



# The Maple Leaf Readership Survey 2008

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DGMPRA TN 2009-013  
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Defence R&D Canada  
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## Abstract

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The Maple Leaf/La Feuille d'érable, first published in January 1998, is the flagship newspaper of the Department of National Defence and the Canadian Forces under the authority of ADM Public Affairs (ADM(PA)). In 2008, DMPORA administered The Maple Leaf Readership Survey 2008 as an electronic survey to examine The Maple Leaf's current readership as well as to evaluate respondents' opinions about The Maple Leaf's distribution, content and format. One thousand and twenty-three (1023) valid surveys were completed. Over four-fifths of respondents indicated that they were somewhat or very familiar with The Maple Leaf. Many respondents who indicated familiarity with The Maple Leaf read it on a weekly or monthly basis, although not all do so. The most commonly read sections of The Maple Leaf overall are the Army pages and the Military Personnel pages. Respondents believed that The Maple Leaf should always contain articles regarding operations both within Canada as well as abroad. Furthermore, respondents across all groups believed that articles on benefits and services and details on new equipment were also important to be included on a regular basis. Recommendations included increasing the number of articles on operations and personal accomplishments, as well as other areas of interest, and also ensuring that its articles contain sufficient depth, breadth and appear in a timely fashion.

## Résumé

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*La Feuille d'érable/The Maple Leaf*, dont la première parution remonte à janvier 1998, est le journal phare du ministère de la Défense nationale et des Forces canadiennes. Il relève du SMA des Affaires publiques (SMA (AP)). En 2008, le DRAOPM a réalisé un sondage par voie électronique (« Sondage auprès des lecteurs de *La Feuille d'érable* 2008 ») dont le but était de connaître le profil des lecteurs de *La Feuille d'érable* et d'analyser l'opinion de ceux-ci sur la distribution, le contenu et le format du journal. Mille vingt-trois (1023) questionnaires dûment remplis furent analysés. Plus de quatre répondants sur cinq ont indiqué connaître un peu *La Feuille d'érable* ou la connaître bien. Bon nombre des répondants qui ont indiqué connaître *La Feuille d'érable* lisent cette publication une fois par semaine ou une fois par mois, mais ils ne le font pas tous. Les sections les plus lues sont les pages sur l'Armée de terre et sur le personnel militaire. Tous les répondants sont d'avis que *La Feuille d'érable* devrait toujours contenir des articles sur les opérations au Canada et à l'étranger. De plus, des répondants de tous les groupes estiment qu'il est important de publier régulièrement dans *La Feuille d'érable* des articles sur les avantages sociaux et les services ainsi que sur les nouveaux équipements. Dans leurs recommandations, les répondants ont suggéré notamment que l'on augmente le nombre d'articles sur les opérations, les réalisations personnelles et d'autres sujets d'intérêt, que l'on veuille à ce que les articles soient suffisamment étoffés et traités à fond, et qu'ils soient d'actualité.

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## Executive summary

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### The Maple Leaf Readership Survey 2008:

**Lisa Williams; DGMPRA TN 2009-013; Defence R&D Canada – DGMPRA;  
August 2009.**

The Maple Leaf/La Feuille d'érable, first published in January 1998, is the flagship newspaper of the Department of National Defence and the Canadian Forces under the authority of ADM Public Affairs (ADM(PA)). Its mission is “to provide all members and employees with as timely and accurate news and information on what’s going on across DND/CF, in a format that is interesting and appealing”.

In 2006, Director Military Personnel Operational Research and Analysis (DMPORA) on behalf of ADM(PA) and the Director Public Affairs Products and Services (DPAPS) conducted a study regarding DND communication, which involved examining The Maple Leaf’s readership as well as determining respondents’ opinions about The Maple Leaf’s distribution, content and format. In 2008, the portion of the study related to The Maple Leaf was replicated, with the administration of an electronic survey of CF and civilian personnel.

In general, most respondents in the sample believed that they received “about the right amount” of information about DND/CF. Over four-fifths of respondents indicated that they were somewhat or very familiar with The Maple Leaf. Although many respondents who indicated familiarity with The Maple Leaf read it on a weekly or monthly basis, not all do so. DND civilian employees demonstrated both lower familiarity and readership than either Regular or Reserve Force members. The most commonly read sections of The Maple Leaf overall are the Army pages and the Military Personnel pages, however, this is not surprising as the sample contained a majority of Army personnel and personnel issues are relevant to all in uniform.

With respect to the characteristics of The Maple Leaf, respondents as a whole tended to believe that The Maple Leaf had high availability, had a good or excellent appearance, had good breadth and depth of information and was also both timely and accurate.

Respondents across the board believed that The Maple Leaf should always contain articles regarding operations, both within Canada as well as abroad. This was demonstrated overall, as well as when results were broken down by service type, grouped rank and first official language. Furthermore, respondents across all groups believed that articles on benefits and services and details on new equipment were also important to be included on a regular basis.

The Maple Leaf has consistently proved, both in this survey and in the past, to have very high recognition among the DND/CF community. The publication has a fairly high level of readership and respondents indicated a high level of satisfaction with its content, format and distribution. The Maple Leaf would benefit by efforts to improve it through the inclusion of more articles on operations and personal accomplishments as well as other areas of interest. It is also recommended to ensure that articles contain sufficient depth, breadth and appear in a timely fashion.

## Sommaire

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### The Maple Leaf Readership Survey 2008:

**Lisa Williams; DGMPRA TN 2009-013; R & D pour la défense Canada – DRASPM; Août 2009.**

*La Feuille d'érable/The Maple Leaf*, dont la première parution remonte à janvier 1989, est le journal phare du ministère de la Défense nationale et des Forces canadiennes. Relevant du SMA des Affaires publiques (SMA(AP)), il a pour mission de fournir aux militaires et aux employés civils des nouvelles et d'autres informations précises et d'actualité sur ce qui se passe au sein du MDN et des FC, dans une présentation qui capte l'attention.

En 2006, pour le compte du SMA(AP) et du Directeur - Production et services (Affaires publiques), le Directeur - Recherche et analyse opérationnelles (Personnel militaire) a réalisé une étude auprès des lecteurs de *La Feuille d'érable* en vue de connaître leur opinion sur la distribution, le contenu et le format de cette publication. En 2008, la portion de l'étude portant sur *La Feuille d'érable* a été répétée, un sondage électronique ayant été mené auprès du personnel militaire et civil.

De manière générale, la plupart des répondants de l'échantillon ont dit recevoir juste la bonne quantité d'information sur le MDN et les FC. Plus de quatre répondants sur cinq ont indiqué connaître un peu *La Feuille d'érable* ou la connaître bien. Bon nombre des répondants qui ont indiqué connaître *La Feuille d'érable* lisent cette publication une fois par semaine ou une fois par mois, mais ils ne le font pas tous. Bon nombre des répondants qui ont indiqué connaître *La Feuille d'érable* lisent cette publication une fois par semaine ou une fois par mois, mais ils ne le font pas tous. Les résultats du sondage indiquent que les employés civils du MDN connaissent moins bien et lisent moins le journal que les membres des forces régulière et de réserve. Les sections de *La Feuille d'érable* qui sont les plus souvent lues sont les pages sur l'Armée de terre et les pages sur le personnel militaire. Cela n'est pas étonnant, parce que l'échantillon était en majeure partie constitué de membres de l'Armée de terre et que les questions relatives au personnel touchent tous les militaires.

En ce qui concerne les traits distinctifs de *La Feuille d'érable*, les répondants étaient généralement d'avis que la publication est aisément disponible, que sa présentation est de bonne à excellente, que l'information qu'on y trouve est suffisamment étoffée et traitée à fond, et qu'elle est précise et d'actualité.

Tous les répondants étaient d'avis que *La Feuille d'érable* devrait toujours contenir des articles sur les opérations au Canada et à l'étranger. Cette opinion est générale, que les résultats soient analysés globalement ou ventilés par service, par grade ou par première langue officielle. De plus, des répondants de tous les groupes ont indiqué qu'il est important de publier régulièrement dans *La Feuille d'érable* des articles sur les avantages sociaux et les services ainsi que sur les nouveaux équipements.

Il a été démontré, tant par ce sondage que dans le passé, que *La Feuille d'érable* jouit d'une très forte visibilité au sein du personnel militaire et civil du MDN/des FC. Elle compte un assez grand nombre de lecteurs et ceux-ci se sont dits très satisfaits de son contenu, de son format et de sa distribution. La publication gagnerait à offrir plus d'articles sur les opérations, les réalisations personnelles et d'autres sujets d'intérêt. On recommande en outre que les articles soient suffisamment étoffés et traités à fond et qu'ils soient d'actualité.



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# 1 Introduction

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## 1.1 Background

The Maple Leaf/La Feuille d'érable, first published in January 1998, is the flagship newspaper of the Department of National Defence and the Canadian Forces under the authority of ADM Public Affairs (ADM(PA)). Its mission is “to provide all members and employees with timely and accurate news and information on what’s going on across DND/CF, in a format that is interesting and appealing”. The Maple Leaf is distributed to all establishments of the CF and DND in Canada, as well as to deployed units abroad. Distribution also includes Members of Parliament, Senators, branches of The Royal Canadian Legion and some stakeholders and university libraries. The Maple Leaf contains articles of interest on the Army, the Air Force, the Navy, and the Chief of Military Personnel, as well as other topics.

## 1.2 Purpose

In 2006, Director Military Personnel Operational Research and Analysis (DMPORA), on behalf of ADM(PA) and the Director Public Affairs Products and Services (DPAPS), conducted a study regarding DND communication, which involved examining The Maple Leaf’s readership as well as to determining respondents’ opinions about The Maple Leaf’s distribution, content and format. In 2008, the portion of the study related to The Maple Leaf was replicated, with the administration of an electronic survey. The results of the 2008 survey are expected to be used to improve the newspaper in content, in style, and where necessary, in distribution.

## 2 Method

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### 2.1 Design

This survey was based on the 2005 Readership Survey, with some modifications to the questions. It contained 21 questions regarding demographics, communication, general newspaper readership, as well as items regarding The Maple Leaf itself (e.g., readership, content, format). The questions were designed to be both methodologically and scientifically sound. The survey was developed in English and translated so that respondents could complete it in their preferred language (see Annex A for the survey).

### 2.2 Sampling

Three population frames were requested from Director Human Resources and Information Management (DHRIM). Specifically, DHRIM was asked to provide Excel spreadsheets for Regular Force, Reserve Force and DND civilian populations. CF members who belonged to CIC, the Supplementary Reserves and the Rangers were excluded. The civilian population frame included indeterminate employees as well as individuals who had a six-month term or longer. A stratified random sample was obtained, based on the populations of the three service types as shown in Table 1. Therefore, within each group a specified number of individuals were chosen randomly and sent an invitation to complete the survey.

*Table 1: Breakdown of Service Type by Population and Sampling Frame*

<b>Service Group</b>	<b>Population</b>	<b>Sampling Frame</b>
Regular Force	64070	1820
Reserve Force	34408	980
DND Civilian Employees	25215	700
<b>Total</b>	<b>123693</b>	<b>3500</b>

### 2.3 Survey Administration

The Maple Leaf Readership Survey 2008 was administered for a four week period beginning in June 2008. French and English electronic links to the survey were sent to 3500 potential respondents through the Defence Wide Area Network (DWAN) e-mail system. These individuals were informed that the survey was voluntary and anonymous. One hundred and thirty-four e-mails were undeliverable or were sent to individuals whose automatic out-of-office response indicated that they would not be returning until after the end of the survey administration period, leaving a sample of 3336 potential respondents. Reminder e-mails were sent out to all participants, given that completed surveys were anonymous, to encourage individuals to participate. One thousand and twenty-six surveys (1026) were completed; however, three surveys were returned with no data, so were removed from the database, leaving 1023 surveys. Based on the number of responses, the survey had a response rate of 30.5%. In addition, the margin of error is 3.05%, indicating that the results are accurate

within 3.05%, ninety-five times out of one hundred. As with any voluntary survey, the non-response bias is unknown.

## **2.4 Open-ended Question**

Thematic analysis was used to code qualitative data into meaningful themes or categories. This method involves reading the qualitative comments and subsequently sorting them into groups, based on the topic. This process can involve several iterations, as the themes and categories may be narrowed down or broadened. To ensure that coding schemes were consistently and accurately applied, two raters independently coded a subset of the data. The coding scheme was modified, until the raters' agreement with regards to the coding scheme was achieved. The coding scheme is summarized in Annex B.



### 3 Results

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Descriptive statistics were used to analyze the quantitative data from the survey<sup>1</sup>.

#### 3.1 Demographics

Three-quarters of respondents (75.7%) of respondents in the sample were male, while 24.3% of the sample was female. Furthermore, 75.4% of respondents indicated English was their first official language, while 24.6% of respondents indicated French was their first official language. As can be seen in Table 2, although respondents are located across Canada as well as internationally, the National Capital Region (NCR), Halifax and Esquimalt were the locations with the highest proportion of respondents (15.1%, 7.7% and 7.0% respectively).

*Table 2: Geographic Location of Respondents*

<b>Geographic Location</b>	<b>Percent of Respondents</b>	<b>Geographic Location</b>	<b>Percent of Respondents</b>
Bagotville	1.8	North Bay	0.7
Borden	5.7	Petawawa	5.8
Cold Lake	4.1	Shearwater	1.8
Comox	1.9	Shilo	1.4
Dundurn	0.8	St. Jean/Montreal	3.8
Edmonton	4.7	Toronto	3.1
Esquimalt	7	Trenton	4.2
Gagetown	5.3	Valcartier	5.2
Greenwood	2.0	Wainwright	2.1
Halifax	7.7	Winnipeg	3.5
Kingston	4.6	International	0.9
National Capital Region (NCR)	15.1	Other	6.8

Almost sixty percent of the sample (55.9%) were Regular Force members, while 23.7% were Reserve Force members, 5.6% of respondents were DND civilian employees who had retired from the CF, 0.5% of the sample were DND civilian employees who were also Reserve Force members and 14.4% were DND civilian employees who are not and have never been part of the CF (see Figure 1)<sup>2</sup>.

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<sup>1</sup> Although survey data were not weighted so do not necessarily reflect the true demographic composition of the CF/DND population; a representative stratified sample was employed and results are deemed to be fairly representative of the population.

<sup>2</sup> Results will be broken down by service type throughout several sections of the report. For the purposes of this report, “DND civilian employees” will refer to civilian employees who are not and have never been part of the CF. Results for civilians who are also Reserve Force members will not be discussed, as this sample was too small to be discussed on its own.

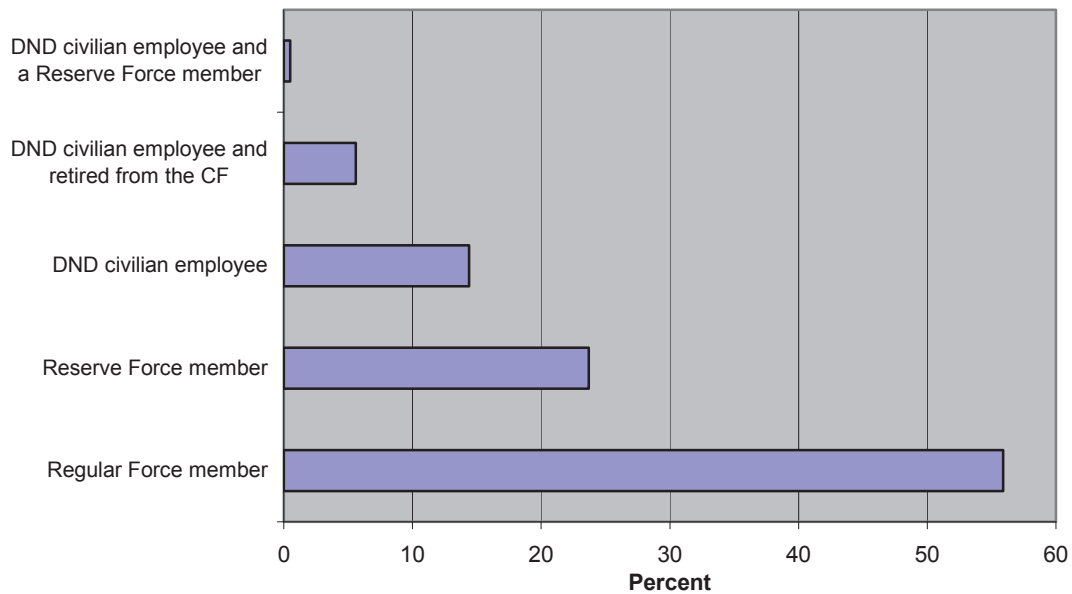


Figure 1: Respondents by Service Type

Just over half (53.8%) of CF personnel belong to the Army, 30.6% belong to the Air Force and 15.6% of the sample belong to the Navy (see Figure 2). With respect to rank, of CF personnel, 45.3% of the sample indicated that they were Junior Non-Commissioned Members (NCMs), 33.9% were Senior NCMs, 12.9% were Officer Cadets or Junior Officers and finally 8.0% were Senior Officers.

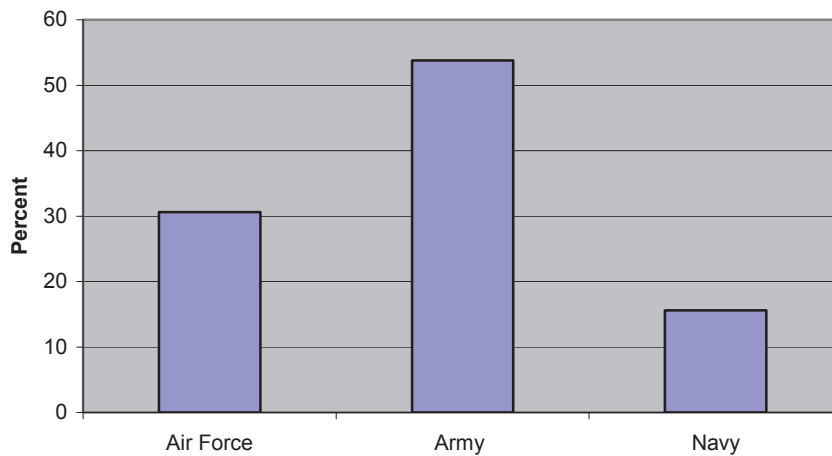


Figure 2: Regular Force and Reserve Force Respondents based on Environment

In terms of representation by Level One (L1), the respondent's organization belonged to, the organizations with the highest number of respondents were CLS (29.3%), CAS (18.1%) and CMS (10.1%) (see Table 3).

Table 3: L1 Organization of Respondents

L1 Organization	Percent of Respondents	L1 Organization	Percent of Respondents
CLS	29.3	ADM (S&T)	1.3
CAS	18.1	CANSOFCOM	1.2
CMS	10.1	ADM (IE)	0.7
CMP	9.0	ADM (PA)	0.7
ADM (Mat)	5.2	CEFCOM	0.6
VCDS	3.7	ADM (Pol)	0.4
ADM (IM)	3.2	JAG	0.3
CANOSCOM	2.9	CRS	0.3
ADM (HR-Civ)	2.7	Other	2.5
Canada COM	2.7	Unsure	3.7
ADM (Fin Cs)	1.8		

### 3.2 Communication

Respondents were asked to indicate how much information about DND/CF they received. About two-thirds (64.5%) of respondents stated that they received “about the right amount” of information, while 30.8% of respondents indicated that they received “too little” or “far too little” information. Only 4.6% of respondents indicated that they received “too much” or “far too much” information about DND/CF (see Figure 3).

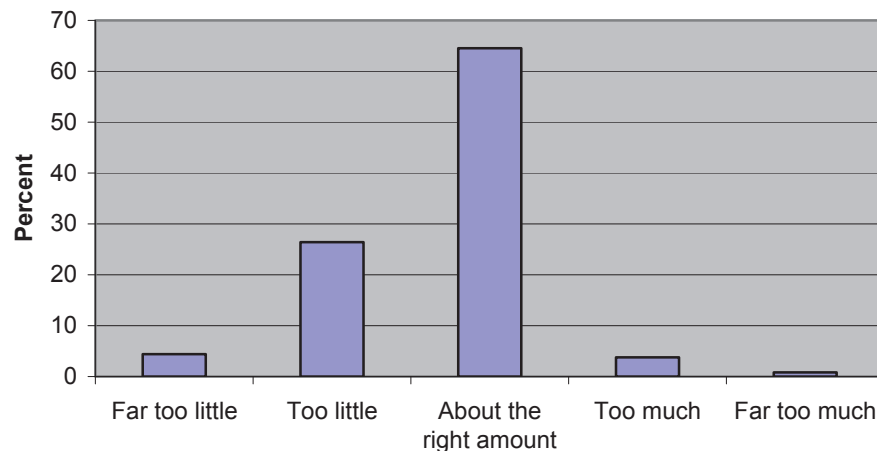


Figure 3: How much Information do you receive about DND/CF?

When comparing military and civilian respondents, similar results were found. Although the majority of respondents within all groups indicated that they received about the right amount of information, a higher proportion of Junior NCMs and DND civilian employees seemed to believe that they received too little information (see Figure 4).

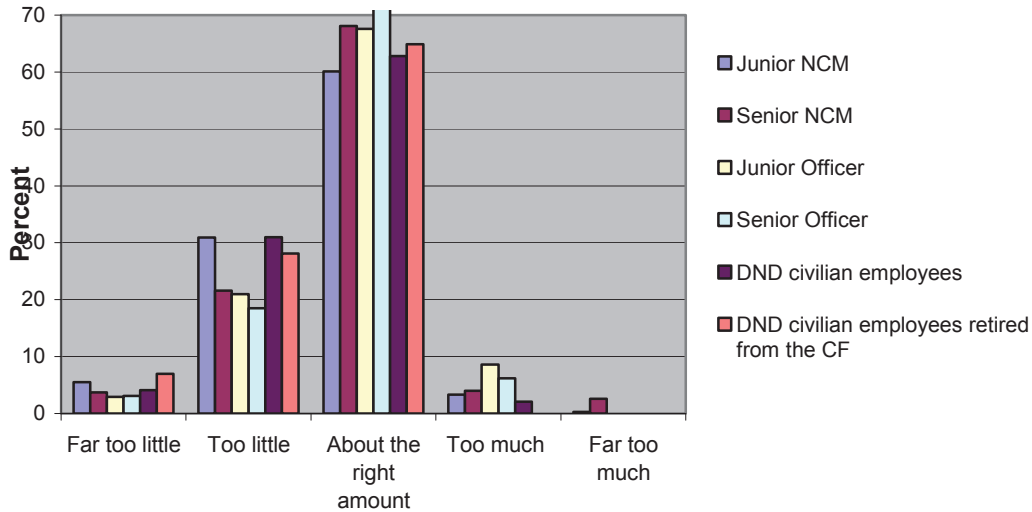


Figure 4: Rating of Information Volume by Type of Respondent

When comparing respondents across first official language, similar results were also found with anglophone respondents, indicating a very slightly higher agreement that they received too little information (see Figure 5).

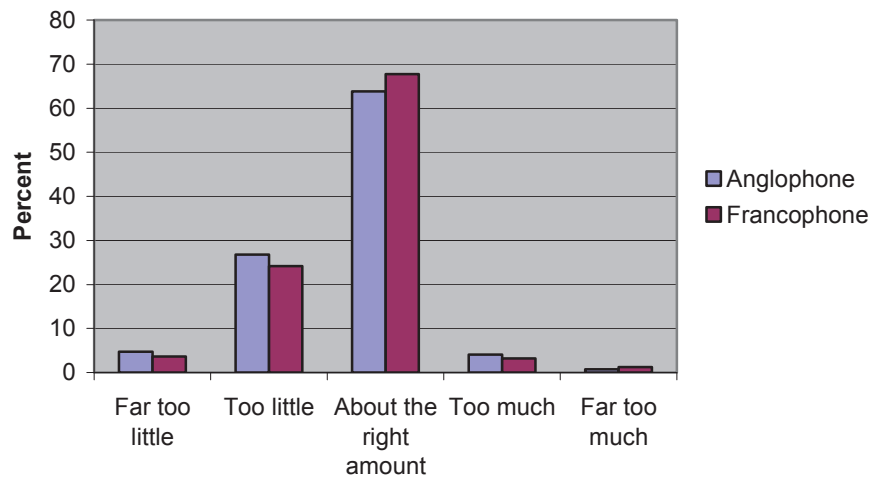


Figure 5: Rating of Information Volume by First Official Language

When respondents were asked to indicate their first choice for receiving information about DND/CF, 28.1% of respondents stated that their preferred means was through DND/CF newspapers, followed by face-to-face communication (25.6%) and e-mail (24.8%) (see Figure 6). For those respondents who indicated DND/CF newspapers as their preferred method of receiving information, the most common second choices were websites (54.6%) and e-mail (20.1%). For those respondents who indicated that face-to-face communication was their preferred method of receiving information, the most common second choices were e-mail (35.8%) and DND/CF newspapers (30.7%). For those respondents who indicated that e-mail communication was their preferred method of receiving information, the most common second choices were websites (29.8%) and DND/CF newspapers (29.4%).

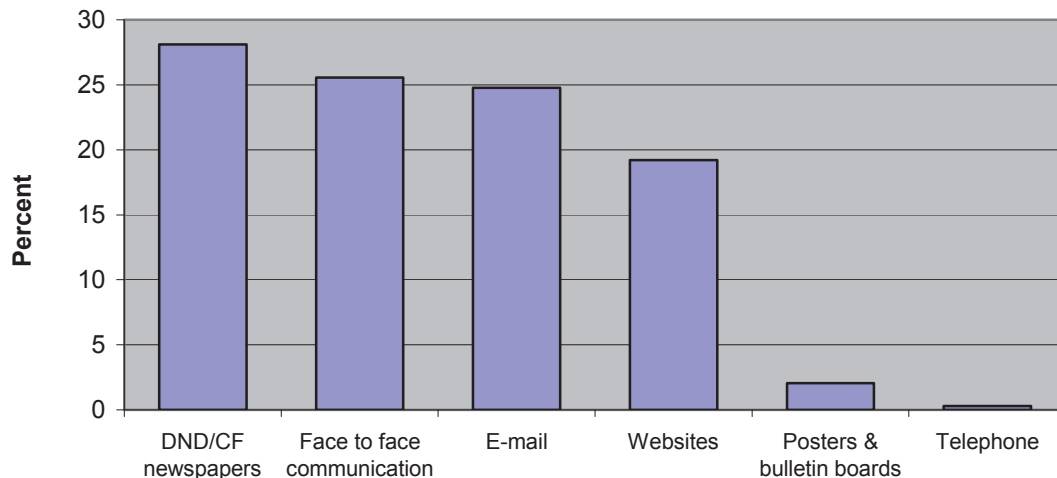


Figure 6: Preferred Means of Receiving Information about DND/CF

Across Canada and abroad, the most commonly read base newspapers are the Halifax Trident (15.9%), the Esquimalt Lookout (9.7%), and the Valcartier Adsum (8.8%). This is consistent with the fact that, aside from the NCR, the locations in the sample with the most respondents are Halifax and Esquimalt. Additionally, when examining base newspaper readership based on individuals who do not live in the paper's local geographic area, the Halifax Trident was found again to be the most commonly read newspaper.

Aside from base newspapers, 81.9% of respondents also read non-military newspapers in their own communities.

### 3.3 Readership and Distribution of The Maple Leaf

Eighty-eight percent (88.3%) of the respondents overall indicated that they were somewhat or very familiar with The Maple Leaf newspaper. However, DND civilian employees indicated less familiarity with the publication than did CF members or civilian employees who are retired CF members (see Figure 7). Both anglophone and francophone respondents also indicated high familiarity with The Maple Leaf (see Figure 8). Please refer to Annex C to see familiarity of The Maple Leaf broken down by the geographic locations of respondents.

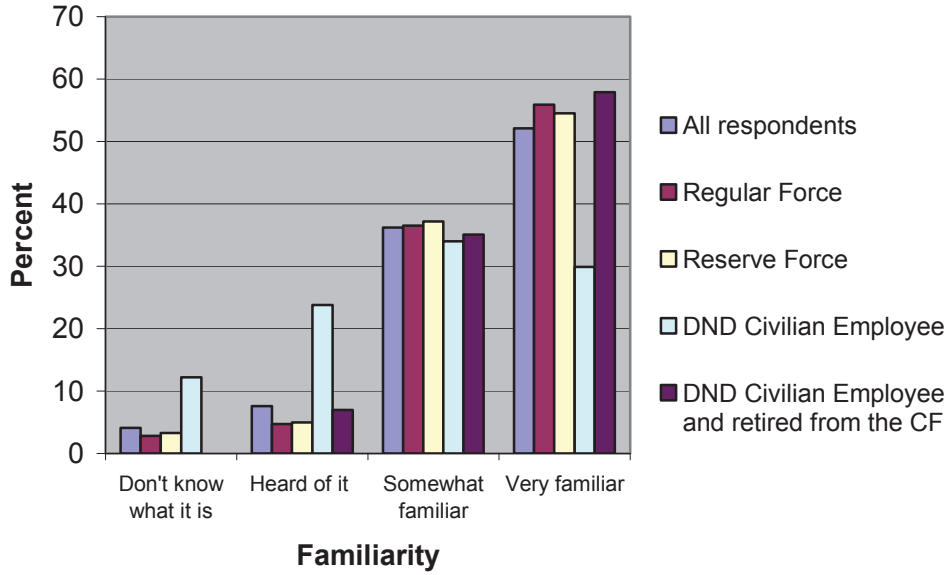


Figure 7: Familiarity of The Maple Leaf by Employee/service Type

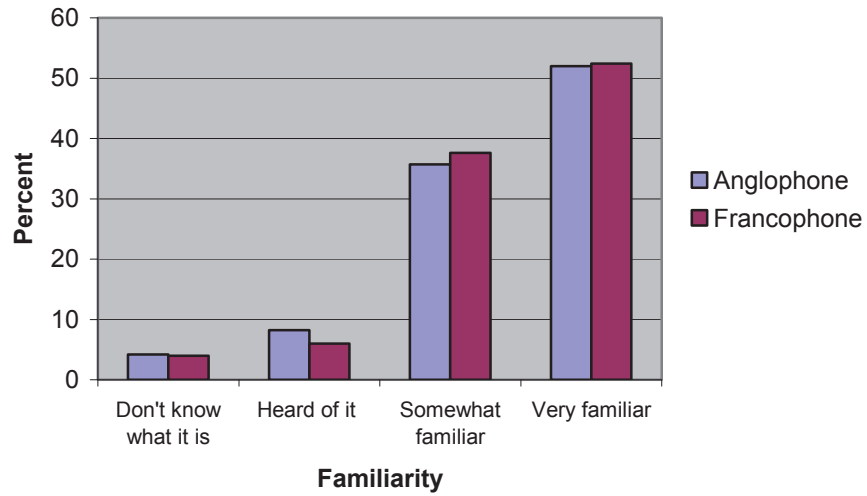


Figure 8: Familiarity of The Maple Leaf by First Official Language

Of those who were familiar with The Maple Leaf, 45.5% of respondents read it approximately once a month and 16.6% read the newspaper approximately once a week<sup>3</sup>. Seventeen percent (17.1%) read The Maple Leaf less than once a month, 15.6% rarely read it and 5.2% said that they never read it.

The frequency with which respondents read The Maple Leaf was also examined based upon preferences for receiving information. Regardless of respondents' preferred means of receiving information, the most common frequency of reading The Maple Leaf was 'about once a month'. Those who chose DND/CF newspapers as their most preferred method of receiving information indicated the highest level of readership<sup>4</sup> (i.e., 75.9% of all these respondents read The Maple Leaf at least once a month) (see Figure 9).

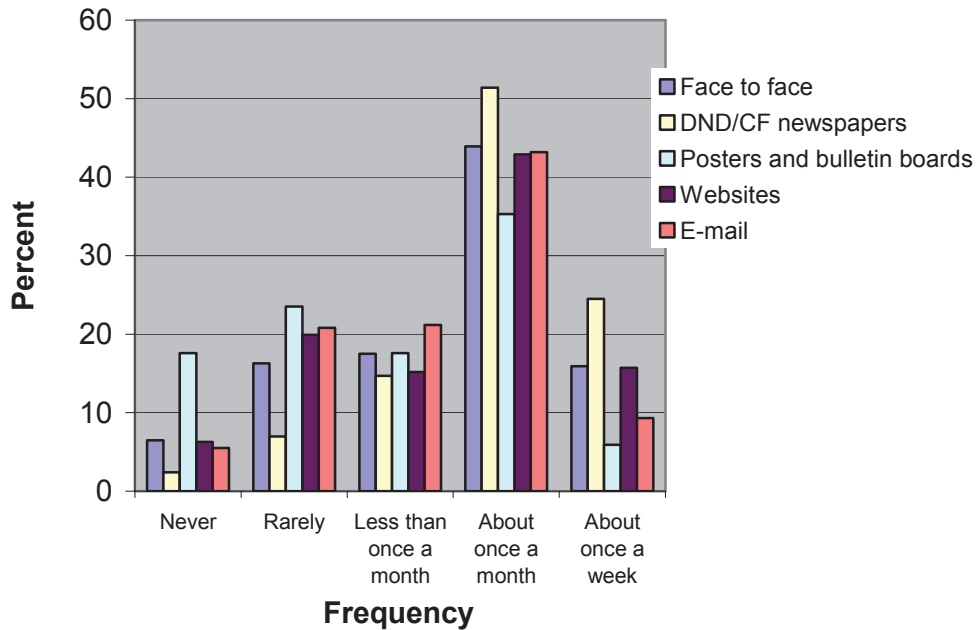


Figure 9: Preferred Means of Receiving Information about DND/CF

Additionally, Regular Force and Reserve Force members indicated the highest readership, followed by civilian employees who are retired from the CF and finally DND civilian employees who had never been in the CF (see Figure 10).

<sup>3</sup> Individuals who were not familiar with The Maple Leaf were directed to the demographic section of the survey upon responding to this question.

<sup>4</sup> As only 3 respondents chose 'telephone' as their preferred means of receiving information this form of communication was not included in this analysis.

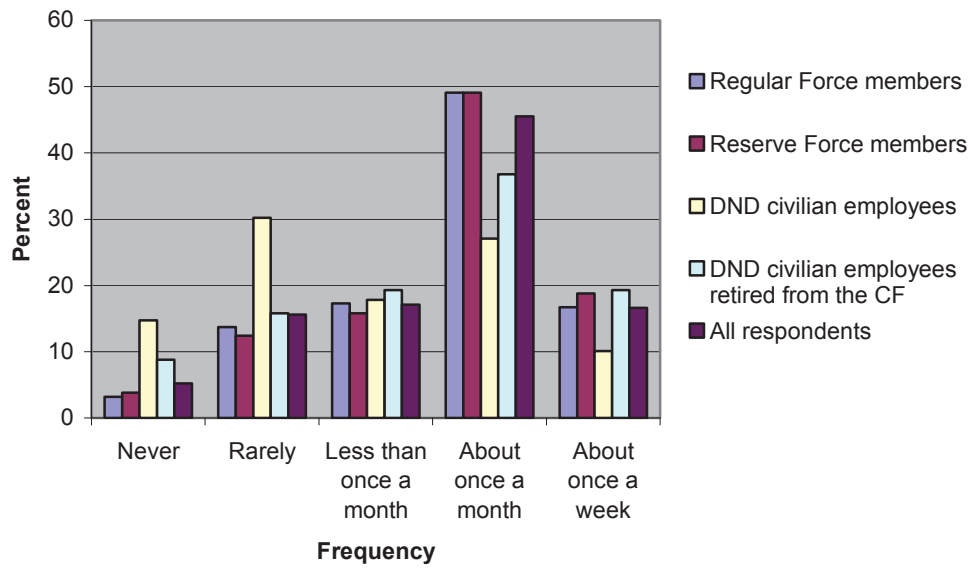


Figure 10: Reading Frequency by Employee/service Type

When respondents were examined based upon first official language, anglophone respondents demonstrated slightly higher weekly readership than francophone respondents. Anglophones had a similar readership frequency, with most respondents reading The Maple Leaf once a month (see Figure 11).

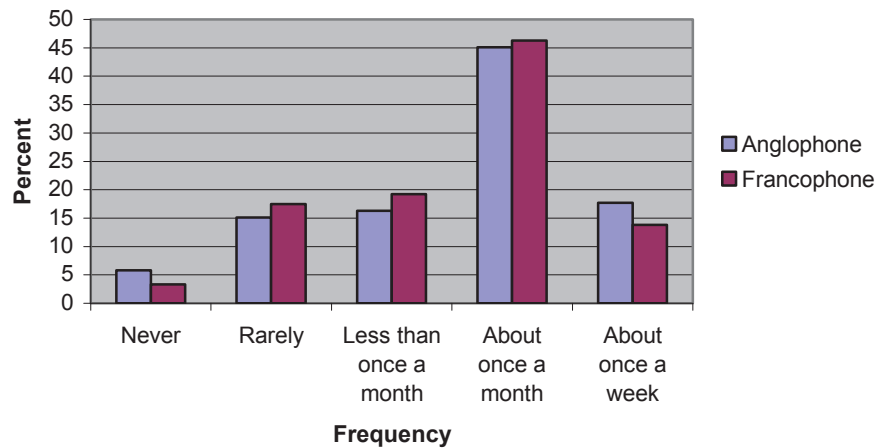


Figure 11: Reading Frequency by First Official Language

As seen in Figure 12, when asked how often they would like to see The Maple Leaf published, response preferences varied by service type. Overall, 55.3% of respondents believed that it should maintain its current frequency (once a week), 42.9% believed that it should be published once a month, 1.3% believed that it should be published every day and only 0.5 % believed that



it should be published once a year. However, when examining results by employee/service type, DND civilian employees indicated that they preferred a monthly distribution while all other service types preferred the weekly distribution.

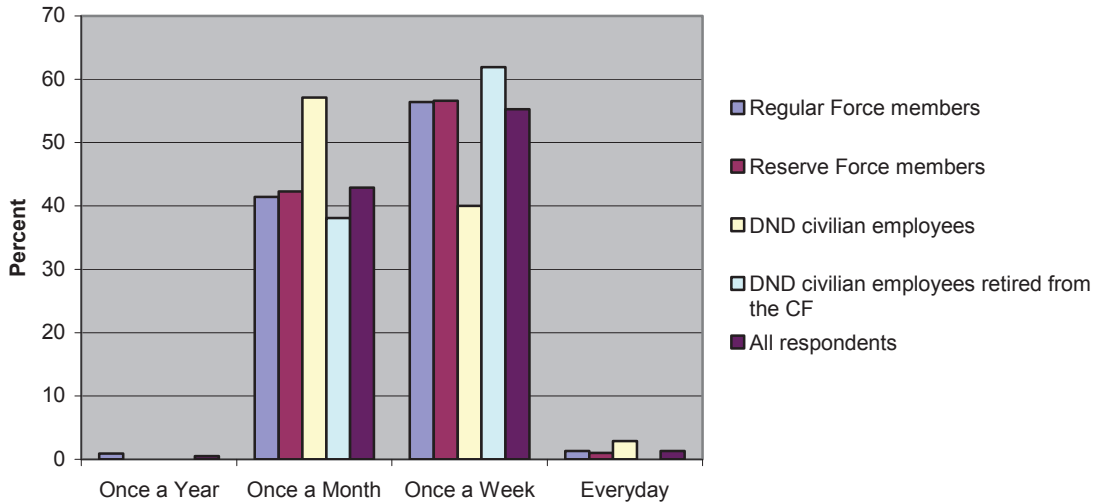


Figure 12: Preference for Publication Frequency by Employee/service Type

Anglophone respondents indicated a preference for a weekly distribution followed by a monthly distribution while francophone respondents had an almost equal preference for both weekly and monthly distributions (see Figure 13).

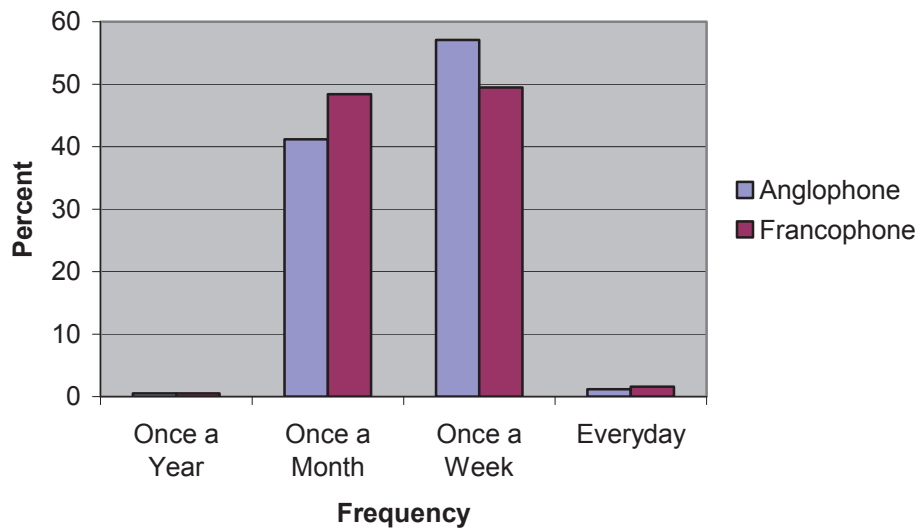


Figure 13: Preference for Publication Frequency by First Official Language

Of those that read The Maple Leaf, 74.3% of respondents last saw a copy in their office/section, and 17.1% of respondents last saw a copy at the Mess, Barber Shop, Canex, etc.

Individuals who indicated that they never or rarely read The Maple Leaf were probed to examine why they do not read it. Of those that never or rarely read The Maple Leaf, 39.7% of respondents stated that they were too busy or did not have enough time, 20.1% stated that there is no print copy near their work area, and 17.1% stated that they were not interested in reading it<sup>5</sup>.

### 3.4 Sections of The Maple Leaf

The Maple Leaf has special interest sections within the publication (e.g., Army Pages, Military Personnel pages, etc). The following results are related to these special interest sections.

Overall, respondents reported that they read the Army and Military Personnel pages most frequently, with 73.1% and 72.0% respectively stating that they read these pages ‘often’ or ‘always’ (see Figure 14). Meanwhile, slightly less than half (45.3%) of respondents read the Safety Digest pages ‘often’ or ‘always’ and 16.1% of respondents stated that they ‘never’ read this section.

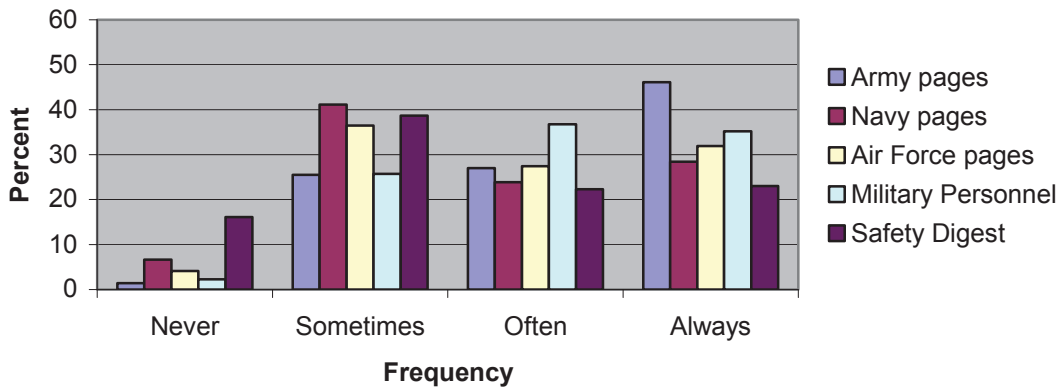


Figure 14: Reading Frequency by Section

Similarly, respondents overall most often read the Army pages, followed by the Military Personnel section, the Air Force pages, the Navy pages and finally the Safety Digest (see Table 4).

<sup>5</sup> Individuals who stated that they either ‘never’ or ‘rarely’ read The Maple Leaf were directed to the demographic section of the survey after indicating their reasons for why they do not read “The Maple Leaf”. As individuals who either do not read or are not familiar with The Maple Leaf did not answer the bulk of the survey items, the sample sizes for questions relating to the content and format were lower than the actual survey sample.

Table 4: Mean and Standard Deviation (SD), Reading Frequency by Section

Section	Mean (SD)
Army Pages	3.18 (.862)
Military Personnel Pages	3.05 (.835)
Air Force Pages	2.87 (.912)
Navy Pages	2.74 (.946)
Safety Digest Pages	2.52 (1.016)

1=Never 2=Sometimes 3=Often 4=Always

Results were examined to see whether reading patterns varied by service type and environment. When breaking down respondents by component, it appears that Regular Force members and Reserve Force members read the Army pages most often, followed by the Military Personnel section (see Figures 15 and 16).

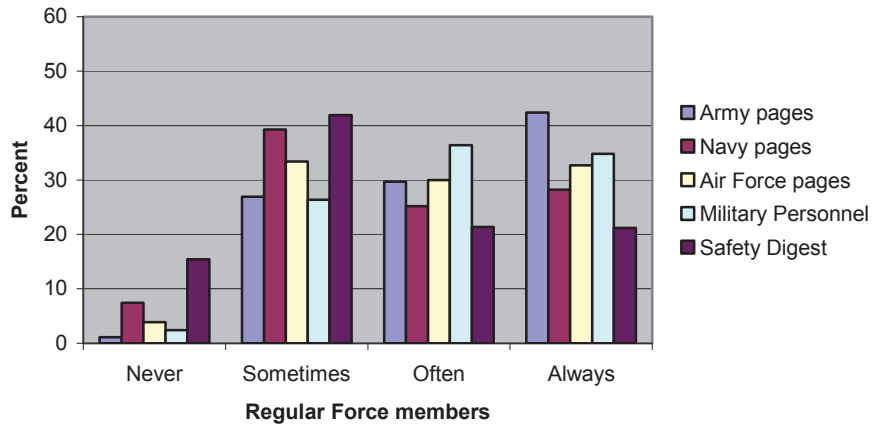


Figure 15: Regular Force Reading Frequency by Section

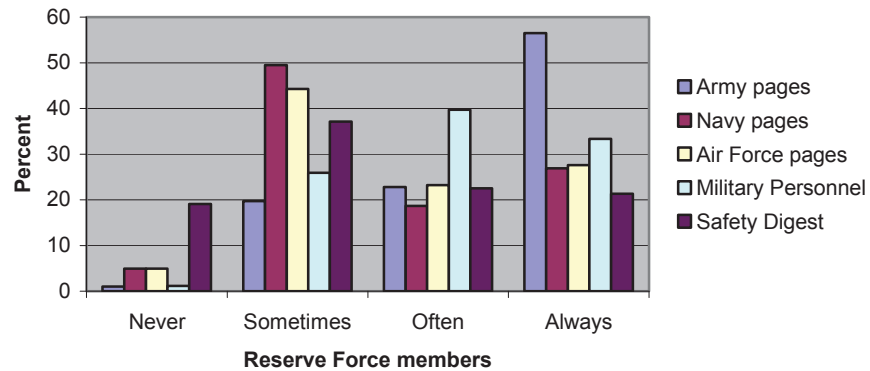


Figure 16: How Reserve Force Reading Frequency by Section

DND civilian employees and DND civilian employees who have retired from the CF most often read the Military Personnel pages followed by the Army pages (see Figures 17 and 18).

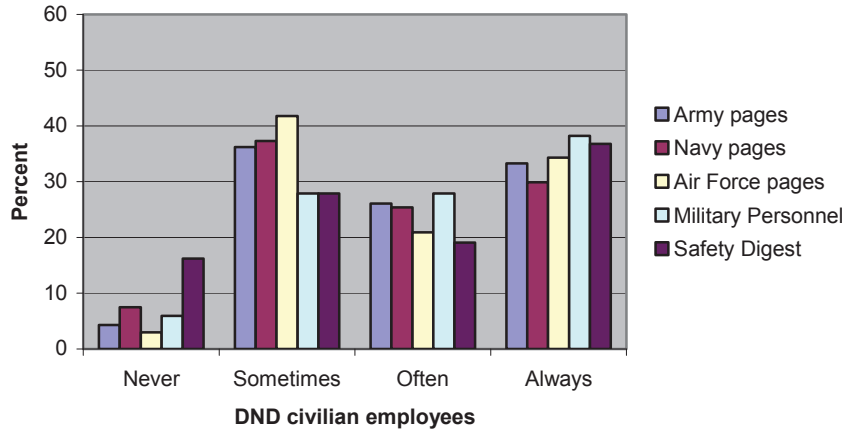


Figure 17: Civilian Employees (no Current or prior CF Service) Reading Frequency by Section

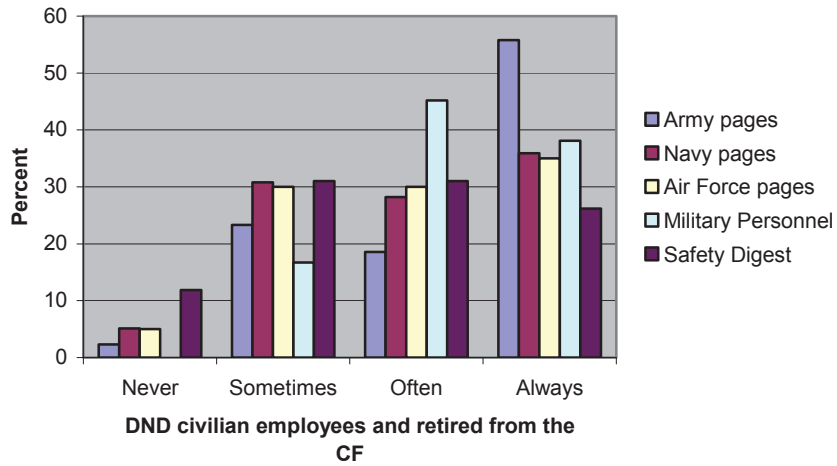


Figure 18: Civilian Employees (Retired from the CF) Reading Frequency by Section

When comparing results based on CF members in the three environments, Army personnel stated that they “often” or “always” read the Army pages, Navy personnel most often read the Navy pages and Air Force personnel most often read the Air Force pages. Army personnel and to a lesser extent, Air Force personnel, indicated that they “often” or “always” read the Military Personnel sections (see Table 5).

*Table 5: Percentages of Reading Frequency by Environment*

<b>Army Pages</b>	<b>Army</b>	<b>Navy</b>	<b>Air Force</b>
Never	0.3	2.1	2.0
Sometimes	7.6	49.5	42.6
Often	25.1	30.9	30.2
Always	66.9	17.5	25.2
<b>Navy Pages</b>			
Never	8.8	0.0	6.5
Sometimes	48.4	12.4	46.7
Often	21.6	29.9	23.1
Always	21.3	57.7	23.6
<b>Air Force Pages</b>			
Never	6.8	3.1	0.5
Sometimes	49.1	49.4	12.6
Often	23.0	35.1	32.4
Always	21.1	15.5	54.6
<b>Military Personnel</b>			
Never	2.0	2.1	2.0
Sometimes	23.5	38.5	24.8
Often	55.6	14.2	30.1
Always	35.8	24.0	37.6
<b>Safety Digest</b>			
Never	15.7	18.3	16.8
Sometimes	39.8	48.4	37.6
Often	23.1	17.2	22.8
Always	21.3	16.1	22.8

When comparing results based on first official language, it was found that both anglophone and francophone respondents most often read the Army pages followed by the Military Personnel sections (see Table 6).

*Table 6: Percentages of Reading Frequency by First Official Language*

<b>Army Pages</b>	<b>Anglophone</b>	<b>Francophone</b>
Never	1.2	2.1
Sometimes	25.2	26.2
Often	27.3	26.7
Always	46.4	44.9
<b>Navy Pages</b>		
Never	6.5	7.3
Sometimes	38.2	50.0
Often	24.7	21.3
Always	30.6	21.3
<b>Air Force Pages</b>		
Never	4.4	3.3
Sometimes	33.3	46.4
Often	28.4	24.9
Always	34.0	25.4
<b>Military Personnel</b>		
Never	1.9	3.3
Sometimes	24.9	27.2
Often	37.1	37.0
Always	36.0	32.6
<b>Safety Digest</b>		
Never	17.3	12.8
Sometimes	36.9	43.3
Often	21.2	26.1
Always	24.5	17.8

### 3.5 Characteristics of The Maple Leaf

Respondents were invited to evaluate The Maple Leaf according to various characteristics of the newspaper. On all aspects, respondents indicated that The Maple Leaf was “good” or “excellent” (see Figure 19).

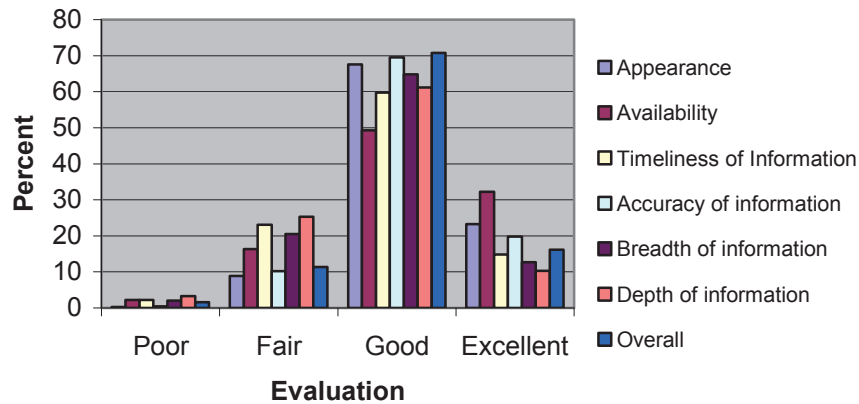


Figure 19: Respondents' Evaluations of Various Characteristics of The Maple Leaf

Although respondents responded favourably to all characteristics, respondents offered the highest ratings for the appearance and availability of The Maple Leaf and the lowest ratings for the breadth, depth and timeliness of The Maple Leaf (see Table 7).

Table 7: Means and Standard Deviations (SD) for Various Characteristics of The Maple Leaf

Characteristics	Mean (SD)	Characteristics	Mean (SD)
Appearance	3.13 (.659)	Breadth of information	2.88 (.645)
Availability	3.14 (.742)	Depth of information	2.79 (.666)
Timeliness of Information	2.86 (.685)	Overall	3.02 (.589)
Accuracy of information	3.08 (.562)		

1=Poor      2= Fair      3=Good      4=Excellent

### 3.6 Preference for articles in The Maple Leaf

The final group of questions in the survey concerned respondents' opinions on how often various types of articles should appear in The Maple Leaf. Respondents indicated that CF operations in Canada and CF operations abroad should always appear in The Maple Leaf. Furthermore, articles on benefits and services as well as details on new equipment should “often” or “always” appear. Meanwhile, respondents tended to believe that departmental initiatives, personal accomplishments, historical articles, and letters to the editor should appear in The Maple Leaf “often” or “sometimes”. Moreover, respondents indicated that articles on other foreign military news should only appear in The Maple Leaf “sometimes” (see Figure 20).

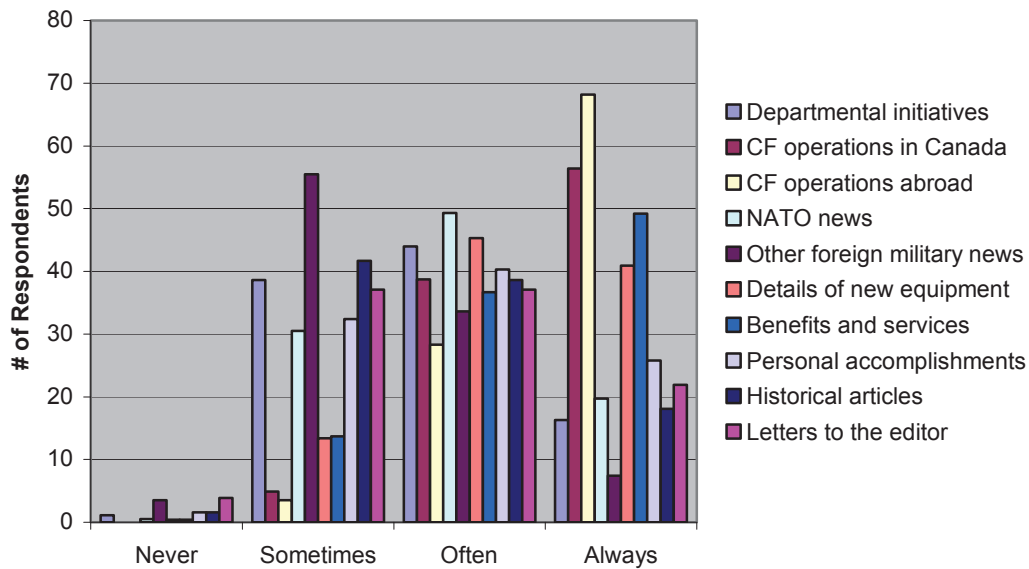


Figure 20: Frequency Preference by Article Type

When grouped by service type, it appears that respondents had similar preferences for article type across the board (see Table 8).

Table 8: Mean and Standard Deviation (SD) for the Frequency of Article Type by Employee/service Type

Type of Article	All Respondents	Regular Force	Reserve Force	DND Civilian Employees	DND Civilian Employees Retired from the CF
Departmental initiatives	2.76 (.730)	2.70 (.721)	2.75 (.718)	2.90 (.745)	3.02 (.771)
CF operations in Canada	3.51 (.590)	3.50 (.610)	3.59 (.533)	3.42 (.552)	3.49 (.668)
CF operations abroad	3.65 (.546)	3.64 (.552)	3.73 (.468)	3.46 (.605)	3.63 (.655)
NATO news	2.88 (.714)	2.89 (.709)	2.92 (.702)	2.79 (.773)	2.84 (.721)
Other foreign military news	2.45 (.683)	2.44 (.699)	2.48 (.620)	2.52 (.734)	2.28 (.701)
Details of new equipment	3.27 (.698)	3.30 (.693)	3.32 (.668)	2.92 (.712)	3.24 (.726)
Benefits and services	3.35 (.725)	3.37 (.695)	3.41 (.736)	3.06 (.791)	3.28 (.797)
Personal accomplishments	2.90 (.797)	2.87 (.825)	2.94 (.744)	3.06 (.773)	2.86 (.774)
Historical articles	2.73 (.768)	2.73 (.780)	2.79 (.748)	2.66 (.814)	2.60 (.660)
Letters to the editor	2.77 (.833)	2.71 (.846)	2.84 (.793)	2.79 (.832)	3.07 (.799)

1=Never      2=Sometimes      3=Often      4=Always



Similar perceptions were also found when CF personnel were compared across rank groups (see Table 9).

*Table 9: Mean and Standard Deviations (SD) for the Frequency of Article Type by Grouped Rank*

<b>Type of Article</b>	<b>All CF Respondents</b>	<b>Junior NCM</b>	<b>Senior NCM</b>	<b>Junior Officer</b>	<b>Senior Officer</b>
Departmental initiatives	2.72 (.722)	2.70 (.701)	2.70 (.708)	2.70 (.757)	2.96 (.801)
CF operations in Canada	3.53 (.589)	3.52 (.605)	3.51 (.578)	3.60 (.542)	3.52 (.628)
CF operations abroad	3.67 (.529)	3.65 (.561)	3.67 (.521)	3.78 (.420)	3.60 (.528)
NATO news	2.89 (.706)	2.97 (.717)	2.84 (.713)	2.94 (.686)	2.69 (.598)
Other foreign military news	2.45 (.653)	2.52 (.705)	2.43 (.675)	2.36 (.601)	2.34 (.608)
Details of new equipment	3.31 (.686)	3.35 (.693)	3.35 (.642)	3.19 (.717)	3.12 (.751)
Benefits and services	3.38 (.707)	3.36 (.695)	3.41 (.697)	3.41 (.743)	3.36 (.765)
Personal accomplishments	2.89 (.801)	2.82 (.805)	2.98 (.818)	2.89 (.779)	2.84 (.721)
Historical articles	2.75 (.768)	2.78 (.786)	2.78 (.747)	2.66 (.728)	2.53 (.799)
Letters to the editor	2.75 (.833)	2.66 (.770)	2.88 (.837)	2.68 (.883)	2.69 (.977)

1=Never      2=Sometimes      3=Often      4=Always

Similar perceptions were also found once again when results were broken down by first official language (see Table 10).

*Table 10: Mean and Standard Deviations (SD) for the Frequency of Article Type by First Official Language*

<b>Type of Article</b>	<b>All Respondents</b>	<b>Anglophone</b>	<b>Francophone</b>
Departmental initiatives	2.76 (.730)	2.77 (.727)	2.71 (.744)
CF operations in Canada	3.51 (.590)	3.52 (.594)	3.49 (.580)
CF operations abroad	3.65 (.546)	3.66 (.538)	3.60 (.571)
NATO news	2.88 (.714)	2.88 (.721)	2.88 (.699)
Other foreign military news	2.45 (.683)	2.40 (.678)	2.60 (.682)
Details of new equipment	3.27 (.698)	3.27 (.707)	3.26 (.678)
Benefits and services	3.35 (.725)	3.36 (.739)	3.31 (.685)
Personal accomplishments	2.90 (.797)	2.95 (.805)	2.77 (.757)
Historical articles	2.73 (.768)	2.77 (.777)	2.62 (.738)
Letters to the editor	2.77 (.833)	2.84 (.844)	2.58 (.773)

1=Never      2=Sometimes      3=Often      4=Always

### **3.7 Qualitative suggestions for improving The Maple Leaf**

Respondents were asked to suggest ways that The Maple Leaf could be improved. Although many respondents did not suggest improvements, 202 comments were provided<sup>6</sup>. Thematic analysis was used to group comments into various categories or themes. Table 11 outlines the themes, along with the number of comments and a sample comment.

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<sup>6</sup> Respondents were able to provide more than one comment.

Table 11: Improvement Suggestions by Theme

Theme	Number of Comments	Example
<b>Content and Depth</b>	37	Maybe have the articles go a little more in depth. For example when they are reporting about an exercise, there is usually very little information about the exercise, why there is an exercise and what is being accomplished.
<b>Satisfied</b>	26	I make every effort to read the Maple Leaf when it is delivered. While I do not always have the time to read it, I know many that do. It is important to keep abreast of current news within the CF, and the Maple Leaf is an excellent tool for this.
<b>Personal Stories</b>	19	More photos and stories on soldiers, sailors and air personnel.
<b>Frequency and Distribution</b>	16	Simply by making the publication less frequent it would be greatly improved. As often as it is published now I find myself sifting through it and skipping some articles. With less frequency, it would allow for more choice in interesting articles while less interesting information could be scrapped. If necessary each issue could be slightly larger and make sure to provide information that a larger sample of the CF are interested in.
<b>Missions/Operations/Equipment</b>	16	More information on the missions Canada is involved in and personnel that are on the missions.
<b>Electronic</b>	10	I would like to subscribe to an emailed list, whereby I could cancel when I wish. I would not have to depend on the unit distribution of the paper copy.
<b>No Comment/Unsure</b>	8	No urgent improvement is required
<b>Questions and Answers</b>	7	Bring back the section where military members could write in and ask questions. It was the only venue to permit this type of interaction. They were interesting and relevant and were also informative for all members. You must select the ones that are appropriate
<b>Bases/Unit Related</b>	7	There should be a section within the Maple Leaf for each Regiment (i.e., PPCLI, RCR etc.)
<b>Pictures</b>	7	I believe a photo paints a thousands words and would like to see more photos with detailed captions.
<b>Civilian</b>	4	More DND civilian stories in the paper. As it is always stated to us, "we are one big team". So make us part of the "team" by making us part of the paper.
<b>Entertainment</b>	4	A good cartoon section, with relevant humour to the CF and its members.
<b>Miscellaneous</b>	41	Separate English/French versions

## 4 Discussion and Recommendations

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In general, most respondents in the sample believed that they received “about the right amount” of information about DND/CF. Furthermore, the number one preferred method for receiving information was from DND/CF newspapers. This indicates that there continues to be a need for newspapers such as The Maple Leaf, to pass along information to the DND/CF community.

However, there were some respondents, particularly Junior NCMs and DND civilian employees, who do believe that they receive too little information. This could be due to Junior NCMs being the least senior according to the chain of command and additionally, civilian employees may be less likely to hear about information pertinent to the CF, as some are employed in exclusively civilian work environments. In addition, the majority of both anglophone and francophone respondents indicated that they also received the right amount of information about DND/CF.

Over four-fifths of respondents indicated that they were somewhat or very familiar with The Maple Leaf. This demonstrates that The Maple Leaf is a very visible newspaper within the DND/CF. Although many respondents who indicated familiarity with The Maple Leaf do read it on a weekly or monthly basis, not all do so. DND civilian employees demonstrated both lower familiarity and lower readership than either Regular or Reserve Force members. In contrast, anglophone and francophone respondents demonstrated similarly high levels of both familiarity and readership, with anglophone respondents reading it slightly more frequently than francophone respondents. In addition, respondents who indicated that their preferred method of receiving information about DND/CF was through DND/CF newspapers also indicated the highest frequency of reading The Maple Leaf. For those that do not read The Maple Leaf or only read it rarely, the most common reasons were due to respondents being too busy, not finding an available print copy or a lack of interest. However, it must be noted that, similar to Jenkins’ (2006) findings, the availability of The Maple Leaf was rated very highly by those respondents who read the publication<sup>7</sup>. Furthermore, the percent of respondents who read The Maple Leaf on a weekly or a monthly basis was higher in this sample than in the previous study (Jenkins, 2006)<sup>8</sup>.

More than half of Regular Force members, Reserve Force members, DND civilian employees who are retired from the CF as well as anglophone respondents believed that The Maple Leaf should continue to be published weekly, while DND civilian employees would prefer a monthly distribution. Francophone respondents were divided with respect to their preferences, indicating similar preferences for both weekly and monthly distributions. There was an increase in preference by respondents for a weekly distribution in this survey administration when compared to the results from the previous survey<sup>9</sup> (Jenkins, 2006).

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<sup>7</sup> In both studies the availability of The Maple Leaf was the most highly rated characteristic (by a narrow margin).

<sup>8</sup> Close to 47% of respondents in Jenkins’ study indicated reading The Maple Leaf on a weekly or monthly basis.

<sup>9</sup> In Jenkins study, approximately one-fifth to one-quarter of respondents indicated a preference for a weekly distribution.

The most commonly read sections of The Maple Leaf overall are the Army pages and the Military Personnel pages. However, this is not surprising, as the sample contains a majority of Army personnel. It is also not surprising that CF members tend to read the sections related to their environment more often than those pertaining to other environments, as the news in their environmental section is likely more pertinent to their daily work, occupation and career. Regular Force members, Reserve Force members, anglophone respondents and francophone respondents tended to read the Army pages most often. Again, as the majority of respondents belonged to the Army, this makes intuitive sense based on the demographics of the sample. In contrast, DND civilian employees tended to read the Military Personnel section, followed by the Army pages.

With respect to the characteristics of The Maple Leaf, respondents as a whole tended to believe that The Maple Leaf had high availability, had a good or excellent appearance, had good breadth and depth of information and was also both timely and accurate. These findings are consistent with the previous study (Jenkins, 2006).

Respondents across the board believed that The Maple Leaf should always contain articles regarding operations, both within Canada as well as abroad. This was demonstrated overall, as well as when results were analyzed by employee/service type, first official language and grouped rank. Furthermore, respondents across all groups believed that articles on benefits and services and details on new equipment should be included on a regular basis. Jenkins (2006) also found that respondents were most interested in articles on operations, as well as articles on benefits and services. Similar to the previous study, articles on foreign military news ranked lower than other articles (Jenkins, 2006).

Respondents were also able to provide suggestions on how to improve The Maple Leaf. Many of the comments related to the general content and depth of The Maple Leaf, with several respondents expressing a desire for articles with greater depth, and for more articles on operations and personal stories. In particular, as seen with the quantitative results, respondents would like more information on the various missions and operations that the CF is a part of, and would also like to see more articles of a personal nature, reflecting individual soldiers or events.

Unfortunately the current study could not reach retired CF members who were not also DND civilian employees by e-mail, so this population of interest could not be adequately surveyed. The results obtained for this sub-group are based on a small sample size so should be interpreted with caution. For future research, it would be beneficial to determine an effective means of collecting data from this group of readers of The Maple Leaf. The resulting information would be useful, including how often retired CF members read the publication. Additionally, those respondents who indicated that they were DND civilian employees and either retired CF members or Reservists could be considered to be 'double hatted'. It is impossible to determine from which perspective they were responding to the survey. Furthermore, other areas of future research could include a study that specifically targets non-readers of The Maple Leaf. This could aid the development of strategies for increasing readership with this population of interest.

## 4.1 Recommendations

Based on the findings from the current survey, several recommendations can be made:

- a. The Maple Leaf should verify that print copies are available in all units and also consider a marketing campaign designed to attract new readers, specifically from the DND civilian population.
- b. Although the publication was rated quite highly on the various characteristics of The Maple Leaf, certain characteristics received lower ratings than others. The Maple Leaf may consider making adjustments to the depth, breadth and timeliness of its articles in order to continue to improve these ratings.
- c. As the Safety Digest section tends to be read less often than other sections it may be advisable to include it in the publication less frequently, allowing more space for other articles that are in higher demand.
- d. The Maple Leaf could consider rotating some other types of articles on a less frequent basis, particularly articles on foreign military news, and place more focus on articles that readers are most interested in, such as the various CF operations that are currently being undertaken or that will be occurring in the future.

## 5 Conclusion

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The Maple Leaf has consistently shown both in this survey and in the past, to be a newspaper that is very familiar to the DND/CF community. Its mission is “to provide all members and employees with timely and accurate news and information on what’s going on across DND/CF, in a format that is interesting and appealing.” According to the findings of the survey, The Maple Leaf is successfully meeting this goal. The publication has a fairly high level of readership and respondents indicated a high level of satisfaction with its content, format and distribution. One area where readership could increase, however, is within the civilian population in DND. Furthermore, The Maple Leaf would benefit by continuing to improve itself by including more articles on operations and personal accomplishments as well as other areas of interest, as well as ensuring that its articles contain sufficient depth, breadth and appear in a timely fashion. The Maple Leaf provides the DND/CF community with a newspaper that imparts important information to its readers and any improvements made to it will only serve to increase the quality of internal communication within DND/CF.

## References

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- [1] Jenkins, D.A. (2006). *Examining the Role of The Maple Leaf in Internal Communications*. Sponsor Research Report 2006-13. Director Personnel Applied Research, Department of National Defence, Ottawa, Ontario, Canada.



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## **Annex A The Maple Leaf Readership Survey 2008**

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1. Overall, how much information about DND/CF do you receive?
  - <sup>1</sup>  Far too little
  - <sup>2</sup>  Too little
  - <sup>3</sup>  About the right amount
  - <sup>4</sup>  Too much
  - <sup>5</sup>  Far too much
  
2. What are your top three preferences for receiving information about DND/CF?
  - a. Please indicate your first choice:
    - <sup>1</sup>  Face to face communication
    - <sup>2</sup>  Telephone
    - <sup>3</sup>  DND/CF newspapers
    - <sup>4</sup>  Posters and bulletin boards
    - <sup>5</sup>  Websites
    - <sup>6</sup>  E-mail
  
  - b. Please indicate your second choice:
    - <sup>1</sup>  Face to face communication
    - <sup>2</sup>  Telephone
    - <sup>3</sup>  DND/CF newspapers
    - <sup>4</sup>  Posters and bulletin boards
    - <sup>5</sup>  Websites
    - <sup>6</sup>  E-mail
  
  - c. Please indicate your third choice:
    - <sup>1</sup>  Face to face communication
    - <sup>2</sup>  Telephone
    - <sup>3</sup>  DND/CF newspapers
    - <sup>4</sup>  Posters and bulletin boards
    - <sup>5</sup>  Websites
    - <sup>6</sup>  E-mail

3. Please mark what base newspapers you read, if any. (Mark all that apply).

- |  |  |
|--|--|
| <sup>1</sup> <input type="radio"/> Comox Totem Times         | <sup>1</sup> <input type="radio"/> Bagotville Phare Beacon |
| <sup>1</sup> <input type="radio"/> Esquimalt Lookout         | <sup>1</sup> <input type="radio"/> St-Jean/Montréal Servir |
| <sup>1</sup> <input type="radio"/> Edmonton Western Sentinel | <sup>1</sup> <input type="radio"/> Valcartier Adsum        |
| <sup>1</sup> <input type="radio"/> Cold Lake Courier         | <sup>1</sup> <input type="radio"/> Gagetown Post-Gazette   |
| <sup>1</sup> <input type="radio"/> Shilo Stag                | <sup>1</sup> <input type="radio"/> Greenwood Aurora        |
| <sup>1</sup> <input type="radio"/> Winnipeg Voxair           | <sup>1</sup> <input type="radio"/> Halifax Trident         |
| <sup>1</sup> <input type="radio"/> Petawawa Post             | <sup>1</sup> <input type="radio"/> Other: _____            |
| <sup>1</sup> <input type="radio"/> Borden Citizen            | <sup>1</sup> <input type="radio"/> None                    |
| <sup>1</sup> <input type="radio"/> Trenton Contact           |  |

4. Do you read non-military newspapers in your local community?

- <sup>1</sup>  Yes  
<sup>2</sup>  No

5. How familiar are you with The Maple Leaf?

- <sup>1</sup>  Don't know what it is **[skip to Q14]**  
<sup>2</sup>  Heard of it but not familiar  
<sup>3</sup>  Somewhat familiar  
<sup>4</sup>  Very familiar

6. Approximately how often do you read The Maple Leaf?

- <sup>1</sup>  Never  
<sup>2</sup>  Rarely  
<sup>3</sup>  Less than once a month **[skip to Q8]**  
<sup>4</sup>  About once a month **[skip to Q8]**  
<sup>5</sup>  About once a week **[skip to Q8]**

7. Why don't you read The Maple Leaf? (for all responses skip to question 14)

- 1  Print copy is not available in my work area
- 2  Don't have Internet access
- 3  Difficult to find on Internet
- 4  I already receive enough information about DND/CF
- 5  Too busy/not enough time
- 6  Not interested
- 7  Don't like reading
- 8  The Maple Leaf is too general/doesn't have enough focus for me
- 9  Other \_\_\_\_\_

8. When you last saw a copy of The Maple Leaf, was it?

- 1  Electronically on the CF/DND website (forces.gc.ca)
- 2  A copy delivered to your office/section
- 3  A copy at the Mess, Barber Shop, Canex etc.
- 4  Given to you by a friend/colleague
- 5  Other \_\_\_\_\_

9. When you pick up The Maple Leaf, what sections and/or inserts do you read?

	Never	Sometimes	Often	Always
a. Army pages	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
b. Navy pages	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
c. Air Force pages	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
d. Military Personnel	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
e. Safety Digest (monthly insert)	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>

10. Please rate the Maple Lead in terms of the following:

	Poor	Fair	Good	Excellent
a. Appearance	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
b. Availability	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
c. Timeliness of information	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
d. Accuracy of information	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
e. Breadth of information	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
f. Depth of information	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
g. Overall	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>

11. In your opinion, how often should the following types of articles appear in The Maple Leaf?

	Never	Sometimes	Often	Always
a. Departmental initiatives	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
b. CF operations in Canada	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
c. CF operations abroad	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
d. NATO news	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
e. Other foreign military news	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
f. Details of new equipment	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
g. Benefits and services	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
h. Personal accomplishments	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
i. Historical articles	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
j. Letters to the editor	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>

12. How often would you like to see The Maple Leaf published?

- <sup>1</sup>  Once a year
- <sup>2</sup>  Once a month
- <sup>3</sup>  Once a week (maintain current frequency)
- <sup>4</sup>  Everyday

13. How could The Maple Leaf be improved?

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**The next few questions will help us to understand how experiences are similar or different throughout DND/CF.**

14. Are you?

- <sup>1</sup>  Male
- <sup>2</sup>  Female

15. What is your first official language?

- <sup>1</sup>  French
- <sup>2</sup>  English

16. Which of the following are you?

- 1  Regular Force member
- 2  Reserve Force member
- 3  DND civilian employee only **[skip to Q19]**
- 4  DND civilian employee and a Reserve Force member
- 5  DND civilian employee and retired from the CF **[skip to Q19]**

17. To which element do you belong?

- 1  Air Force
- 2  Army
- 3  Navy

18. What is your rank?

- 1  Junior NCM (Pte/OS – MCpl/MS)
- 2  Senior NCM (Sgt/PO2 – CWO/CPO1)
- 3  Officer Cadet or Junior Officer (OCdt/NCdt-Capt/Lt(N))
- 4  Senior Officer (Maj/LCdr and above)

19. What L1 does your organization belong to?

- |                                      |                                     |                                       |
|--------------------------------------|-------------------------------------|---------------------------------------|
| 1 <input type="radio"/> VCDS         | 8 <input type="radio"/> CLS         | 15 <input type="radio"/> CANOSCOM     |
| 2 <input type="radio"/> SJS          | 9 <input type="radio"/> CRS         | 16 <input type="radio"/> CMP          |
| 3 <input type="radio"/> JAG          | 10 <input type="radio"/> Canada COM | 17 <input type="radio"/> ADM (IM)     |
| 4 <input type="radio"/> CMS          | 11 <input type="radio"/> CEFCOM     | 18 <input type="radio"/> ADM (Pol)    |
| 5 <input type="radio"/> CAS          | 12 <input type="radio"/> ANSOFCOM   | 19 <input type="radio"/> ADM (Mat)    |
| 6 <input type="radio"/> ADM (Fin Cs) | 13 <input type="radio"/> ADM (IE)   | 20 <input type="radio"/> ADM (HR-Civ) |
| 7 <input type="radio"/> ADM (PA)     | 14 <input type="radio"/> ADM (S&T)  | 21 <input type="radio"/> Other        |

If you are unsure, please identify your home unit by name: \_\_\_\_\_

**20.** Where are you presently located?

- 1  Bagotville
- 2  Borden
- 3  Cold Lake
- 4  Comox
- 5  Dundurn
- 6  Edmonton
- 7  Esquimalt
- 8  Gagetown
- 9  Gander
- 10  Goose Bay
- 11  Greenwood
- 12  Halifax
- 13  Kingston
- 14  Moose Jaw
- 15  Moncton
- 16  National Capital Region (NCR)
- 17  North Bay
- 18  Petawawa
- 19  Shearwater
- 20  Shilo
- 21  St. Jean/Montreal
- 22  Suffield
- 23  Toronto
- 24  Trenton
- 25  Valcartier
- 26  Wainwright
- 27  Winnipeg
- 28  Posted/Deployed outside of Canada
- 29  Other: \_\_\_\_\_



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## Annex B Coding Scheme for Open-ended Comments

Theme	Coding Scheme
Content and Depth	Comments and suggestions regarding the publication's content and the depth of the articles.
Satisfied	Comments stating the respondent are satisfied with the publication.
Personal stories	All comments stating that the respondent would like to read more personal stories from soldiers and members of the CF.
Frequency and distribution	Suggestions regarding The Maple Leaf's distribution and frequency.
Missions/Operations/Equipment	Comments about more mission, operations or equipment coverage in the Maple Leaf.
Electronic	Comments that indicate the respondent would like to receive an electronic copy of The Maple Leaf.
No comment/unsure	Comments about respondent having 'no comment' or being 'unsure of their comments'.
Q & A	Comments suggesting the addition of a Q & A or Letters to the Editor section.
Bases/Unit Related	Comments suggesting that there should be more articles focused on different bases or units.
Pictures	Respondent suggestions to have more pictures in the publication.
Civilian	Comments regarding making The Maple Leaf more attractive to civilian employees of DND.
Entertainment	Comments about adding an entertainment type section.
Miscellaneous	All comments that did not fit within any other category and did not form another identifiable category.

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## Annex C Familiarity of The Maple Leaf by Geographic Location

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		Don't Know What it is	Heard of it but not Familiar	Somewhat Familiar	Very Familiar
<b>Bagotville</b>	<b>n</b>	2.0	0.0	3.0	13
	<b>Percent</b>	11.1%	0.0%	16.7%	72.2%
<b>Borden</b>	<b>n</b>	1.0	8.0	21.0	26.0
	<b>Percent</b>	1.8%	14.3%	37.5%	46.4%
<b>Cold Lake</b>	<b>n</b>	2.0	2.0	14.0	22.0
	<b>Percent</b>	5.0%	5.0%	35.0%	55.0%
<b>Comox</b>	<b>n</b>	1.0	1.0	9.0	8.0
	<b>Percent</b>	5.3%	5.3%	47.4%	42.1%
<b>Dundurn</b>	<b>n</b>	0.0	0.0	5.0	3.0
	<b>Percent</b>	0.0%	0.0%	62.5%	37.5%
<b>Edmonton</b>	<b>n</b>	0.0	1.0	22.0	23.0
	<b>Percent</b>	0.0%	2.2%	47.8%	50.0%
<b>Esquimalt</b>	<b>n</b>	0.0	11.0	29.0	28.0
	<b>Percent</b>	0.0%	16.2%	42.6%	41.2%
<b>Gagetown</b>	<b>n</b>	1.0	2.0	13.0	36.0
	<b>Percent</b>	1.9%	3.8%	25.0%	69.2%
<b>Greenwood</b>	<b>n</b>	1.0	0.0	9.0	10.0
	<b>Percent</b>	5.0%	0.0%	45.0%	50.0%
<b>Halifax</b>	<b>n</b>	1.0	7.0	43.0	25.0
	<b>Percent</b>	1.3%	9.2%	56.6%	32.9%
<b>Kingston</b>	<b>n</b>	0.0	2.0	9.0	34.0
	<b>Percent</b>	0.0%	4.4%	20.0%	75.6%
<b>NCR</b>	<b>n</b>	9.0	14.0	50.0	70.0
	<b>Percent</b>	6.3%	9.8%	35.0%	49.0%
<b>North Bay</b>	<b>n</b>	0.0	0.0	4.0	3.0
	<b>Percent</b>	0.0%	0.0%	57.1%	42.9%
<b>Petawawa</b>	<b>n</b>	2.0	7.0	13.0	35.0
	<b>Percent</b>	3.5%	12.3%	22.8%	61.4%

		<b>Don't Know What it is</b>	<b>Heard of it but not Familiar</b>	<b>Somewhat Familiar</b>	<b>Very Familiar</b>
<b>Shearwater</b>	<b>n</b>	1.0	0.0	9.0	7.0
	<b>Percent</b>	5.9%	0.0%	52.9%	41.2%
<b>Shilo</b>	<b>n</b>	0.0	1.0	7.0	6.0
	<b>Percent</b>	0.0%	7.1%	50.0%	42.9%
<b>St. Jean/Montreal</b>	<b>n</b>	2.0	1.0	18.0	15.0
	<b>Percent</b>	5.6%	2.8%	50.0%	41.7%
<b>Toronto</b>	<b>n</b>	1.0	1.0	8.0	20.0
	<b>Percent</b>	3.3%	3.3%	26.7%	66.7%
<b>Trenton</b>	<b>n</b>	0.0	3.0	19.0	19.0
	<b>Percent</b>	0.0%	7.3%	46.3%	46.3%
<b>Valcartier</b>	<b>n</b>	4.0	4.0	13.0	30.0
	<b>Percent</b>	7.8%	7.8%	25.5%	58.8%
<b>Wainwright</b>	<b>n</b>	6.0	4.0	3.0	8.0
	<b>Percent</b>	28.6%	19.0%	14.3%	38.1%
<b>Winnipeg</b>	<b>n</b>	2.0	1.0	13.0	18.0
	<b>Percent</b>	5.9%	2.9%	38.2%	52.9%
<b>International</b>	<b>n</b>	0.0	0.0	1.0	7.0
	<b>Percent</b>	0.0%	0.0%	12.5%	87.5%
<b>Other</b>	<b>n</b>	4.0	4.0	23.0	31.0
	<b>Percent</b>	6.5%	6.5%	37.1%	50.0%

\* It should be noted that some locations have very small sample sizes, which become smaller when broken down by the four familiarity categories

\* Locations that had 5 respondents or less answer these questions were not included in this crosstabulation

## **List of symbols/abbreviations/acronyms/initialisms**

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DND	Department of National Defence
CF	Canadian Forces
DRDC	Defence Research & Development Canada
DMPORA	Director Military Personnel Operational Research and Analysis
DPAPS	Director Public Affairs Products and Services
DHRIM	Director Human Resources and Information Management
DWAN	Defence Wide Area Network
NCM	Non-Commissioned Member
NCR	National Capital Region
L1	Level One
CMP	Chief of Military Personnel
CLS	Chief of the Land Staff
CAS	Chief of the Air Staff
CMS	Chief of the Maritime Staff
ADM (Mat)	Assistant Deputy Minister (Materiel)
VCDS	Vice Chief of the Defence Staff
ADM (IM)	Assistant Deputy Minister (Information Management)
CANOSCOM	Canadian Operational Support Command
ADM (HR-Civ)	Assistant Deputy Minister (Human Resources-Civilian)
Canada COM	Canada Command
ADM (Fin Cs)	Assistant Deputy Minister (Finance and Corporate Services)
ADM (S &T)	Assistant Deputy Minister (Science and Technology)
CANSOFCOM	Canadian Special Operations Forces Command
ADM (IE)	Assistant Deputy Minister (Infrastructure and Environment)
ADM (PA)	Assistant Deputy Minister (Public Affairs)
CEFCOM	Canadian Expeditionary Force Command
ADM (Pol)	Assistant Deputy Minister (Policy)
JAG	Judge Advocate General
CRS	Chief of Review Services

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The Maple Leaf/La Feuille d'érable, first published in January 1998, is the flagship newspaper of the Department of National Defence and the Canadian Forces under the authority of ADM Public Affairs (ADM(PA)). In 2008, DMPORA administered The Maple Leaf Readership Survey 2008 as an electronic survey to examine The Maple Leaf's current readership as well as to evaluate respondents' opinions about The Maple Leaf's distribution, content and format. One thousand and twenty-three (1023) valid surveys were completed. Over four-fifths of respondents indicated that they were somewhat or very familiar with The Maple Leaf. Many respondents who indicated familiarity with The Maple Leaf read it on a weekly or monthly basis, although not all do so. The most commonly read sections of The Maple Leaf overall are the Army pages and the Military Personnel pages. Respondents believed that The Maple Leaf should always contain articles regarding operations both within Canada as well as abroad. Furthermore, respondents across all groups believed that articles on benefits and services and details on new equipment were also important to be included on a regular basis. Recommendations included increasing the number of articles on operations and personal accomplishments, as well as other areas of interest, and also ensuring that its articles contain sufficient depth, breadth and appear in a timely fashion.

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The Maple Leaf; Readership; Distribution, Articles; Internal Communication



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