-Based Scale Comparison by Survey Year

SCALE	2003	2007
Virtue-Based	M = 3.61	M = 3.73

Note: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Analysis by first official language revealed that anglophones ($M = 3.77$, $SD = 0.54$) preferred this decision-making approach to a slightly greater degree than francophone respondents ($M = 3.61$, $SD = 0.56$), $t(2211) = -5.99$, $p < .001$. There were also significant differences observed according to gender and age, but the magnitude of these differences was small.

3.2.6 Self-Interest-Based Approach

A moderate level of reliability (Cronbach's $\alpha = .65$) was discovered in the findings from the Self-Interest-Based approach. The reliability improves ($\alpha = .78$) when the first item, as seen in Table 22, is removed from analysis. Table 22 depicts mean scores and standard deviations for each item in the Self-Interest-Based approach scale.

Table 22. Mean Scores and Standard Deviations on the Self-Interest-Based Scale

ITEM	M	SD	n
1. The most important consideration in reaching a decision is the consequences of the decision for me personally.	2.49	1.09	2214
2. Each of us needs to look out for number one.	2.53	1.06	2215
3. In this world, everyone has to look out for themselves.	2.71	1.07	2217

Note: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

As seen in Table 23, preference for this approach declined slightly between the 2003 and 2007 survey administrations. In the case of the self-interest-based approach scale, this is a positive indicator of improved ethical climate.

Table 23. Self-Interest-Based Scale Comparison by Survey Year

SCALE	2003	2007
Self-Interest Based	M = 2.61	M = 2.58

Note: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

The Self-Interest approach to ethical decision-making was the least preferred of all approaches, regardless of analysis by any of the demographic variables. Analysis by gender revealed that female respondents ($M = 2.74$, $SD = 2.52$) had a greater preference for this approach than did male respondents ($M = 2.52$, $SD = .81$), $t(899) = -5.36$, $p < .001$. Although both anglophones and francophones reported low scores on this scale, francophones ($M = 2.76$, $SD = .81$) preferred the approach more so than anglophones ($M = 2.51$, $SD = .82$), $t(2211) = -6.30$, $p < .001$. There were significant differences observed according to marital status, marital status, years of service, rank, age, education and service type. The magnitude of these differences was small.

3.2.7 Multiple Approach

Scale analysis demonstrated a weak level of reliability for this set of questions (Cronbach's $\alpha = .49$). Scale reliability did not increase with the removal of any single item. Table 24 depicts mean scores and standard deviations for each item in the Multiple Approach scale.

Table 24. Mean Scores and Standard Deviations on the Multiple Approach Scale

ITEM	M	SD	n
1. It is not one, but rather a combination of the principles that I use to determine what is right and wrong.	4.14	.57	2215
2. Rarely, is there only one correct solution to an ethical problem.	3.87	.85	2220
3. What is right in one culture is not necessarily right in another.	4.07	.76	2218

Note: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

As seen in Table 25, preference for the Multiple Approach scale declined slightly between survey administrations, although mean scores in both years were relatively high.

Table 25. Multiple Approach Scale Comparison by Survey Year

SCALE	2003	2007
Multiple Approach	M = 4.07	M = 4.03

Note: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Analysis by gender revealed a slight tendency for females ($M = 4.07$, $SD = 0.51$) to prefer this approach more than males ($M = 4.01$, $SD = 0.52$), $t(950) = -2.47$, $p = .014$. This difference is quite small, and respondents of both genders expressed high levels of agreement to items in this scale. There were observed statistical differences according to grouped rank, age, education, and service type, but these differences were of a small magnitude.

3.3 Qualitative Responses

At the conclusion of the survey, respondents were given an opportunity to answer the following open-ended question: "Please briefly identify the one issue that, as far as you are concerned, is the most important ethical issue in the DND/CF today." A number of respondents provided text input

into the space provided.¹⁶ While the quantitative analysis revealed generally positive findings of ethical climate, the nature of the open-ended question called for respondents to elaborate on ethical concerns and issues in the department. From this perspective, the qualitative data serves to balance the quantitative findings to some degree, and sheds light onto areas perhaps not explicitly addressed in other portions of the survey.

A thematic analysis was conducted on the qualitative data. Comments were read multiple times in order to identify recurring themes in the material. Comments were then categorized according to the broad themes. However, the written comments varied greatly in substantive content in this particular case. A total of fourteen broad themes were identified and comments were categorized appropriately as displayed in Table 26.

Table 26. Number of Open-Ended Responses by Participant Type and Theme

Theme	CF Comments	DND Comments	Total
Organizational Fairness	185	144	329
Organizational Accountability	73	84	157
Personnel Tempo	48	5	53
Employee/Member Care	119	13	132
Leadership	158	51	209
Personal anecdote	8	3	11
Comments related to organizational improvement	12	8	20
Lack of resources	1	2	3
Foreign Policy and Missions	100	39	139
Doing Good Work	8	11	19
Diversity Issues	13	5	18
Higher Ethical Values	169	86	255
Recruiting, Training, Quality of Recruiting and Training	8	0	8
Miscellaneous	32	23	55
Total	934	474	1408

¹⁶ The number of responses was adjusted to remove nil responses such as "No comment" and other superfluous data. Consequently, 1408 comments were included in the analysis from both military and civilian participants.

3.3.1 Organizational Fairness (n=329)

Comments included in the organizational fairness category related to how respondents felt the organization treated them or employees/members in general. Fair and equitable treatment in performance assessments and promotions was a typical example of ethical concerns categorized in this group. Many respondents expressed a concern that merit was not the primary factor for consideration in these cases.

3.3.2 Organizational Accountability (n=157)

Comments included in this category were similar in nature to organizational fairness comments, but were given their own consideration when they included references to financial accountability issues such as the management of public funds, conflict of interest, personal accountability, and other similar topics.

3.3.3 Personnel Tempo (n=53)

A number of comments were made that directly related to strain experienced from having an insufficient amount of personnel at the job site to properly manage workload. This was expressed as an ethical concern for the CF and DND.

3.3.4 Employee / Member Care (n=132)

Comments were included in this category if they specifically made reference to fair treatment of employees and members with regards to a health, accommodation, or well-being issue. Some comments pertained to generic workplace accommodation for employees, while others specifically related to the care of injured CF members as the most significant ethical concern of the organization today. In either case, respondents who commented in this area felt the organization should do more to care for members and employees, especially with respect to injured personnel.

3.3.5 Leadership (n=209)

Both CF members and DND civilian employees commented on ethical issues with respect to leadership. Comments varied somewhat as respondents addressed local, senior, and governmental or political leadership issues. Generally speaking, respondents reported a concern that perceived careerism among leaders has replaced traditional leadership values of care for subordinates.

3.3.6 Personal Anecdote (n=11)

A small number of respondents had very individualized responses that were not general concerns, but rather specific to the respondent themselves. These comments may have been describing an issue that they had first hand knowledge of, or in some cases respondents chose to elaborate an opinion that may not have had direct relevance to an ethical concern.

3.3.7 Comments Related to Organizational Improvement (n=20)

A number of respondents chose to identify organizational limitations or inefficiencies as an ethical concern. Additionally, a number of respondents highlighted communications issues, or improvements in certain organizational programs as cause for concern in the organization.

3.3.8 Lack of Resources (n=3)

Three respondents singled out equipment "rust-out" or lack of resources as the greatest ethical concern facing the organization.

3.3.9 Foreign Policy and Missions (n=139)

The mission in Afghanistan was cause for concern for a number of respondents. Comments on this topic ranged from concern for deployed personnel including equipment issues, to more general ethical concerns as to Canada's role in the country and whether or not Canada should have deployed forces there. Some respondents also expressed concern about civilian casualties in the conflict as well as the handling of detainees. Other comments not directly related to Afghanistan in this category described Canada's place in the world and similar topics as a cause for ethical concern.

3.3.10 Doing Good Work (n=19)

Comments in this category generally described a perception of an eroding work ethic in the organization and the need to continue to emphasize values of professionalism in the execution of duties in service to the organization and the public.

3.3.11 Diversity Issues (n=18)

A number of respondents raised concerns around diversity issues and whether or not the organization was doing everything it could to best accommodate a diverse workforce.

3.3.12 Higher Ethical Values (n=255)

A large number of respondents made appeals to higher ethical values when identifying their issue of concern for the department. Many respondents submitted one-word answers such as "Integrity" or "Respect". Others wrote about loyalty to the nation or the organization as being the most significant ethical concern for them. Respondents in several cases wrote about the need to emphasize "service before self" as an ethical issue for CF/DND today.

3.3.13 Recruiting, Training, Quality of Recruiting and Training (n=8)

A small number of responses dealt with the quality of new recruits, and the ability to inculcate new recruits with CF/DND values, as the one issue of most concern in the organization today.

3.3.14 Miscellaneous (n=55)

A number of responses did not fit appropriately with any of the other broad themes. In many cases, respondents expressed an opinion not directly linked to the question, or spoke of a very specific issue that prevented the comment from inclusion in another category.

4 Discussion and Conclusion

4.1 Organizational Ethical Climate and Ethical Decision-Making in the CF/DND

Overall, the findings of the 2007 Defence Ethics Survey reveal that respondents reported higher scores on most key indicators of ethical climate than participants in previous survey iterations. In particular, respondents had very favourable perceptions of their co-workers' and supervisor's ethical behaviour. This was the case for both CF members as well as DND civilian employees. Moreover, where organizational ethical climate was concerned, the 2003 survey report identified organizational fairness as the area most in need of intervention by the organization.¹⁷ The 2007 data show that improvement on this scale was greater than on any other measure of organizational ethical climate. In addition, findings pertaining to approaches to ethics for ethical decision-making are consistent with previous research within CF/DND. Participants may express preference for a number of individual approaches, but largely favour a multiple approach to ethical decision-making.

4.2 Limitations of the Current Study

While the findings of the 2007 survey are certainly encouraging, the inherent limitations of the survey should be noted. For example, the survey is cross-sectional in nature.¹⁸ Researchers are able to identify the direction and strength of certain findings. However, researchers cannot infer causation based on the findings since different individuals are sampled in each survey administration. This has implications for DDEP's performance evaluation goals. In the long-term, DDEP may wish to assess the degree to which departmental initiatives influence employees' and members' perceptions of the organization's ethical climate. Future research may wish to address this limitation of the current survey instrument. Additionally, now that three survey administrations have been conducted over nearly a decade, the DEP may wish to re-visit whether the current form of the Defence Ethics Survey continues to be relevant in assessing progress according to the DEP mandate, or if revision of the instrument is required in future administrations. Although the report elaborates on a number of statistically significant differences between groups according to the demographic variables, readers should acknowledge that differences in mean scores were relatively small in the large majority of cases. The analysis permits the reader to gain an understanding of the nuances of the data, but caution should be used when formulating program and policy decisions based on those findings.¹⁹ For comparisons between survey years, data were not controlled for any differences in distributions according to demographic variables such as age and gender, etc. Future researchers administering the survey should also take note of those scales that had moderate or weak levels of reliability. Although scale reliabilities in 2007 were generally similar to the reliability analyses of the 2003 data, future

¹⁷ Dursun *et al.*, 2004: 11

¹⁸ While a longitudinal research design could reveal changes in the data over time, practical considerations in surveying CF populations, such as frequent geographical moves and organizational attrition, make retention in longitudinal surveys difficult.

¹⁹ Annex B further summarizes all the mean scores according to groups in the demographic variables.

changes in content of the survey should include a re-assessment of the current scale reliability. In the case of this report, where some reliability analyses revealed weak statistics, the same scales tend to maintain high face validity, as is the case in the Multiple Approach method to ethical decision-making. Lastly, the current studies to date have not included an analysis of any response effects that may be attributed to the mode of survey delivery (i.e. electronic, pencil and paper). To this end, a number of methodological recommendations are made in the following section to address the standardization of survey delivery and data collection.

4.3 Methodological Discussion

With three completed iterations of the Defence Ethics Survey to date, DDEP may wish to consider a number of methodological improvements for future administrations of the DNDEQ. As mentioned previously, components of the DNDEQ have varied somewhat with each survey administration. It has varied in sample size, method of delivery, and content. The following recommendations are intended to standardize survey administrations, improve consistency, and generally maintain the high quality of survey results.

- a. Calculate an appropriate fixed number of personnel when sampling populations of interest (Regular Force, Reserve Force, Civilian Employees) so that analyses of future response rates are more comparable between survey years when population sizes are comparable. A standard method of stratifying the sample of interest should be adopted to reduce variation between research teams and survey years as well.
- b. Administer the DNDEQ as a "stand alone" survey for all future iterations, with a fixed interval between surveys to the best extent practical. Less time would be required to complete the survey if it were not included as part of an omnibus survey, thus giving rise to a higher responses rate. Also, by using the "stand alone" method, any response effects from the respondents from questions other than those of the DNDEQ are eliminated.
- c. Include all organizational ethical climate scales in future iterations of the DNDEQ²⁰ for continued comparison with existing data from previous administrations.
- d. Return to assessing individual values on the individual values and organizational ethical climate items of the DNDEQ (i.e. asking respondents both "how things are now" and "how things should be"). Future research may wish to return to this methodology to assess whether the six key indicators identified in previous research remain the most critical, or if other scale items become more prominent indicators over time.
- e. Incorporate a social desirability scale into the DNDEQ²¹. Due to the substantive nature of the questions, there may be respondents that answer in ways they feel they are expected to answer. The degree to which this phenomenon exists is unknown, but

²⁰ Complete lists of scales can be found in the 2003 Defence Ethics Survey Report.

²¹ This suggestion was also made after the 2003 Defence Ethics Survey, although the change was not implemented in 2007 due to length considerations on the *Your-Say*.

the inclusion of a social desirability scale will give researchers a first measure with which to move forward.

- f. While existing survey administrations have varied between electronic and traditional [pencil and paper] formats, future iterations of the survey may require the use of both. Electronic survey formats tend to be appropriate for the Regular Force and civilian employee populations where computer access is anecdotally most common [although may still be limited in some cases based on occupation, etc. However, Reservists continue to have wide disparities with computer access at work depending on class of service and other factors. At the time of publication, DMPORA is investigating the capability of fielding surveys electronically on the internet which may improve access to surveys for members.
- g. Should future iterations of the survey include assessments of situational moral intensity, revision of the scenario-based questions is not necessarily required, but may be considered, in order to best reflect contemporary themes in defence ethics.
- h. Future research may be carried out to examine scales that revealed moderate or low reliability, and highlight potential revisions. In some cases, discarding a single item may increase the reliability of a given scale. However, since most scales include only a few items, the impact of re-wording some of the content may be further examined. However, in making this decision, researchers may wish to carefully weigh the value of maintaining current content in order to enable trends analyses over time against revising items to improve the reliability of scales. If future researchers assess the reliability of the existing scales, it may also be beneficial to include an analysis of scale reliability according to survey language. There are a number of scales that employ idiomatic phrases such as [by the book] and others where interpretation of the item may vary somewhat in each language.

4.4 Conclusion

The Defence Ethics Survey has an important dual function as a key tool used by the Defence Ethics Programme for the purposes of programme and policy formation, and as a key tool used by the organization for monitoring ethical climate.

Based on the findings of the 2007 survey data, the main implications of the current study are as follows:

1. Respondents in 2007 reported improvements on six key indicators of organizational ethical climate compared to what was reported in the 2003 survey. The increase in scores, in some cases, was of relatively small magnitude. This suggests departmental initiatives ought to maintain efforts in promoting a positive ethical climate in the workplace, especially with respect to continued policies aimed at ensuring a climate of organizational fairness.
2. Data collected on approaches to ethical decision-making were consistent with 2003 findings. Personnel show a clear preference for using multiple approaches to ethical decision-making, rather than any single approach. Ethics advisors within L1

organizations should consider this finding when developing tools, training, and other initiatives related to the implementation of their Ethics Plan²². The current survey is limited in its ability to assess impact of ethical decision-making training in specific areas such as deployed operations. The Program Authority for the DEP may wish to consult other data sources for this information, or undertake further research to explore this area.

3. In order to further strengthen the survey for future administrations, DEP may wish to re-examine survey content and assess the continued relevance of these lines of questions to its contemporary mandate. Additionally, the methodological recommendations described earlier in this section should be considered in future survey administrations.

²² All L1 advisors are required by the CDS and DM to produce plans to implement the DEP within their areas of authority.

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Annex A Survey Instrument with Top-Line Findings

The Directorate of the Defence Ethics Program (Dir DEP), as one of its overall program responsibilities for ethics within DND/CF, is interested in discovering the attitudes and beliefs of Defence personnel towards ethics in Defence.

In this survey, you will be asked to respond to various statements and questions regarding ethical issues. It is expected that some of the statements and questions may be quite thought provoking.

In this part of the survey, we begin by having you think about **your immediate work group or work unit**. For each of the following statements we request that you to make a judgement.

We would like you to indicate how well each statement reflects the way you believe THINGS ARE RIGHT NOW in your unit or workplace.

For the rating please use the following scale:

1	2	3	4	5
strongly disagree	disagree	neutral – neither agree nor disagree	agree	strongly agree

1. At my workplace, we stick together.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	2.2	14.8	26.2	47.1	9.7
DND	4.2	12.1	21.6	49.5	12.6
Overall	2.8	13.9	24.7	47.9	10.7

2. People here are out mainly for themselves.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	9.8	43.5	21.8	20.8	4.1
DND	8.7	39.2	25.1	21.0	6.0
Overall	9.4	42.1	22.9	20.9	4.7

3. At my workplace, we protect each other.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	1.9	15.9	37.0	41.0	4.3
DND	3.3	17.6	33.1	39.9	6.1
Overall	2.3	16.4	35.7	40.6	4.9

4. Successful people in my workplace do what they are told.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	1.0	20.1	33.1	41.3	4.5
DND	3.1	16.1	32.6	39.2	9.0
Overall	1.7	18.8	32.9	40.6	6.0

5. At my workplace we look out for one another.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	2.0	13.1	28.7	49.6	6.5
DND	3.1	13.1	23.0	51.6	9.1
Overall	2.4	13.1	26.8	50.3	7.4

6. At my workplace it is expected that each member takes care of his/her coworkers.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	1.5	11.4	24.7	53.8	8.6
DND	3.0	15.5	31.6	42.6	7.3
Overall	2.0	12.7	27.0	50.1	8.2

7. In my workplace it is important to look out for your own interests.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	4.5	25.0	27.5	34.6	8.4
DND	1.9	12.8	19.1	51.7	14.5
Overall	3.7	21.0	24.8	40.2	10.4

8. My immediate supervisor demonstrates loyalty.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	1.7	5.2	13.7	57.8	21.5
DND	2.7	7.8	16.2	51.8	21.5
Overall	2.0	6.1	14.6	55.8	21.5

9. My immediate supervisor demonstrates courage.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	1.9	7.2	27.1	46.8	17.0
DND	3.0	11.5	24.3	44.1	17.2
Overall	2.3	8.6	26.2	45.9	17.1

10. My immediate supervisor demonstrates honesty.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	2.0	5.2	13.5	56.2	23.2
DND	2.6	5.6	13.1	52.8	26.0
Overall	2.2	5.3	13.4	55.1	24.1

11. My immediate supervisor treats people fairly.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	2.4	8.3	14.8	52.2	22.4
DND	3.0	8.3	12.9	48.1	27.7
Overall	2.6	8.3	14.1	50.8	24.2

12. My immediate supervisor is accountable for his/her actions.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	2.0	5.6	13.3	53.2	25.9
DND	1.9	6.8	14.4	47.9	29.0
Overall	2.0	6.0	13.6	51.4	26.9

13. The people I work with demonstrate loyalty.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	0.7	7.3	17.2	61.6	13.3
DND	2.2	11.5	21.0	54.6	10.8
Overall	1.2	8.7	18.4	59.3	12.4

14. The people I work with demonstrate courage.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	0.6	5.4	29.7	52.7	11.7
DND	1.5	10.2	32.4	48.1	7.8
Overall	0.9	7.0	30.6	51.2	10.4

15. The people I work with demonstrate honesty.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	0.9	5.0	15.5	63.5	15.2
DND	1.9	7.6	18.4	58.7	13.4
Overall	1.2	5.9	16.4	61.9	14.6

16. The people I work with treat people fairly.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	0.8	6.0	14.8	63.1	15.3
DND	1.9	10.4	18.8	56.4	12.5
Overall	0.8	6.0	14.8	63.1	15.3

17. The people I work with are accountable for their actions.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	1.3	8.3	16.0	58.5	15.8
DND	2.9	11.3	18.9	54.1	12.8
Overall	1.9	9.3	17.0	57.1	14.8

18. In this organization we go strictly by the book.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	2.1	29.3	33.6	31.5	3.4
DND	5.0	24.8	34.9	29.9	5.3
Overall	3.1	27.8	34.1	31.0	4.1

19. This organization has regulations that are strictly followed.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	2.1	21.3	32.3	38.8	5.6
DND	3.7	18.1	25.2	43.8	9.3
Overall	2.6	20.2	29.9	40.5	6.8

20. This organization enforces the rules and regulations.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	1.7	11.8	23.3	56.7	6.5
DND	2.6	15.0	22.2	50.1	10.1
Overall	2.0	12.9	22.9	54.5	7.7

21. This organization looks after its members.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	4.2	15.3	25.1	48.9	6.5
DND	6.0	15.7	26.7	42.2	9.4
Overall	4.8	15.4	25.6	46.7	7.4

22. Organizational policies are fair to everyone.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	4.8	18.4	22.7	48.2	6.0
DND	6.3	19.7	24.4	42.7	6.9
Overall	5.3	18.8	23.2	46.4	6.3

23. This organization cares for its members.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	4.4	15.0	25.2	47.7	7.7
DND	5.2	14.9	28.9	41.7	9.4
Overall	4.6	15.0	26.4	45.7	8.3

24. This organization respects the dignity of all members.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	3.2	10.1	22.3	53.7	10.7
DND	4.9	12.4	25.5	46.2	11.0
Overall	3.7	10.8	23.4	51.2	10.8

25. This organization is fair.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	3.6	12.8	25.9	49.1	8.5
DND	6.3	16.1	25.9	42.7	9.0
Overall	4.5	13.9	25.9	47.0	8.7

Now we would like to ask you some questions about your general beliefs. Please indicate the extent of your agreement or disagreement with each statement using the following scale.

1	2	3	4	5
strongly disagree	disagree	neutral – neither agree nor disagree	agree	strongly agree

26. It is important to follow the law and/or regulations at all times.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	0.3	5.2	9.2	58.9	26.3
DND	0.3	3.0	9.4	53.1	34.2
Overall	0.3	4.5	9.3	57.0	28.9

27. The most important consideration in reaching a decision is the consequences of the decision for me personally.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	19.6	47.7	15.6	14.3	2.8
DND	8.6	42.4	18.1	23.2	7.7
Overall	15.9	45.9	16.4	17.3	4.5

28. A person of good character will act with integrity as a guide.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	0.3	1.9	8.6	59.9	29.3
DND	1.0	1.9	10.2	55.8	31.2
Overall	0.5	1.9	9.1	58.6	29.9

29. A decision that has positive outcomes is always a good decision.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	5.5	40.5	23.8	24.5	5.7
DND	2.6	26.1	24.6	35.5	11.3
Overall	4.5	35.7	24.1	28.1	7.6

30. The primary ethical obligation is to care for other human beings.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	0.9	9.2	20.7	51.7	17.5
DND	0.5	5.7	18.0	52.0	23.8
Overall	0.8	8.1	19.8	51.8	19.6

31. An action that violates the law is always wrong.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	3.0	39.6	20.8	26.5	10.1
DND	1.9	20.3	25.7	34.2	17.8
Overall	2.7	33.2	22.4	29.0	12.7

32. The only way to judge whether an action is right is by the outcomes of the action.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	7.7	54.9	20.3	15.2	1.9
DND	7.2	51.4	18.8	20.5	2.2
Overall	7.5	53.7	19.8	17.0	2.0

33. Good character will always lead to good action.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	3.7	38.9	23.0	30.4	4.0
DND	2.3	33.7	25.3	34.0	4.6
Overall	3.2	37.2	23.8	31.6	4.2

34. It is not one, but rather a combination of the principles that I use to determine what is right and wrong.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	0.2	0.6	6.2	68.8	24.2
DND	0.0	1.8	6.4	70.8	21.0
Overall	0.1	1.0	6.3	69.5	23.1

35. The most important ethical principle is to ensure that nobody is harmed by your actions.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	2.9	24.5	24.5	37.0	11.1
DND	1.1	15.4	17.3	45.0	21.1
Overall	2.3	21.5	22.2	39.6	14.4

36. Rarely, is there only one correct solution to an ethical problem.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	1.2	9.2	9.4	61.7	18.5
DND	0.8	9.2	10.5	62.5	17.0
Overall	1.1	9.2	9.7	62.0	18.0

37. Rules and laws are the most appropriate basis for making ethical decisions.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	1.6	17.4	27.7	48.3	5.0
DND	1.2	20.7	27.2	44.7	6.3
Overall	1.5	18.5	27.5	47.1	5.4

38. What is right in one culture is not necessarily right in another.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	0.7	3.0	8.6	60.9	26.8
DND	1.4	4.5	10.6	59.1	24.4
Overall	0.9	3.5	9.2	60.3	26.0

39. In making ethical decisions I always try to do what a person of integrity would do.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	0.2	1.8	11.5	65.1	21.5
DND	0.1	2.9	11.0	62.3	23.7
Overall	0.2	2.1	11.3	64.2	22.2

40. It is always ethical to show care for another person.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	0.5	9.1	18.6	55.3	16.5
DND	0.4	7.4	16.5	55.4	20.3
Overall	0.5	8.5	17.9	55.3	17.8

41. Each of us needs to look out for number 1.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	18.6	42.2	19.0	17.3	2.8
DND	11.2	35.1	27.0	23.5	3.3
Overall	16.2	39.8	21.7	19.4	3.0

42. You can always evaluate the quality of a decision by the results of the decision.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	4.6	42.3	23.7	26.6	2.9
DND	3.0	32.1	24.2	37.4	3.3
Overall	4.1	38.9	23.8	30.2	3.0

43. In this world, everyone has to look out for themselves.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	13.9	39.4	22.0	22.3	2.4
DND	8.6	29.4	25.6	31.6	4.8
Overall	12.1	36.1	23.2	25.4	3.2

44. Society's laws and organizational regulations define what is right and wrong.

	STRONGLY DISAGREE (%)	DISAGREE (%)	NEUTRAL (%)	AGREE (%)	STRONGLY AGREE (%)
CF	3.2	20.6	32.6	40.9	2.6
DND	2.6	24.7	31.9	36.2	4.6
Overall	3.0	22.0	32.4	39.3	3.3

45. In the space given below, please briefly identify the one issue that, as far as you are concerned, is the most important ethical issue in the DND/CF today.

**WE APPRECIATE THE TIME AND EFFORT YOU
HAVE TAKEN TO COMPLETE THIS QUESTIONNAIRE.
THANK YOU FOR YOUR PARTICIPATION**

Annex B Ethical Climate Differences by Demographic Variables

B.1 Care Scale

Demographic Variable	Categories	Mean	<i>F</i>	<i>t</i>	<i>p</i>	η^2
Sub-group	Military	3.45		0.80	n.s.	.000
	Civilian	3.42				
Gender	Male	3.45		0.59	n.s.	.000
	Female	3.42				
Marital Status	Single	3.39		-1.67	n.s.	.001
	Married	3.46				
First Official Language	English	3.46		1.90	n.s.	.002
	French	3.39				
Grouped Rank	1. Junior NCM	3.26 ²³⁴	15.89		<.001	.030
	2. Senior NCM	3.46 ¹⁴				
	3. Junior Officer	3.51 ¹				
	4. Senior Officer	3.62 ¹²				
Age	1. 16-24 Years	3.46	2.23		n.s.	.083
	2. 25-34 Years	3.35				
	3. 35-44 Years	3.46				
	4. 45+ Years	3.46				
Years of Service	1. 1-5 Years	3.42	1.79		n.s.	.002
	2. 6-15 Years	3.28				
	3. 16-25 Years	3.45				
	4. Over 25 Years	3.49				
Education Level	1. Secondary	3.43	1.58		n.s.	.002
	2. College/CEGEP/Trades	3.39				
	3. Univ. Cert. Or Bach	3.48				
	4. Graduate	3.47				
Geographic Location	1. NCR	3.40	.885		n.s.	.003
	2. Atlantic Provinces	3.46				
	3. Quebec (excl. NCR)	3.39				
	4. Ontario (excl. NCR)	3.47				
	5. Prairie Provinces	3.40				
	6. British Columbia	3.53				

Notes: a. Superscript numbers in the □Mean□column denote significant differences between groups. Where homogeneity of variance was assumed, differences are indicated based on the Bonferroni post-hoc correction. Where homogeneity of variance was not assumed, differences are indicated based on the Games-Howell post-hoc test to account for both unequal variance and unequal sample sizes between groups.

b. In the case of F statistics in the table, the Brown-Forsythe F statistic is reported as a more robust measure in instances where the Levene statistic for homogeneity of variance was found to be significant.

B.2 Self-Interest Scale

Demographic Variable	Categories	Mean	F	t	p	η^2
Sub-group	Military	3.04		-6.76	<.001	.019
	Civilian	3.25				
Gender	Male	3.09		-1.98	.047	.002
	Female	3.16				
Marital Status	Single	3.18		2.64	.008	.003
	Married	3.08				
First Official Language	English	3.11		0.20	n.s.	.000
	French	3.10				
Grouped Rank	1. Junior NCM 2. Senior NCM 3. Junior Officer 4. Senior Officer	3.34 ³⁴ 3.05 ⁴ 2.96 ¹ 2.70 ¹²	51.22		<.001	.094
Age	1. 16-24 Years	3.32	7.88		<.001	.011
	2. 25-34 Years	3.25 ³⁴				
	3. 35-44 Years	3.08 ²				
	4. 45+ Years	3.07 ²				
Years of Service	1. 1-5 Years	3.24 ³⁴	10.84		<.001	.014
	2. 6-15 Years	3.13 ³⁴				
	3. 16-25 Years	3.08 ¹²				
	4. Over 25 Years	2.99 ¹²				
Education Level	1. Secondary	3.13 ²⁴	15.78		<.001	.021
	2. College/CEGEP/Trades	3.24 ¹³⁴				
	3. Univ. Cert. Or Bach	3.03 ²				
	4. Graduate	2.91 ¹²				
Geographic Location	1. NCR	3.04	1.60		n.s.	.006
	2. Atlantic Provinces	3.18				
	3. Quebec (excl. NCR)	3.13				
	4. Ontario (excl. NCR)	3.07				
	5. Prairie Provinces	3.17				
	6. British Columbia	3.17				

Notes: a. Superscript numbers in the □Mean□column denote significant differences between groups. Where homogeneity of variance was assumed, differences are indicated based on the Bonferroni post-hoc correction. Where homogeneity of variance was not assumed, differences are indicated based on the Games-Howell post-hoc test to account for both unequal variance and unequal sample sizes between groups.

b. In the case of F statistics in the table, the Brown-Forsythe F statistic is reported as a more robust measure in instances where the Levene statistic for homogeneity of variance was found to be significant.

B.3 Supervisor Behaviour Scale

Demographic Variable	Categories	Mean	<i>F</i>	<i>t</i>	<i>p</i>	η^2
Sub-group	Military	3.87		0.74	n.s.	.000
	Civilian	3.84				
Gender	Male	3.85		-0.96	n.s.	.000
	Female	3.89				
Marital Status	Single	3.84		-0.71	n.s.	.000
	Married	3.87				
First Official Language	English	3.86		-0.03	n.s.	.000
	French	3.86				
Grouped Rank	1. Junior NCM	3.71	13.55		<.001	.026
	2. Senior NCM	3.84				
	3. Junior Officer	3.97				
	4. Senior Officer	4.04				
Age	1. 16-24 Years	4.03	1.13		n.s.	.002
	2. 25-34 Years	3.82				
	3. 35-44 Years	3.86				
	4. 45+ Years	3.87				
Years of Service	1. 1-5 Years	3.84	2.69		.045	.004
	2. 6-15 Years	3.83				
	3. 16-25 Years	3.83				
	4. Over 25 Years	3.95				
Education Level	1. Secondary	3.87 ²⁴	10.61		<.001	.014
	2. College/CEGEP/Trades	3.74 ¹³⁴				
	3. Univ. Cert. Or Bach	3.89 ²⁴				
	4. Graduate	4.06 ¹²³				
Geographic Location	1. NCR	3.88	1.86		n.s.	.002
	2. Atlantic Provinces	3.80				
	3. Quebec (excl. NCR)	3.91				
	4. Ontario (excl. NCR)	3.89				
	5. Prairie Provinces	3.86				
	6. British Columbia	3.81				

Notes: a. Superscript numbers in the □Mean□column denote significant differences between groups. Where homogeneity of variance was assumed, differences are indicated based on the Bonferroni post-hoc correction. Where homogeneity of variance was not assumed, differences are indicated based on the Games-Howell post-hoc test to account for both unequal variance and unequal sample sizes between groups.

b. In the case of *F* statistics in the table, the Brown-Forsythe *F* statistic is reported as a more robust measure in instances where the Levene statistic for homogeneity of variance was found to be significant.

B.4 Co-Worker Behaviour Scale

Demographic Variable	Categories	Mean	<i>F</i>	<i>t</i>	<i>p</i>	η^2
Sub-group	Military	3.80		5.17	<.001	.013
	Civilian	3.63				
Gender	Male	3.77		2.18	.030	.002
	Female	3.69				
Marital Status	Single	3.68		-2.52	.012	.003
	Married	3.77				
First Official Language	English	3.73		-2.12	.034	.002
	French	3.80				
Grouped Rank	1. Junior NCM	3.60 ²³⁴	23.33		<.001	.044
	2. Senior NCM	3.82 ¹⁴				
	3. Junior Officer	8.87 ¹⁴				
	4. Senior Officer	3.99 ¹²³				
Age	1. 16-24 Years	3.58	2.27		n.s.	.003
	2. 25-34 Years	3.69				
	3. 35-44 Years	3.77				
	4. 45+ Years	3.75				
Years of Service	1. 1-5 Years	3.64 ⁴	6.98		<.001	.010
	2. 6-15 Years	3.71 ⁴				
	3. 16-25 Years	3.75 ⁴				
	4. Over 25 Years	3.85 ¹²³				
Education Level	1. Secondary	3.73 ⁴	9.04		<.001	.012
	2. College/CEGEP/Trades	3.65 ³⁴				
	3. Univ. Cert. Or Bach	3.79 ²				
	4. Graduate	3.90 ¹²				
Geographic Location	1. NCR	3.82	4.15		<.001	.010
	2. Atlantic Provinces	3.69 ³				
	3. Quebec (excl. NCR)	3.82 ¹⁵				
	4. Ontario (excl. NCR)	3.74				
	5. Prairie Provinces	3.68				
	6. British Columbia	3.63				

Notes: a. Superscript numbers in the □Mean□column denote significant differences between groups. Where homogeneity of variance was assumed, differences are indicated based on the Bonferroni post-hoc correction. Where homogeneity of variance was not assumed, differences are indicated based on the Games-Howell post-hoc test to account for both unequal variance and unequal sample sizes between groups.

b. In the case of *F* statistics in the table, the Brown-Forsythe *F* statistic is reported as a more robust measure in instances where the Levene statistic for homogeneity of variance was found to be significant.

B.5 Organizational Rules Scale

Demographic Variable	Categories	Mean	<i>F</i>	<i>t</i>	<i>p</i>	η^2
Sub-group	Military	3.28		-0.76	n.s.	.000
	Civilian	3.31				
Gender	Male	3.27		-1.99	.047	.002
	Female	3.35				
Marital Status	Single	3.32		0.88	n.s.	.000
	Married	3.28				
First Official Language	English	3.25		-3.87	<.001	.006
	French	3.40				
Grouped Rank	1. Junior NCM	3.25	1.09		n.s.	.002
	2. Senior NCM	3.30				
	3. Junior Officer	3.34				
	4. Senior Officer	3.24				
Age	1. 16-24 Years	3.22	2.05		n.s.	.003
	2. 25-34 Years	3.31				
	3. 35-44 Years	3.33				
	4. 45+ Years	3.21				
Years of Service	1. 1-5 Years	3.35	1.75		n.s.	.002
	2. 6-15 Years	3.32				
	3. 16-25 Years	3.27				
	4. Over 25 Years	3.24				
Education Level	1. Secondary	3.31	0.46		n.s.	.001
	2. College/CEGEP/Trades	3.26				
	3. Univ. Cert. Or Bach	3.28				
	4. Graduate	3.31				
Geographic Location	1. NCR	3.28	3.07		.009	.006
	2. Atlantic Provinces	3.31				
	3. Quebec (excl. NCR)	3.48 ⁵⁶				
	4. Ontario (excl. NCR)	3.26				
	5. Prairie Provinces	3.24 ³				
	6. British Columbia	3.25 ³				

Notes: a. Superscript numbers in the □Mean□column denote significant differences between groups. Where homogeneity of variance was assumed, differences are indicated based on the Bonferroni post-hoc correction. Where homogeneity of variance was not assumed, differences are indicated based on the Games-Howell post-hoc test to account for both unequal variance and unequal sample sizes between groups.

b. In the case of *F* statistics in the table, the Brown-Forsythe *F* statistic is reported as a more robust measure in instances where the Levene statistic for homogeneity of variance was found to be significant.

B.6 Organizational Fairness Scale

Demographic Variable	Categories	Mean	<i>F</i>	<i>t</i>	<i>p</i>	η^2
Sub-group	Military	3.43		2.16	.031	.002
	Civilian	3.34				
Gender	Male	3.40		-0.36	n.s.	.000
	Female	3.41				
Marital Status	Single	3.34		-1.89	n.s.	.002
	Married	3.42				
First Official Language	English	3.37		-2.76	.006	.003
	French	3.49				
Grouped Rank	1. Junior NCM	3.21 ²³⁴	19.22		<.001	.037
	2. Senior NCM	3.40 ¹³⁴				
	3. Junior Officer	3.57 ¹²				
	4. Senior Officer	3.64 ¹²				
Age	1. 16-24 Years	3.37	0.62		n.s.	.001
	2. 25-34 Years	3.38				
	3. 35-44 Years	3.43				
	4. 45+ Years	3.38 3.40				
Years of Service	1. 1-5 Years	3.46	1.59		n.s.	.002
	2. 6-15 Years	3.33				
	3. 16-25 Years	3.40				
	4. Over 25 Years	3.43				
Education Level	1. Secondary	3.36 ⁴	10.17		<.001	.013
	2. College/CEGEP/Trades	3.29 ³⁴				
	3. Univ. Cert. Or Bach	3.46 ²				
	4. Graduate	3.61 ¹²				
Geographic Location	1. NCR	3.41	3.02		.010	.006
	2. Atlantic Provinces	3.37 ³				
	3. Quebec (excl. NCR)	3.57 ²⁴⁵				
	4. Ontario (excl. NCR)	3.42 ³				
	5. Prairie Provinces	3.29 ³				
	6. British Columbia	3.40				

Notes: a. Superscript numbers in the Mean column denote significant differences between groups. Where homogeneity of variance was assumed, differences are indicated based on the Bonferroni post-hoc correction. Where homogeneity of variance was not assumed, differences are indicated based on the Games-Howell post-hoc test to account for both unequal variance and unequal sample sizes between groups.

b. In the case of *F* statistics in the table, the Brown-Forsythe *F* statistic is reported as a more robust measure in instances where the Levene statistic for homogeneity of variance was found to be significant.

B.7 Rules-Based Decision-Making Scale

Demographic Variable	Categories	Mean	<i>F</i>	<i>t</i>	<i>p</i>	η^2
Sub-group	Military	3.41		-4.42	<.001	.009
	Civilian	3.53				
Gender	Male	3.42		-4.56	<.001	.009
	Female	3.56				
Marital Status	Single	3.41		-1.70	n.s.	.001
	Married	3.47				
First Official Language	English	3.42		-3.30	.001	.005
	French	3.52				
Grouped Rank	1. Junior NCM	3.44 ³	4.25		.005	.009
	2. Senior NCM	3.46 ³				
	3. Junior Officer	3.31 ¹²				
	4. Senior Officer	3.39				
Age	1. 16-24 Years	3.14 ³⁴	11.06		<.001	.015
	2. 25-34 Years	3.33 ³⁴				
	3. 35-44 Years	3.47 ¹²				
	4. 45+ Years	3.50 ¹²				
Years of Service	1. 1-5 Years	3.45	2.43		n.s.	.003
	2. 6-15 Years	3.40				
	3. 16-25 Years	3.45				
	4. Over 25 Years	3.51				
Education Level	1. Secondary	3.49 ³	4.80		.002	.003
	2. College/CEGEP/Trades	3.48 ³				
	3. Univ. Cert. Or Bach	3.37 ¹²				
	4. Graduate	3.41				
Geographic Location	1. NCR	3.49	1.04		n.s.	.005
	2. Atlantic Provinces	3.45				
	3. Quebec (excl. NCR)	3.53				
	4. Ontario (excl. NCR)	3.42				
	5. Prairie Provinces	3.40				
	6. British Columbia	3.40				

Notes: a. Superscript numbers in the □Mean□column denote significant differences between groups. Where homogeneity of variance was assumed, differences are indicated based on the Bonferroni post-hoc correction. Where homogeneity of variance was not assumed, differences are indicated based on the Games-Howell post-hoc test to account for both unequal variance and unequal sample sizes between groups.

b. In the case of *F* statistics in the table, the Brown-Forsythe *F* statistic is reported as a more robust measure in instances where the Levene statistic for homogeneity of variance was found to be significant.

B.8 Care-Based Decision-Making Scale

Demographic Variable	Categories	Mean	<i>F</i>	<i>t</i>	<i>p</i>	η^2
Sub-group	Military	3.61		-7.20	<.001	.023
	Civilian	3.83				
Gender	Male	3.62		-7.23	<.001	.023
	Female	3.87				
Marital Status	Single	3.73		1.71	n.s.	.001
	Married	3.67				
First Official Language	English	3.70		1.65	.100	.001
	French	3.64				
Grouped Rank	1. Junior NCM	3.85 ²³⁴	49.50		<.001	.093
	2. Senior NCM	3.71 ¹³⁴				
	3. Junior Officer	3.44 ¹²				
	4. Senior Officer	3.30 ¹²				
Age	1. 16-24 Years	3.62	9.36		<.001	.013
	2. 25-34 Years	3.55 ³⁴				
	3. 35-44 Years	3.67 ³⁴				
	4. 45+ Years	3.77 ²³				
Years of Service	1. 1-5 Years	3.77 ²	3.37		.018	.005
	2. 6-15 Years	3.63 ¹				
	3. 16-25 Years	3.66				
	4. Over 25 Years	3.71				
Education Level	1. Secondary	3.79 ³⁴	43.32		<.001	.057
	2. College/CEGEP/Trades	3.83 ³⁴				
	3. Univ. Cert. Or Bach	3.50 ²³				
	4. Graduate	3.41 ²³				
Geographic Location	1. NCR	3.62 ⁵	3.77		.002	.006
	2. Atlantic Provinces	3.76				
	3. Quebec (excl. NCR)	3.63 ⁵				
	4. Ontario (excl. NCR)	3.71				
	5. Prairie Provinces	3.73 ¹³				
	6. British Columbia	3.73				

Notes: a. Superscript numbers in the □Mean□column denote significant differences between groups. Where homogeneity of variance was assumed, differences are indicated based on the Bonferroni post-hoc correction. Where homogeneity of variance was not assumed, differences are indicated based on the Games-Howell post-hoc test to account for both unequal variance and unequal sample sizes between groups.

b. In the case of *F* statistics in the table, the Brown-Forsythe *F* statistic is reported as a more robust measure in instances where the Levene statistic for homogeneity of variance was found to be significant.

B.9 Consequence-Based Decision-Making Scale

Demographic Variable	Categories	Mean	<i>F</i>	<i>t</i>	<i>p</i>	η^2
Sub-group	Military Civilian	2.71 2.97		-7.52	<.001	.025
Gender	Male Female	2.76 2.90		-3.73	<.001	.006
Marital Status	Single Married	2.90 2.77		3.20	.001	.005
First Official Language	English French	2.74 2.97		-6.25	<.001	.017
Grouped Rank	1. Junior NCM 2. Senior NCM 3. Junior Officer 4. Senior Officer	3.01 ²³⁴ 2.82 ¹³⁴ 2.48 ¹³ 2.41 ¹²	58.60		<.001	.104
Age	1. 16-24 Years 2. 25-34 Years 3. 35-44 Years 4. 45+ Years	2.89 2.68 ⁴ 2.75 ⁴ 2.89 ²³	8.88		<.001	.012
Years of Service	1. 1-5 Years 2. 6-15 Years 3. 16-25 Years 4. Over 25 Years	2.88 ³ 2.77 2.75 ¹ 2.83	3.15		.024	.004
Education Level	1. Secondary 2. College/CEGEP/Trades 3. Univ. Cert. Or Bach 4. Graduate	2.98 ³⁴ 2.95 ³⁴ 2.56 ¹² 2.45 ¹²	69.10		<.001	.083
Geographic Location	1. NCR 2. Atlantic Provinces 3. Quebec (excl. NCR) 4. Ontario (excl. NCR) 5. Prairie Provinces 6. British Columbia	2.73 2.79 3.09 2.75 2.85 2.84	2.34		n.s.	.016

Notes: a. Superscript numbers in the □Mean□column denote significant differences between groups. Where homogeneity of variance was assumed, differences are indicated based on the Bonferroni post-hoc correction. Where homogeneity of variance was not assumed, differences are indicated based on the Games-Howell post-hoc test to account for both unequal variance and unequal sample sizes between groups.

b. In the case of *F* statistics in the table, the Brown-Forsythe *F* statistic is reported as a more robust measure in instances where the Levene statistic for homogeneity of variance was found to be significant.

B.10 Virtue-Based Decision-Making Scale

Demographic Variable	Categories	Mean	<i>F</i>	<i>t</i>	<i>p</i>	η^2
Sub-group	Military	3.71		-1.61	n.s.	.001
	Civilian	3.75				
Gender	Male	3.71		-2.64	.008	.003
	Female	3.78				
Marital Status	Single	3.74		0.63	n.s.	.000
	Married	3.72				
First Official Language	English	3.77		5.99	<.001	.016
	French	3.61				
Grouped Rank	1. Junior NCM	3.72	0.76		n.s.	.002
	2. Senior NCM	3.70				
	3. Junior Officer	3.69				
	4. Senior Officer	3.75				
Age	1. 16-24 Years	3.53 ³⁴	6.97		<.001	.009
	2. 25-34 Years	3.64 ³⁴				
	3. 35-44 Years	3.76 ¹²				
	4. 45+ Years	3.74 ¹²				
Years of Service	1. 1-5 Years	3.71	1.28		n.s.	.002
	2. 6-15 Years	3.69				
	3. 16-25 Years	3.75				
	4. Over 25 Years	3.72				
Education Level	1. Secondary	3.72	1.21		n.s.	.002
	2. College/CEGEP/Trades	3.76				
	3. Univ. Cert. Or Bach	3.70				
	4. Graduate	3.73				
Geographic Location	1. NCR	3.73 ³	3.40		.005	.012
	2. Atlantic Provinces	3.75				
	3. Quebec (excl. NCR)	3.54 ¹⁴				
	4. Ontario (excl. NCR)	3.73 ³				
	5. Prairie Provinces	3.77				
	6. British Columbia	3.74				

Notes: a. Superscript numbers in the □Mean□column denote significant differences between groups. Where homogeneity of variance was assumed, differences are indicated based on the Bonferroni post-hoc correction. Where homogeneity of variance was not assumed, differences are indicated based on the Games-Howell post-hoc test to account for both unequal variance and unequal sample sizes between groups.

b. In the case of *F* statistics in the table, the Brown-Forsythe *F* statistic is reported as a more robust measure in instances where the Levene statistic for homogeneity of variance was found to be significant.

B.11 Self-Interest-Based Decision-Making Scale

Demographic Variable	Categories	Mean	<i>F</i>	<i>t</i>	<i>P</i>	η^2
Sub-group	Military	2.46		-9.95	<.001	.043
	Civilian	2.82				
Gender	Male	2.52		-5.49	<.001	.013
	Female	2.74				
Marital Status	Single	2.72		4.62	<.001	.010
	Married	2.53				
First Official Language	English	2.51		-6.30	<.001	.018
	French	2.76				
Grouped Rank	1. Junior NCM	2.76 ²³⁴	46.07		<.001	.083
	2. Senior NCM	2.49 ¹³⁴				
	3. Junior Officer	2.33 ¹²⁴				
	4. Senior Officer	2.12 ¹²³				
Age	1. 16-24 Years	2.82	3.60		.013	.005
	2. 25-34 Years	2.64				
	3. 35-44 Years	2.52				
	4. 45+ Years	2.59				
Years of Service	1. 1-5 Years	2.77 ²³⁴	9.19		<.001	.012
	2. 6-15 Years	2.59 ¹				
	3. 16-25 Years	2.50 ¹				
	4. Over 25 Years	2.54 ¹				
Education Level	1. Secondary	2.60 ³⁴	29.01		<.001	.037
	2. College/CEGEP/Trades	2.67 ³⁴				
	3. Univ. Cert. Or Bach	2.35 ¹²				
	4. Graduate	2.21 ¹²				
Geographic Location	1. NCR	2.50	.413		n.s.	.011
	2. Atlantic Provinces	2.57				
	3. Quebec (excl. NCR)	2.84				
	4. Ontario (excl. NCR)	2.60				
	5. Prairie Provinces	2.58				
	6. British Columbia	2.61				

Notes: a. Superscript numbers in the □Mean□column denote significant differences between groups. Where homogeneity of variance was assumed, differences are indicated based on the Bonferroni post-hoc correction. Where homogeneity of variance was not assumed, differences are indicated based on the Games-Howell post-hoc test to account for both unequal variance and unequal sample sizes between groups.

b. In the case of *F* statistics in the table, the Brown-Forsythe *F* statistic is reported as a more robust measure in instances where the Levene statistic for homogeneity of variance was found to be significant.

B.12 Multiple Approach Scale

Demographic Variable	Categories	Mean	<i>F</i>	<i>t</i>	<i>P</i>	η^2
Sub-group	Military	4.04		2.30	.022	.043
	Civilian	3.99				
Gender	Male	4.01		-2.45	.014	.013
	Female	4.07				
Marital Status	Single	4.04		0.54	n.s.	.010
	Married	4.02				
First Official Language	English	4.02		-0.90	n.s.	.018
	French	4.04				
Grouped Rank	1. Junior NCM	4.00 ³	6.93		<.001	.083
	2. Senior NCM	4.00 ³				
	3. Junior Officer	4.15 ¹²				
	4. Senior Officer	4.07				
Age	1. 16-24 Years	3.99	6.37		<.001	.005
	2. 25-34 Years	4.09 ⁴				
	3. 35-44 Years	4.06 ⁴				
	4. 45+ Years	3.97 ²³				
Years of Service	1. 1-5 Years	4.03	6.94		<.001	.012
	2. 6-15 Years	4.07 ⁴				
	3. 16-25 Years	4.06 ⁴				
	4. Over 25 Years	3.94 ²³				
Education Level	1. Secondary	3.96 ³⁴	9.82		<.001	.037
	2. College/CEGEP/Trades	4.01 ³				
	3. Univ. Cert. Or Bach	4.10 ¹²				
	4. Graduate	4.10 ¹				
Geographic Location	1. NCR	4.06	1.21		n.s.	.011
	2. Atlantic Provinces	4.02				
	3. Quebec (excl. NCR)	4.01				
	4. Ontario (excl. NCR)	3.98				
	5. Prairie Provinces	4.06				
	6. British Columbia	3.97				

Notes: a. Superscript numbers in the □Mean□column denote significant differences between groups. Where homogeneity of variance was assumed, differences are indicated based on the Bonferroni post-hoc correction. Where homogeneity of variance was not assumed, differences are indicated based on the Games-Howell post-hoc test to account for both unequal variance and unequal sample sizes between groups.

b. In the case of *F* statistics in the table, the Brown-Forsythe *F* statistic is reported as a more robust measure in instances where the Levene statistic for homogeneity of variance was found to be significant.

Annex C Sample Description

C.1 Margin of Error

The margin of error for the CF Regular Force and DND civilian employee version of the survey was +/- 2.51% and +/- 3.56% respectively. This margin of error is expected nineteen times out of twenty.

C.2 Demographic Profile of Participants

1. Gender

	CF (%)	DND (%)	Overall (%)
Male	86	53.4	75.1
Female	14	46.6	24.9

2. Marital Status

	CF (%)	DND (%)	Overall (%)
Single	20.6	30.3	23.8
Married	79.4	69.7	76.2

3. First Official Language

	CF (%)	DND (%)	Overall (%)
English	70.0	79.0	73.0
French	30.0	21.0	27.0

4. Grouped Rank (CF Respondents)

Junior NCM	Senior NCM	Junior Officer	Senior Officer
28.2	30.0	20.8	20.9

5. Age

	CF (%)	DND (%)	Overall (%)
16-24 Years	2.7	1.6	2.3
25-34 Years	21.4	12.3	18.4
35-44 Years	45.9	26.9	39.6
45+ Years	30.1	59.2	39.7

6. Years of Service

	CF (%)	DND (%)	Overall (%)
1-5 Years	6.6	33.7	15.4
6-15 Years	23.1	19.4	21.9
16-25 Years	46.8	23.6	39.2
25+ Years	23.5	23.4	23.5

7. Highest Level of Completed Education

	CF (%)	DND (%)	Overall (%)
Secondary School	38.6	30.2	35.8
College/CEGEP/Trade Certificate	19.8	38.7	26.1
University Certificate or Bachelor Degree	28.0	20.6	25.6
Graduate degrees above the Bachelor level	13.6	10.5	12.6

8. Geographic Location

	CF (%)	DND (%)	Overall (%)
National Capital Region (NCR: either Ontario or Quebec)	27.8	34.6	30.1
Atlantic Provinces	16.8	16.9	16.9
Quebec (excluding NCR)	9.1	7.9	8.7
Ontario (excluding NCR)	20.6	14.3	18.5
Prairie Provinces	17.4	13.0	15.9
British Columbia	8.3	13.3	10.0

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List of symbols/abbreviations/acronyms/initialisms

CF	Canadian Forces
DDEP	Director Defence Ethics Program
DHRIM	Director Human Resources Information Management
DHHRE	Director Human Resources Research and Evaluation
DMPORA	Director Military Personnel Operational Research and Analysis
DND	Department of National Defence
DNDEQ	Department of National Defence Ethics Questionnaire
ECS	Environmental Chiefs of Staff
GAL	Global Address List (Microsoft Outlook)

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In 2007, Director Military Personnel Operational Research and Analysis (DMPORA), in partnership with Director Defence Ethics Programme (DDEP), administered the third iteration of the Department of National Defence Ethics Questionnaire (DNDEQ). While a technical note outlining summaries of the findings for specific audiences has been published separately, this document is intended as a complete record of the research and data analysis for the research audience, and for archival purposes for Director Defence Ethics Programme. The survey was administered to 2825 CF Regular Force Members and 1475 DND civilian employees with response rates of 52.6% and 50.0%, respectively. Findings of the survey show that respondents in 2007 reported higher scores across all indicators of organizational ethical climate than did respondents of the 2003 survey. Additionally, findings from the 2007 survey on approaches to ethics for ethical decision-making are consistent with findings from the 2003 survey. Implications of the findings for the organization are discussed, as are methodological recommendations for future survey administrations.

En 2007, la Direction de Recherche et analyse opérationnelles (Personnel militaire) (DRAOPM), en collaboration avec la Direction de Programme d'éthique de la Défense (DPED), a distribué pour une troisième fois le Questionnaire sur l'éthique du ministre de la Défense nationale (MDN). Une note technique présentant un résumé des résultats pour des groupes cibles a été publiée séparément, mais le présent document donne un compte rendu complet de la recherche et de l'analyse des données de l'intention des chercheurs et aux fins d'archivage de la Direction du Programme d'éthique de la Défense. Le sondage a été mené auprès de 2825 membres de la Force régulière des Forces canadiennes (FC) et de 1475 employés civils du MDN. Les taux de réponse ont été de 52,6 p. 100 et de 50 p. 100 respectivement pour chacun de ces groupes. Les réponses fournies par les répondants en 2007 laissent penser que le personnel a perçu une amélioration du climat éthique au sein de l'organisation, selon la comparaison de chacun des indicateurs, depuis le sondage de 2003. De plus, les résultats du sondage sur les processus décisionnels éthiques correspondent aux résultats du sondage de 2003. Le document décrit aussi la portée des résultats au sein de l'organisation et rend compte des recommandations qui ont été faites quant au choix de la méthode à appliquer dans les sondages qui seront menés à l'avenir.

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Defence Ethics Programme; Ethics; Organizational Ethical Climate; Ethical Decision-Making



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