



Your-Say: Fall 2007 Results

Samantha Urban
Organizational Behaviour
Organizational and Operational Dynamics

DGMPRA TM 2009-011
September 2009

Defence R&D Canada
Director General Military Personnel Research & Analysis

Chief Military Personnel

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Technical Memorandum
DGMPRA TM 2009-011
September 2009

Author

(Original signed by)

Samantha Urban, MA

Approved by

(Original signed by)

Luminita Stemate, MASc

Section Head – Organizational and Operational Dynamics

Approved for release by

(Original signed by)

Kelly Farley, PhD

Chief Scientist – Director General Military Personnel Research and Analysis

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Abstract

Your-Say is a continuous attitude survey developed in 2003 as a way to gather Canadian Forces Regular Force personnel's attitudes and opinions on a variety of topics important to the Canadian Forces. Assistant Chief Military Personnel champions *Your-Say* and it is administered biannually by Director General Military Personnel Research and Analysis. In November 2007, the sixth *Your-Say* administration took place. In total, 1,562 responses were collected and analyzed. The majority of Canadian Forces Regular Force personnel are the most satisfied with their life as a whole and their health. They are ready and willing to deploy and are happy in their current postings. However, they did express concerns that the Canadian Forces does not have the right number of people to do the job, lacks the equipment it needs to perform well in operations, and is losing its military customs and traditions.

Résumé

À vous la parole est un sondage permanent sur les attitudes qui a été mis au point en 2003 pour évaluer les attitudes et les opinions du personnel de la Force régulière des Forces canadiennes sur une variété d'enjeux importants pour les Forces canadiennes. Le Chef adjoint – Personnel militaire est le responsable d'*À vous la parole*, un sondage réalisé deux fois l'an par le Directeur général - Recherche et analyse (Personnel militaire). En novembre 2007, la sixième édition du sondage *À vous la parole* a été distribuée. On a reçu et analysé 1 562 réponses au total. La majorité des membres de la Force régulière des Forces canadiennes sont extrêmement satisfaits de leurs conditions de vie et de leur état de santé. Ils sont prêts et consentent à participer à un déploiement et sont satisfaits de leur affectation actuelle. Cependant, ils sont d'avis que les Forces canadiennes ne disposent pas du personnel nécessaire en nombre suffisant pour accomplir les tâches, qu'elle n'ont pas le matériel nécessaire pour exécuter convenablement les tâches durant les opérations et qu'elles perdent leurs coutumes et traditions militaires.

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Executive summary

Your-Say: Fall 2007 Results:

Samantha Urban; DGMPRA TM 2009-011; Defence R&D Canada – DGMPRA; September 2009.

Your-Say is a continuous attitude survey developed in 2003 as a way to gather Canadian Forces Regular Force (CF Reg) personnel's attitudes and opinions on a variety of topics important to the CF. Assistant Chief Military Personnel (Asst/CMP) champions *Your-Say* and it is administered biannually by Director General Military Personnel Research and Analysis (DGMPRA).

Each *Your-Say* is composed of classification, core and focus sections. The classification section is composed of demographic items that help to identify *Your-Say* respondent characteristics; the core section consists of items on a variety of topics asked during each or every other administration; and the focus section differs for each administration and is devoted to items on a particular topic important to senior leaders.

In November 2007, the sixth *Your-Say* administration took place and 1,562 responses were collected and analyzed. This report concentrates on the seven core topic areas contained in this administration including: life satisfaction, career management and postings, work-life balance, direct leadership (your supervisor), indirect leadership (CF as a whole), willingness to deploy, and career intentions. This administration also included two focus sections: one on CF retention and fairness and one on official languages. The results from the latter focus section will be reported separately in another publication at the partner's request (see McKee, draft).

Within the life satisfaction section, the highest dissatisfaction percentage was given to the military way of life (18.8%). High satisfaction percentages were found with items pertaining to their life as a whole (91%), and their health (82.2%). Within the three life satisfaction items, one had a significant difference by grouped rank and one had a significant difference by element. Specifically, respondents at Officer ranks were statistically more satisfied with their life as a whole than respondents at Non-Commissioned Member (NCM) ranks. Navy respondents were also statistically less satisfied with their military way of life as compared to respondents from the other two elements.

In terms of trends across *Your-Say* administrations, during the Fall 2007 administration, CF Reg personnel gave higher satisfaction percentages toward their life as a whole and their health (90.9% and 82.2% respectively) than in any other previous *Your-Say* administration. On the other hand, CF Reg personnel also gave lower satisfaction percentages toward the military way of life (77%) than in any other previous *Your-Say* administration.

Regarding career management and postings, 42.2% agreed that they had no personal control over their CF career, while almost three-quarters (73.9%) agreed they were generally happy with their CF postings. However, close to two-thirds of all respondents (58.7%) wanted more geographical stability and just over half (51.7%) agreed their postings had been having a negative impact on their spouses' employment.

Within the five career management and postings items, one item had a significant difference by grouped rank. Specifically, respondents at NCM ranks indicated, to a greater extent than those at Officer ranks, that they had no personal control over their CF careers. Across *Your-Say* administrations, twice as many CF Reg personnel continue to report that postings are having a negative impact on their spouses' employment (38.8%) as compared to respondents who indicated postings are having a negative impact on their children's education (18.5%).

In general, respondents reported working an average of 44.4 hours per week and a median of 20 (24-hr) days away from home for all military reasons in the past six months (June 2007 - November 2007). Navy respondents and/or those at senior ranks reported working more hours per week. Across administrations, respondents have remained relatively consistent in terms of their hours of work per week, reporting between 40.9 hours (Fall 2006) and 44.6 hours (Spring 2007).

Regarding work-life balance, opinions were evenly split with respect to respondents having more to do (in general) than they could comfortably handle (36.6% agreed, 39.5% disagreed). Close to half indicated that making arrangements for family care while working requires a lot of effort (49%) and that their work schedule conflicts with their personal life (50.3%). Specifically, Navy respondents indicated their work schedule conflicts the most with their personal life. In general, over three-quarters (84.2%) agreed the military was a way of life and could never be just a job. This percentage has increased from 71.3% in Summer 2004.

In terms of direct leadership pertaining to a respondent's supervisor, a majority of respondents agreed that their supervisor told them when they did a good job (68.6%), encouraged their personal and professional development (65%), and ensured people have what they need to get the job done (60.9%). However, over a quarter (27.5%) also said their supervisor wants to get ahead no matter what.

There are four indirect leadership scales in *Your-Say* including the mission success scale, the internal integration scale, the member well-being and commitment scale, and the external adaptability scale. The mission success scale is used to evaluate the leadership cadre, strategic direction, and operational capabilities. Overall, Officers had a statistically higher mission success scale average than did NCMs.

Looking at the mission success scale items individually, nearly half of the respondents said they were familiar with the Department's strategic direction and vision (49.4%), and believed CF members are given adequate training and development opportunities to acquire leadership skills (47.8%). On the negative side, respondents agreed that the CF lacks the equipment it needs to perform well in operations (59.1%). However, this percentage has been decreasing across administrations, down from 82.5% agreement in Fall 2005.

The internal integration scale focuses on evaluating media usages, professional identities, and the military ethos. On average, respondents at Officer ranks had statistically higher scale averages overall than respondents at NCM ranks. Looking at the individual scale items, a majority of respondents agreed they had access to information for planning and decision making (57%), and that senior leaders use media in a way that gives members a sense of pride in what they do (53%). However, over two-thirds (69.5%) agreed that CF members are losing their military customs and traditions. The item that has shown the most consistency (in terms of agreement) across administrations is, "Canadian Forces members are losing their military customs and

traditions” ranging from 68.1% in Spring 2005 to 71.7% in Fall 2005. The greatest change in agreement has been on the item, “Senior leaders use media in a way that gives members a sense of pride in what they do”, increasing from 34% in Summer 2004 to 53.5% in Fall 2006.

The member well-being and commitment scale is used to evaluate quality of life, recognition, and career development. On average, respondents at Officer ranks had higher scale averages than respondents at NCM ranks. Looking at the individual scale items, most respondents agreed that the people they work with behave ethically (69.2%), that the CF provides a reasonable quality of life for service members and their families (62.7%), and that they are supported by leaders in balancing work/life commitments (54.3%). However, almost half of the respondents disagreed that organizational policies are equally fair to everyone (47.6%) and over one-third disagreed the organization has rules and regulations that are strictly followed (34.9%).

The external adaptability scale is used to evaluate external networks, organizational learning, and military-civilian relations. There were no significant differences by grouped rank on this scale, but Army respondents had the highest scale average overall out of the three elements. Looking at the individual scale items, respondents agreed that the Department actively strives for continuous improvement (58.6%), and they were satisfied that changes in the Department occur for a reason (56.1%). However, 52.6% disagreed that other government departments seem to understand the roles and functions of the CF and 29.2% disagreed that senior leaders do a reasonable job of explaining CF activities to the Canadian public.

The willingness to deploy section showed that a majority of respondents welcome an opportunity to deploy (71.2%), and are ready and willing to deploy (75.5%). There were no significant differences by grouped rank on these items, but Army respondents had the highest percentage of agreement regarding their willingness to deploy out of the three elements.

In terms of career intentions, almost half of all respondents said they intended to stay in the CF as long as they could (45.6%). There were no significant differences by grouped rank, but Army respondents had the highest percentage of agreement compared to respondents from the other two elements on this item.

Looking at CF retention, career enjoyment (84.6%), family considerations (82.1%) and salary (68.6%) were the most frequently mentioned factors that respondents said would affect their decision to stay in the CF. However, family considerations (76%) and career enjoyment (70%) were also the most frequently mentioned factors that respondents said would affect their decision to leave the CF.

Within the CF fairness section, a majority of respondents indicated they were satisfied with the fairness of treatment in their work unit (58.6%), and with the overall fairness of the CF (49.9%). However, almost three-quarters (74.5%) were dissatisfied with the way the CF deals with poor performers and two-thirds were dissatisfied with the fairness in administering corrective actions for poor performance (60.4%).

Overall, out of all of the survey items, CF Reg personnel are the most satisfied with their life as a whole, and their health. A majority are ready and willing to deploy and are happy in their current postings. However, they did express concerns that the CF does not have the right number

of people to do the job, lacks the equipment it needs to perform well in operations (although this is improving across survey administrations) and is losing its military customs and traditions.

The seventh *Your-Say* administration will take place in June 2008.

Sommaire

Your-Say: Fall 2007 Results:

Samantha Urban; DGMPRA TM 2009-011; R & D pour la défense Canada – DRASPM; Septembre 2009.

À vous la parole est un sondage permanent sur les attitudes qui a été mis au point en 2003 pour évaluer les attitudes et les opinions du personnel de la Force régulière des Forces canadiennes (F rég FC) sur une variété d'enjeux importants pour les FC. Le Chef adjoint - Personnel militaire (ACPM) est le responsable d'*À vous la parole*, un sondage qui est effectué deux fois l'an par le Directeur général – Recherche et analyse (Personnel militaire) (DGRAPM).

Chaque sondage *À vous la parole* est composé de trois sections : la section classification, la section principale et la section thème. La section classification comprend des questions d'ordre démographique visant à déterminer les caractéristiques des répondants; la section principale comprend des questions sur divers sujets qui se répètent d'un sondage à l'autre ou dans un sondage sur deux; enfin, la section thème, différente dans chaque sondage, est consacrée à des questions sur un sujet particulier qui est important pour les hauts dirigeants.

En novembre 2007, le sixième sondage *À vous la parole* a eu lieu. On a alors recueilli et analysé 1 562 réponses. Le présent rapport porte sur les sept principaux groupes de sujets du sondage, y compris la satisfaction de la vie, la gestion de carrière et les affectations, la conciliation travail - vie personnelle, le leadership direct (votre superviseur), le leadership indirect (les FC dans l'ensemble), le consentement au déploiement et les intentions professionnelles. Le sondage comprenait également deux sections thème : l'une sur le maintien de l'effectif et l'équité dans les FC et l'autre, sur les langues officielles. Les résultats de la deuxième section thème feront l'objet d'un rapport distinct dans une autre publication, à la demande de notre partenaire (voir l'article de McKee).

Dans la section sur la satisfaction dans la vie, le plus haut pourcentage d'insatisfaction est allé au style de vie militaire (18,8 %). Des pourcentages de satisfaction élevés étaient liés à leur vie dans son ensemble (91 %) et à leur état de santé (82,2 %). Pour ce qui est des trois questions relatives à la satisfaction dans la vie, on a constaté une différence notable par groupe de grades dans les résultats de l'une et une différence marquée par service dans ceux d'une autre. Plus précisément, les officiers qui ont répondu au sondage étaient statistiquement plus satisfaits de leur vie dans son ensemble que les militaires du rang (MR) qui y ont également répondu. Les marins qui ont répondu au sondage étaient aussi statistiquement moins satisfaits du style de vie militaire comparativement aux répondants des deux autres services.

Si l'on tient compte des tendances qui se dégagent des sondages *À vous la parole*, à l'automne 2007, les membres de la Force régulière ont montré des pourcentages de satisfaction plus élevés à l'égard de leur vie dans l'ensemble et de leur état de santé (90,9 % et 82,2 %) que lors de tout autre sondage antérieur. Par ailleurs, les membres de la Force régulière ont également montré des pourcentages de satisfaction plus bas à l'égard du style de vie militaire (77 %) que lors de tout autre sondage antérieur.

Pour ce qui est de la gestion de carrière et des affectations, 42,2 % des répondants ont admis qu'ils n'avaient aucun contrôle sur leur carrière dans les FC et presque trois quarts (73,9 %) des répondants ont indiqué qu'ils étaient généralement satisfaits de leurs affectations dans les FC. Cependant, près des deux tiers de tous les répondants (58,7 %) ont déclaré désirer une meilleure stabilité géographique et un peu plus de la moitié des répondants (51,7 %) ont admis que leurs affectations avaient eu des répercussions négatives sur la carrière de leur conjoint.

On a constaté une différence marquée par groupe de grades dans les résultats de l'une des cinq questions relatives à la gestion de carrière et aux affectations. Plus précisément, les MR ont indiqué, dans une plus grande mesure que les officiers, n'avoir aucun contrôle sur leur carrière dans les FC. Dans les sondages *À vous la parole*, deux fois plus de membres de la Force régulière continuent de signaler que les affectations ont des incidences négatives sur la carrière de leur conjoint (38,8 %) comparativement aux répondants qui signalent que les affectations ont des incidences négatives sur l'éducation de leurs enfants (18,5 %).

En général, les répondants ont dit travailler en moyenne 44,4 heures par semaine et s'être absentés 20 jours (journées de 24 h) en moyenne de leur foyer pour des raisons militaires au cours des six derniers mois (de juin à novembre 2007). Les marins et/ou les militaires de grades supérieurs qui ont répondu au sondage ont indiqué travailler un plus grand nombre d'heures par semaine. Lors des sondages, les répondants sont demeurés relativement cohérents en terme d'heures de travail par semaine, signalant travailler entre 40,9 heures (automne 2006) et 44,6 heures (printemps 2007).

En ce qui concerne la conciliation travail-vie personnelle, les opinions étaient partagées également entre les répondants à propos de la trop grande charge de travail (36,6 % d'accord et 39,5 % en désaccord) par rapport à ce qu'ils peuvent raisonnablement réaliser. Près de la moitié des répondants ont également indiqué que le fait de prendre des dispositions pour les soins de la famille en leur absence exige énormément d'effort (49 %) et que leur horaire de travail bouscule leur vie personnelle (50,3 %). Plus précisément, ce sont les marins qui ont répondu au sondage qui estiment que leur horaire de travail ne convient pas du tout à leur vie personnelle. En général, plus de trois quarts (84,2 %) des répondants convenaient qu'être militaire constitue une façon de vivre et pas seulement un emploi. À l'été 2004, ce pourcentage se situait à 71,3 %.

Pour ce qui est du leadership direct du superviseur des répondants, une majorité de ces derniers ont déclaré que leur superviseur leur indiquait quand ils faisaient du bon travail (68,6 %), favorisait leur perfectionnement personnel et professionnel (65 %) et s'assurait que les gens disposaient des ressources pour accomplir le travail (60,9 %). Toutefois, plus d'un quart (27,5 %) des répondants ont également affirmé que leur superviseur désirait avoir de l'avancement à tout prix.

Il existe quatre échelles de mesure du leadership indirect dans *À vous la parole*, y compris l'échelle du succès de la mission, l'échelle de l'intégration interne, l'échelle du bien-être et de l'engagement des militaires et l'échelle de l'adaptabilité externe. L'échelle du succès de la mission sert à évaluer le cadre de leadership, l'orientation stratégique et les capacités opérationnelles. Dans l'ensemble, la moyenne de l'échelle du succès de la mission était statistiquement plus élevée chez les officiers que chez les MR.

Si l'on examine individuellement les questions de l'échelle du succès de la mission, près de la moitié des répondants ont déclaré connaître la vision et l'orientation stratégiques du ministère (49,4 %) et estiment que les militaires reçoivent une instruction pertinente et ont l'occasion d'acquérir des compétences en leadership (47,8 %). À l'opposé, ils considèrent que les FC ne disposent pas du matériel nécessaire pour exécuter convenablement les tâches pendant les opérations (59,1 %). C'est un pourcentage qui a toutefois diminué depuis l'automne 2005 alors qu'il se situait à 82,5 %.

L'échelle de l'intégration interne met l'accent sur l'évaluation de l'utilisation des médias, des identités professionnelles et de l'ethos militaire. En moyenne, les officiers qui ont répondu au sondage ont obtenu des moyennes d'échelle statistiquement plus élevées que les MR. Si l'on examine individuellement les questions de l'échelle, une majorité de répondants ont reconnu avoir accès aux renseignements pertinents, en temps opportun, pour planifier et prendre des décisions (57 %) et que les hauts dirigeants se servent des médias de façon à procurer aux militaires un sentiment de fierté relativement à leurs réalisations (53 %). Cependant, plus de deux tiers (69,5 %) des répondants ont admis que les membres des FC perdent leurs coutumes et traditions militaires. Le point qui montre le plus de cohérence (en terme d'accord) au fur et à mesure des sondages est que « les membres des Forces canadiennes perdent leurs coutumes et traditions militaire », dans un pourcentage qui se situe entre 68,1 % au printemps 2005 et 71,7 % à l'automne 2005. Le point faisant l'objet du plus grand changement est que « les hauts dirigeants se servent des médias de façon à procurer aux militaires un sentiment de fierté relativement à leurs réalisations », passant de 34 % à l'été 2004 à 53,5 % à l'automne 2006.

L'échelle relative au bien-être et à l'engagement des militaires sert à évaluer la qualité de vie, la reconnaissance et le perfectionnement professionnel. En moyenne, les officiers qui ont répondu au sondage avaient une moyenne d'échelle plus élevée que les MR. Si l'on étudie individuellement les questions d'échelle, la plupart des répondants ont convenu que leurs collègues de travail se comportent de façon éthique (69,2 %), que les FC fournissent une qualité de vie raisonnable aux militaires et à leur famille (62,7 %) et que leurs chefs les soutiennent relativement à la conciliation travail-vie personnelle (54,3 %). Cependant, presque la moitié d'entre eux pensaient que les politiques organisationnelles ne sont pas équitables pour tous (47,6 %) et plus d'un tiers étaient d'avis que l'organisation n'a pas de règles et de règlements qui sont respectés à la lettre (34,9 %).

L'échelle d'adaptabilité externe sert à évaluer les réseaux externes, l'apprentissage organisationnel et les relations civilo-militaires. Il n'existe pas de différences marquées par groupe de grades sur cette échelle, mais la moyenne d'échelle des membres de l'Armée de terre était la plus élevée des trois services. Si l'on examine individuellement les questions de l'échelle, les répondants ont admis que le MDN favorise activement l'amélioration continue (58,6 %) et sont convaincus que les changements dans les FC ont lieu pour une raison (56,1 %). Toutefois, 56,2 % d'entre eux ne pensent pas que d'autres ministères semblent comprendre les rôles et la raison d'être des FC et 29,2 % d'entre eux affirment que les chefs supérieurs n'expliquent pas les activités des FC à la population canadienne de façon acceptable.

Dans la section consentement au déploiement, une majorité de répondants ont indiqué qu'ils accepteraient volontiers de participer à un déploiement (71,2 %) et qu'ils sont prêts et disposés à participer à un déploiement (75,5 %). On n'a pas constaté de différences notables par groupe de grades dans les résultats de ces questions, mais les répondants de l'Armée de terre se sont dit les plus disposés des trois services à participer à un déploiement.

Au chapitre des intentions professionnelles, presque la moitié de tous les répondants ont affirmé compter rester dans les FC aussi longtemps que possible (45,6 %). On n'a observé aucune différence marquée par groupe de grades, mais c'est chez les répondants de l'Armée de terre qu'on a obtenu le pourcentage le plus élevé de réponses favorables par rapport aux répondants des deux autres services sur ce point.

Pour ce qui est du maintien de l'effectif des FC, les facteurs les plus fréquents qui inciteraient les répondants à modifier leur décision de demeurer dans les FC sont la satisfaction professionnelle (84,6 %), les considérations familiales (82,1 %) et la solde (68,6 %). Toutefois, les considérations familiales (76 %) et la satisfaction professionnelle (70 %) étaient également les facteurs les plus fréquents susceptibles d'inciter les répondants à modifier leur décision de quitter les FC.

Dans la section portant sur l'équité dans les FC, une majorité de répondants ont indiqué qu'ils étaient satisfaits du traitement équitable qu'on leur réservait au travail (58,6 %) et du degré d'équité globale dans les FC (49,9 %). Cependant, presque les trois quarts (74,5 %) des répondants n'étaient pas satisfaits de la façon dont les FC traitent les militaires dont le rendement est insatisfaisant et deux tiers des répondants étaient insatisfaits de l'équité en matière de mesures correctives prises pour un rendement insatisfaisant (60,4 %).

Dans l'ensemble, de tous les éléments du sondage, les membres de la F rég FC sont ceux qui sont le plus satisfaits de leur vie en général et de leur état de santé. Une majorité d'entre eux sont prêts et disposés à participer à des déploiements et sont satisfaits de leur affectation actuelle. Cependant, ils sont préoccupés par le fait que les FC ne disposent pas du personnel nécessaire en nombre suffisant pour accomplir les tâches, du matériel nécessaire pour exécuter convenablement les tâches (bien que ce point s'améliore au fur et à mesure des sondages) et que les membres des FC perdent leurs coutumes et traditions militaires.

Le septième sondage *À vous la parole* aura lieu en juin 2008.

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1 Introduction

Your-Say is a continuous attitude survey developed in 2003 as a way to gather Canadian Forces Regular Force (CF Reg) personnel's attitudes and opinions on a variety of topics important to the CF. Assistant Chief Military Personnel (Asst/CMP) champions *Your-Say* and it is administered biannually by Director General Military Personnel Research and Analysis (DGMPPRA).

Each *Your-Say* is composed of classification, core and focus sections. The classification section is composed of demographic items that help to identify *Your-Say* respondent characteristics; the core section consists of items on a variety of topics asked during each or every other administration; and the focus section differs for each administration and is devoted to items on a particular topic important to senior leaders.

In November 2007, the sixth *Your-Say* administration took place¹. The goal of this report is to highlight the key findings of the classification, core and focus sections from this administration. In addition, this report will include an examination of trends in responses over time.

¹ *Your-Say* is an online survey and is administered using e-Listen.

2 Methodology

2.1 Population of Interest and Sample Frame

The *Your-Say* population of interest is all CF Reg personnel with the exception of:

- a. Officer Cadets;
- b. Personnel with less than one year of service;
- c. Personnel posted on foreign exchange;
- d. Personnel on operations;
- e. Personnel identified as untrained, non-effective manning strength, non-effective overhead, or on a terminal leave; and
- f. Personnel who have received a *Your-Say* survey in the past two years.

Taking into consideration the above exceptions, the final sample frame consisted of 47,820 CF Reg personnel from which the Fall 2007 sample was selected.

2.2 Sampling Method

Although the final target sample size needed to be 3000 CF Reg personnel, 3500 names were randomly selected using a two-stage stratified random sampling technique. The 500 extra names were selected to compensate for those individuals whose email addresses could not be located in the Global Address List.²

The first characteristic used to select the sample included seven Level 1 (L1) organizations namely Chief of the Land Staff (CLS), Chief of the Air Staff (CAS), Chief of the Maritime Staff (CMS), CMP, Operational Commands³, ADM (Materiel) (ADM [Mat]), and ADM (Information Management) (ADM [IM]). The remaining L1 organizations were grouped together into an eighth “Other” category and consisted of ADM (Human Resources Civilian) (ADM [HR-Civ]), ADM (Finance and Corporate Services) (ADM [Fin CS]), ADM (Infrastructure and Environment) (ADM[IE]), Judge Advocate General (JAG), ADM (Public Affairs) (ADM[PA]), ADM (Policy) (ADM [Pol]), ADM (Science & Technology) (ADM [S&T]), and Vice Chief of Defense Staff (VCDS).

² The sampling frame supplied by Directorate Human Resources Information Management (DHRIM) did not contain email addresses.

³ The Operational Commands category consists of Canada Command (CANCOM), Canadian Expeditionary Force Command (CEFCOM), Canadian Operational Support Command (CANOSCOM), Canadian Special Operations Forces Command (CANSOFCOM), and Deputy Chief of Defence Staff (DCDS).

Table 1: Sample Frame and Sample by Level 1 and Grouped Rank

Level 1	Grouped Rank	Sample Frame	Sample
CLS	Jr NCM	11,721	385
	Sr NCM	3,828	220
	Jr Officer	1,285	127
	Sr Officer	699	94
		17,533	826
CAS	Jr NCM	6,172	264
	Sr NCM	2,222	158
	Jr Officer	1,617	135
	Sr Officer	681	88
		10,692	645
CMS	Jr NCM	4,231	223
	Sr NCM	2,290	164
	Jr Officer	657	88
	Sr Officer	408	69
		7,586	544
CMP	Jr NCM	1,942	146
	Sr NCM	1,484	128
	Jr Officer	910	100
	Sr Officer	720	89
		5,056	463
Operational Commands	Jr NCM	1,098	108
	Sr NCM	664	84
	Jr Officer	253	52
	Sr Officer	352	61
		2,367	305
ADM (Mat)	Jr NCM	140	38
	Sr NCM	445	67
	Jr Officer	305	56
	Sr Officer	289	54
		1,179	215
ADM (IM)	Jr NCM	486	73
	Sr NCM	311	58
	Jr Officer	97	33
	Sr Officer	96	32
		990	196
Other	Jr NCM	523	73
	Sr NCM	659	81
	Jr Officer	321	57
	Sr Officer	914	95
		2,417	306
TOTAL		47,820	3500

Within each of these eight strata, the second characteristic used to select the sample was grouped rank. Specifically, there were four grouped-rank categories: Junior Non-Commissioned Members (Jr NCMs), Senior Non-Commissioned Members (Sr NCMs), Junior Officers (Jr Officer), and Senior Officers (Sr Officer). The sample was allocated using the square root N-proportional allocation with an anticipated margin of error of +/- 3% with a 95% confidence. Table 1 outlines the sample frame and final sample breakdown by L1 and grouped rank. Throughout this report, general core and focus content percentages and descriptive statistics not broken down by grouped rank or element have been weighted by L1 and grouped rank to reflect their distribution within the CF.

2.3 Survey Administration and Response Rate

Since *Your-Say* was first developed in 2003, there have been many changes to its content and administration procedures. Some of the key changes included *Your-Say* becoming an electronic survey, as well as the removal, rewording, and reintroduction of survey items. For a detailed discussion of these changes, please see (Urban, 2007).

In November 2007, 3000 potential respondents were emailed a short letter and two intranet links to the survey in English and French. A reminder email was sent out two weeks into the data collection period and the responses were accepted for one month.

Of the 3000 survey invitations sent to CF Reg personnel, 36 survey invitations (1.2%) were undeliverable. Undeliverable invitation reasons included the recipient's email inbox being full and not accepting any more incoming email or the email address no longer existing. In all, 60 recipients (2%) had out-of-office messages that indicated they would not access their email for the duration of the data collection period and therefore could not participate in the survey. The most common reason was that personnel were on personal leave (50%).

The 36 undeliverable survey recipients and the 60 out-of-office recipients were removed from the sample, resulting in a final Fall 2007 *Your-Say* sample size of 2,904 CF Reg personnel. Of these, 1,562 responded to the survey resulting in a 53.8% response rate. This response rate is comparable to previous *Your-Say* administration response rates which ranged from 45.7% to 54.6%.

2.4 Open-Ended Questions

There were two open-ended items in the survey where respondents were asked for additional factors that would encourage them either to stay or leave the CF.⁴ As these responses were only one or two words, they were coded using content analysis and results were reported in tables. Specifically, conceptual analysis, as opposed to relational analysis, was used such that the text was examined for the frequency of certain words (e.g., medical, deployment) as opposed to the relationship between the words⁵.

⁴ For more detailed analysis, please see Section 3.3.1

⁵ For a more detailed description of content and relational analysis, please see Palmquist (2008).

2.5 Focus Sections

Each *Your-Say* administration contains one or two focus sections devoted to particular topics or issues of significant interest to senior leaders. As of Spring 2007, these focus sections have been developed in consultation with Level 2s (L2s) within CMP.

In September 2007, DGMPPRA sent e-mail correspondence to all L2s soliciting suggestions for input regarding upcoming *Your-Say* focus sections. As a result of this, two focus sections were created: one on CF Retention and Fairness and one on Official Languages.

Director General Military Personnel (DGMP) indicated that having a focus section on CF retention and CF fairness in the next *Your-Say* would assist in further exploring previous results from the *CF Retention Survey* and *CF Exit Survey*. Director Military Personnel Operational Research and Analysis (DMPORA) worked with Director Personnel Generation Requirements (DPGR) to develop the section.

Directorate of Official Languages (DOL) indicated that having a focus section on Official Languages in the next *Your-Say* would assist in determining CF Reg personnel's needs regarding official languages. It would also help to better identify official languages rights and gaps in order to develop educational and awareness products. DMPORA worked with DOL to develop the section. In total, ten items were included as part of this focus section. Five of these items were taken from the *Language of Work Survey 2006 Separate Employers* while DMPORA and DOL independently developed the other five items. A complete analysis of this section was reported by McKee (draft).⁶

⁶ At the partner's request, a separate report on these results was created (see McKee, draft) and is not duplicated here.

3 Results

3.1 Classification Content

The Fall 2007 *Your-Say*⁷ contains 14 classification items. In addition to providing some insight into respondent characteristics, these items are often used to help organize the data so results can be grouped into different categories for comparative purposes (e.g., to compare the views of Air Force, Army, and Navy personnel on specific issues).

3.1.1 Age

As Figure 1 shows, almost half (46.8%) of all respondents were between 35 and 44 years of age. This was followed by approximately one-third (30.5%) who were 45 years of age or older. In the general CF Reg population, 35% are between 35 and 44 years of age and 15.3% are 45 years or older.⁸

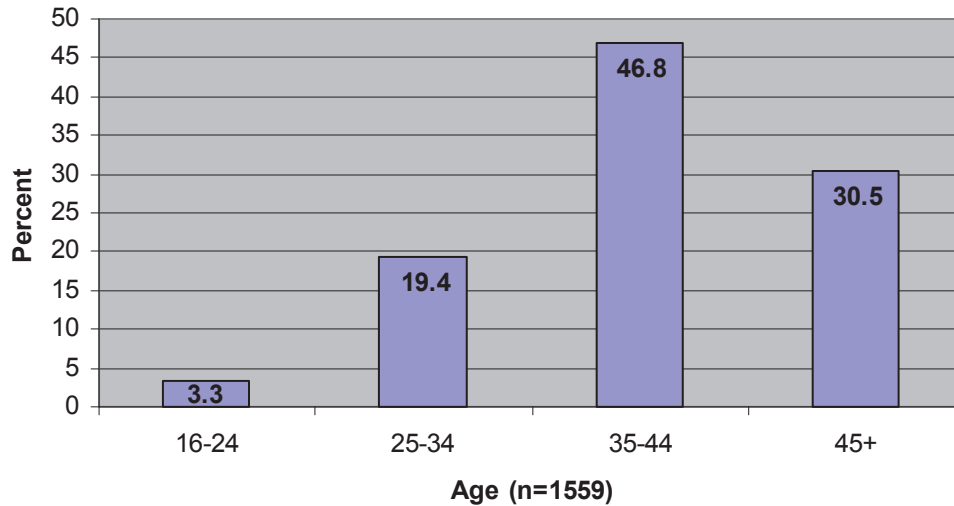


Figure 1: Percentage of Responses by Age Group

⁷ Please see Annex A for the Fall 2007 *Your-Say* survey.

⁸ Reported CF Reg population data are based on statistics available by DHRIM in September, 2007.

3.1.2 Gender

Although gender is not taken into account when selecting the *Your-Say* sample, the respondent data reflected the gender composition of the general CF Reg population. As Figure 2 shows, 82.8% of the respondents were male and 17.2% were female. In the general CF Reg population, 82.4% were male and 18% were female.

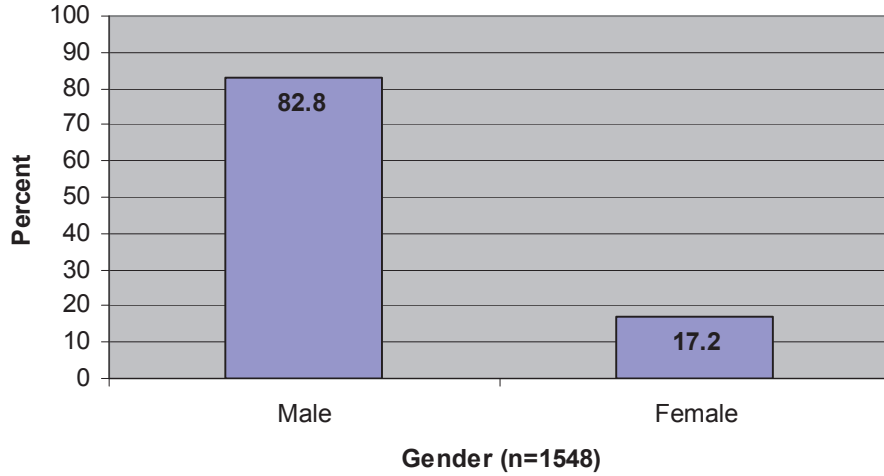


Figure 2: Percentage of Responses by Gender

3.1.3 Environmental Uniform

Respondents were asked to indicate what environmental uniform they currently wore. As Figure 3 shows, most respondents (43.9%) wore an Army uniform, followed by 37.2% who wore an Air Force uniform and 18.8% a Navy uniform. In the general CF Reg population, 53.8% wore an Army uniform, 31.6% an Air Force uniform, and 17.9% a Navy uniform.

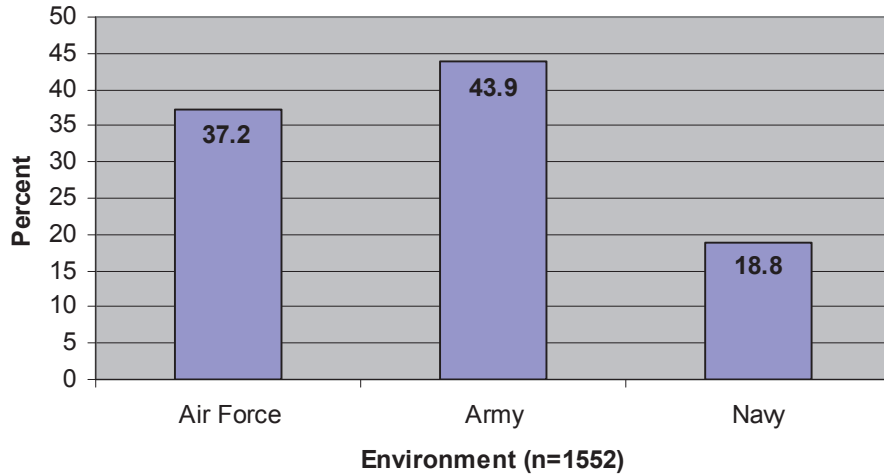


Figure 3: Percentage of Responses by Environmental Uniform

3.1.4 Years of Service

Figure 4 outlines respondents' total years of service in the Regular Force. On average, respondents had 18.8 years of service, with almost one-quarter (23.7%) having between 21 and 25 years of service. The lowest percentage of respondents came from those with 41 to 45 years of service (0.1%), followed by those with 36 to 40 years of service (0.9%). This is not surprising given the compulsory retirement age of 60.

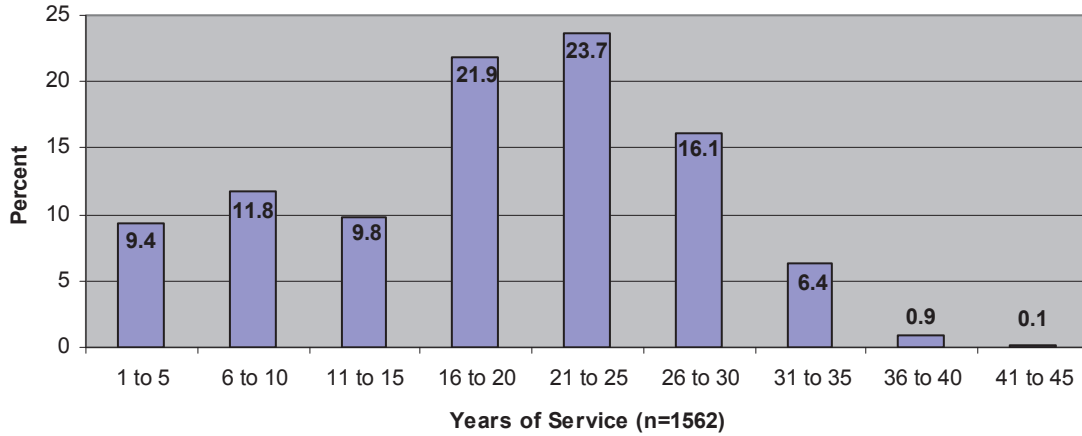


Figure 4: Percentage of Responses by Years of Service

3.1.5 First Official Language

As Figure 5 shows, close to one-third (28.5%) of respondents identified French as their first Official Language. In the general CF Reg population, 27.5% identified French as their first Official Language.

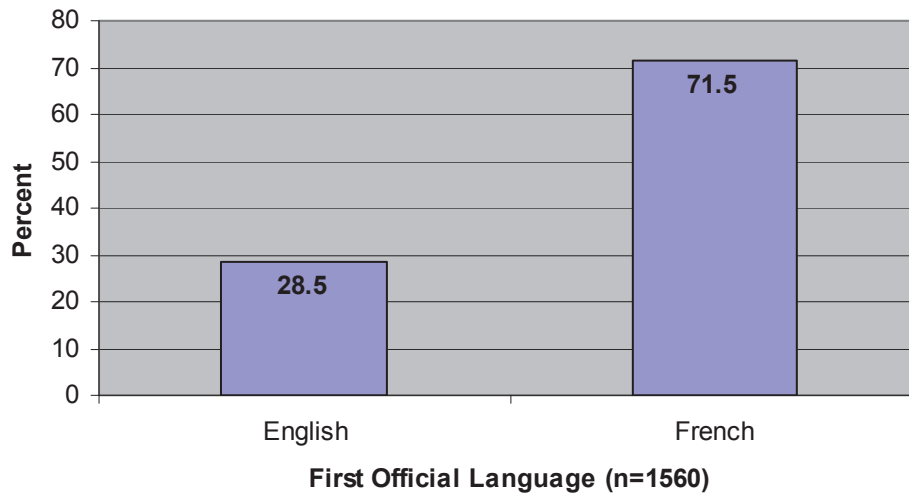


Figure 5: Percentage of Responses by First Official Language

3.1.6 Grouped Rank

Figure 6 shows the distribution of respondents by grouped rank. As might be expected, since there are more NCMs than Officers in the general CF Reg population (76% and 24% respectively), more NCMs were sent a survey and responded (58.9%) than Officers (41.1%).

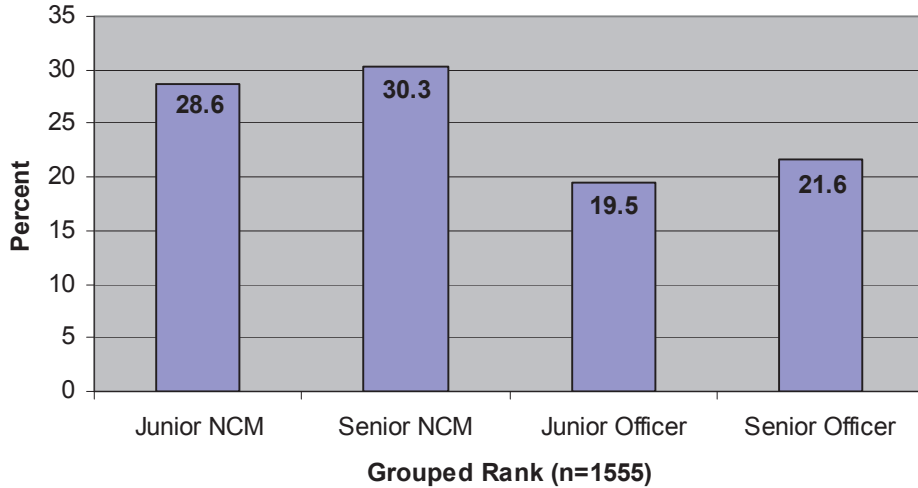


Figure 6: Percentage of Responses by Grouped Rank

3.1.7 Organization Affiliation

Figure 7 outlines what organization respondents' individual units reported to. Almost half (44.6%) identified one of the three environments (e.g., CLS) followed by 16.8% who identified reporting to an operational command (e.g., CANCOM).

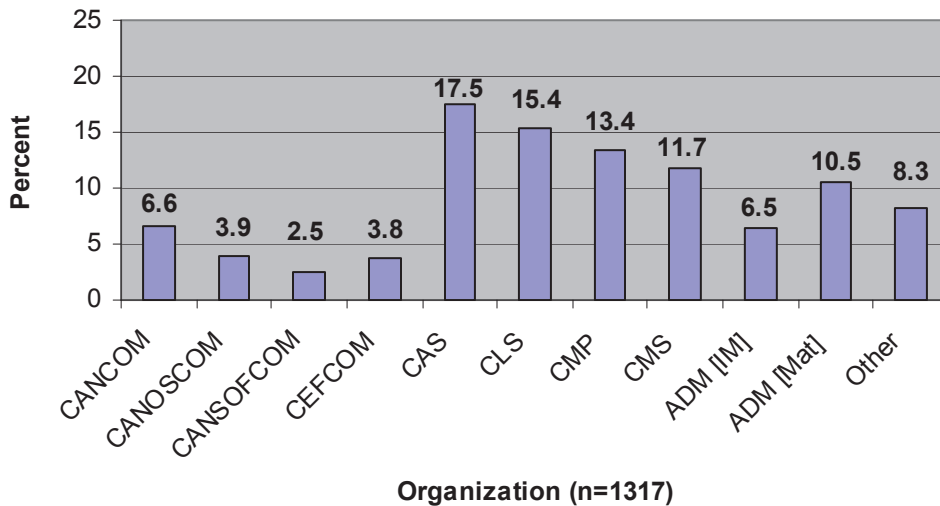
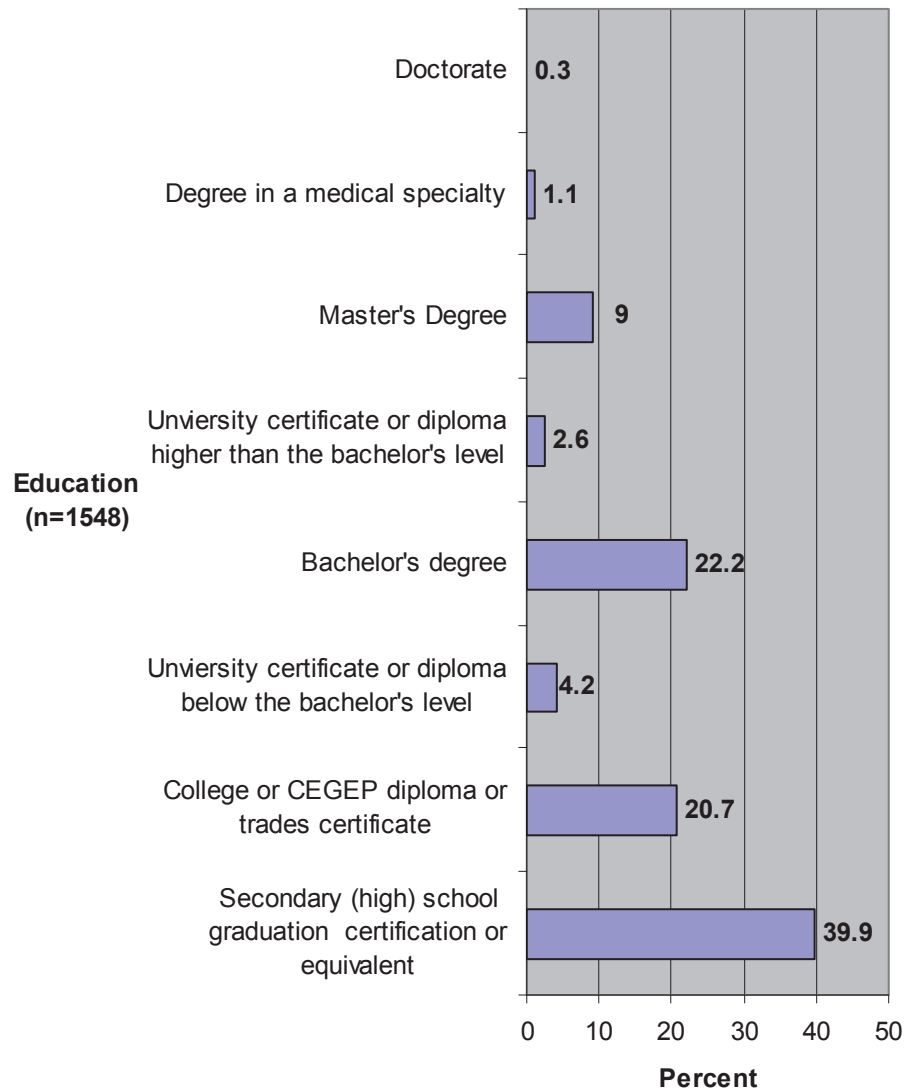


Figure 7: Percentage of Responses by Organization

3.1.8 Education

Figure 8 outlines respondents' highest levels of obtained education. Over one-third (39.9%) of the respondents said they had a secondary (high school) graduation certificate or its equivalent and almost one-quarter (22.2%) had a bachelor's degree.



3.1.9 Marital Status

Figure 9 shows respondents' marital status. Over two-thirds (63.6%) said they were married (and not separated). This was followed by 13.9% who said they were living common-law. In the general CF Reg population, 64% of personnel are married.

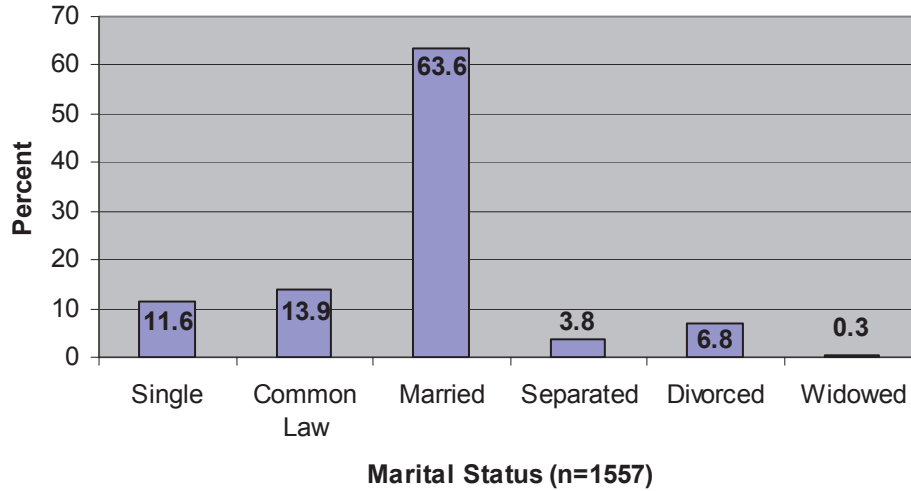


Figure 9: Percentage of Responses by Marital Status

3.1.10 Children

Just over two-thirds (63%) said they had children living either part-time or full-time in their household. Figure 10 shows the ages of these children for these respondents.

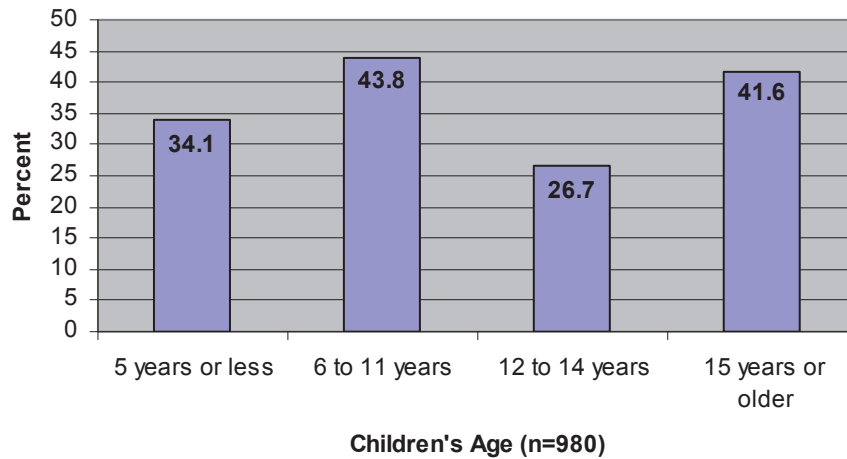


Figure 10: Percentage of Responses by Children's Age

3.1.11 Dwelling

As Figure 11 shows, approximately three-quarters (75.1%) of respondents said they lived in a civilian-owned dwelling. This was followed by 13.6% who lived in Department of National Defence (DND) Housing (formerly known as Married Quarters).⁹

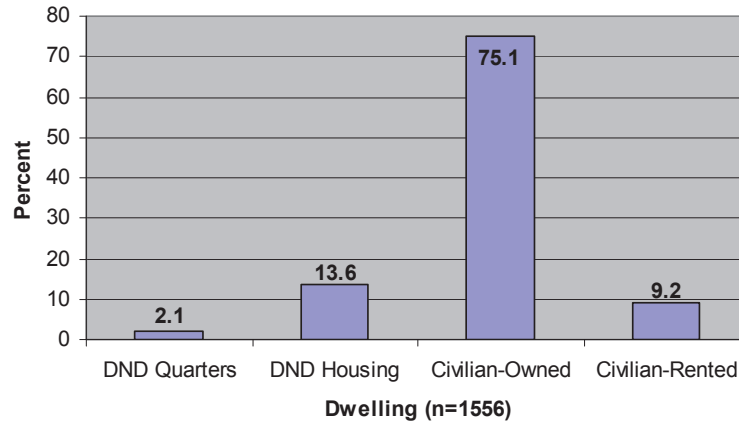


Figure 11: Percentage of Responses by Type of Dwelling

3.1.12 Geographical Region

Figure 12 shows that one-third of respondents (30.8%) indicated they were currently employed in the National Capital Region (NCR). This was followed by 18.9% who were employed in the Atlantic provinces. The smallest percentage of respondents came from outside Canada (2.5%), which could be reflective of the exclusion of deployed personnel from the sample. These respondents were currently working in the United States and in Europe.

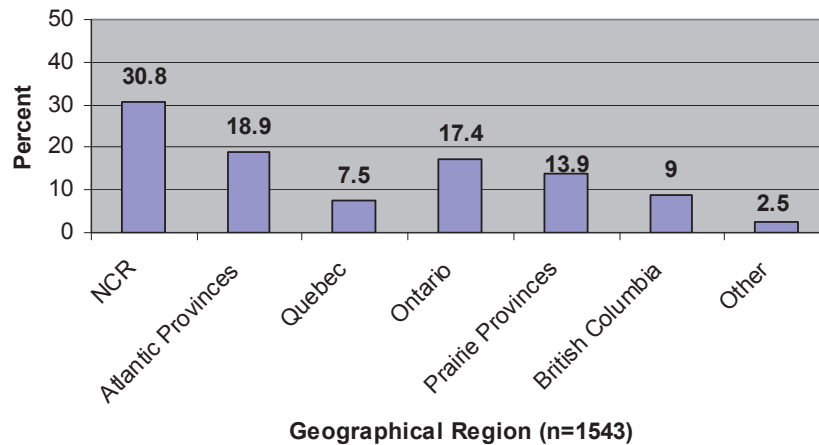


Figure 12: Percentage of Responses by Geographical Region

⁹ DND Quarters is a new term used to describe single quarters/barracks. This, along with DND Housing, is situated on CF/DND property. Civilian-owned and civilian-rented housing is housing that is on property not owned by CF/DND.

3.2 Core Content

The core content makes up the majority of *Your-Say* and consists of items on a variety of topics asked in multiple administrations. As of 2007, when new Spring and Fall *Your-Say* survey templates were created, the Fall *Your-Say* has contained seven core sections. For more information on the creation of the templates, please see (Urban, 2007).

3.2.1 Life Satisfaction

The life satisfaction section asked respondents about their level of satisfaction with various aspects of their personal life and military way of life¹⁰. The section consisted of 10 closed-ended items using a seven-point Likert scale ranging from 1 (Completely Dissatisfied) to 7 (Completely Satisfied) normally asked during the Spring *Your-Say* administrations. However, three of these items are benchmarked against results obtained from allied militaries including Australia, New Zealand and the United Kingdom,¹¹ and are included in each administration at the allies' request.

3.2.1.1 Life Satisfaction Items: Response Percentages and Means

Table 2 outlines the dissatisfied, neutral and satisfied percentages, as well as the means (M), standard deviations (SD), and number of responses (n) on the three life satisfaction items.¹²

Table 2: Life Satisfaction Item Percentages, Means and Standard Deviations

All things considered, how satisfied or dissatisfied are you with each of the following, overall:	Dissatisfied (Percent)	Neutral (Percent)	Satisfied (Percent)	M	SD	n
The military way of life	18.8	4.3	77.0	5.18	1.51	1512
Your life as whole	6.6	2.3	91.0	5.82	1.17	1509
Your health	14.6	3.1	82.2	5.44	1.42	1511

1 = Completely Dissatisfied 2 = Dissatisfied 3 = Somewhat Dissatisfied 4 = Neutral
 5 = Somewhat Satisfied 6 = Satisfied 7 = Completely Satisfied

As Table 2 shows, most respondents said they were satisfied with their life as a whole (91%)¹³, and were satisfied with their health (82.2%). The highest dissatisfaction among respondents was with the military way of life (18.8%).

¹⁰ The question on military way of life is normally part of the “military career” section asked during Spring *Your-Say* administrations.

¹¹ At the time of publication, results from other nations were unavailable.

¹² All reported percentages and means were recoded to exclude the “not applicable” category. Please see Annex B for item frequencies and percentages including the “not applicable” category.

¹³ Percentages are based on combining the three dissatisfied (completely dissatisfied, dissatisfied, somewhat dissatisfied) and three satisfied (somewhat satisfied, satisfied, completely satisfied) categories. There was only one neutral category.

3.2.1.2 Life Satisfaction Items: Grouped Rank Differences

Analysis of Variance (ANOVA) was used to test for the significance of difference between the sample means and is represented by the F ratio (F) and p values ($p \leq$). For each of the tables that follow outlining only those items with significant differences by grouped rank or environment, numbers beside the “M” values represent pairwise comparisons that were statistically significant. For instance, in Table 3, numbers beside the means for “your life as a whole” for Jr NCMs (2,3,4) indicates that Jr NCMs are significantly different from Sr NCMs, Jr Officers and Sr Officers on this variable. Table 3 shows the one life satisfaction item that had significant differences by grouped rank.

Table 3: Grouped Rank Means and Significant Differences on the Life Satisfaction Items

All things considered, how satisfied or dissatisfied are you with each of the following, overall:	M	F	$p \leq$	n
Your life as a whole		8.18	.001	
1. Jr NCM	5.65 ^{2,3,4}			442
2. Sr NCM	5.92			469
3. Jr Officer	5.98			304
4. Sr Officer	5.99			334

1 = Completely Dissatisfied 2 = Dissatisfied 3 = Somewhat Dissatisfied 4 = Neutral
 5 = Somewhat Satisfied 6 = Satisfied 7 = Completely Satisfied

According to Table 3, Jr NCMs were statistically less satisfied with their life as a whole than the other three grouped ranks.

3.2.1.3 Life Satisfaction Items: Element Differences

Table 4 shows the one life satisfaction item that had significant differences by element.

Table 4: Element Means and Significant Differences on the Life Satisfaction Items

All things considered, how satisfied or dissatisfied are you with each of the following, overall:	M	F	$p \leq$	n
The military way of life		5.55	.01	
1. Air Force	5.29			578
2. Army	5.48 ^{1,3}			681
3. Navy	5.18			292

1 = Completely Dissatisfied 2 = Dissatisfied 3 = Somewhat Dissatisfied 4 = Neutral
 5 = Somewhat Satisfied 6 = Satisfied 7 = Completely Satisfied

According to Table 4, Army respondents were statistically more satisfied with the military way of life than respondents from the other two elements.

3.2.1.4 Life Satisfaction: Section Summary

In summary, results from the life satisfaction section suggest that, although there is a generally positive attitude toward their professional lives and military careers, there are some statistical differences by grouped rank and element. Specifically, respondents from the Army are the most satisfied group by element when it comes to the military way of life and Officers are more satisfied than NCMs when it comes to their life as a whole.

3.2.2 Career Management and Postings

The career management and postings section included five closed-ended items using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

3.2.2.1 Career Management and Postings: Response Percentages and Means

Table 5 outlines the disagree, neutral and agree percentages, as well as the M, SD and n on the five career management and postings items.¹⁴

Table 5: Career Management and Postings Item Percentages, Means and Standard Deviations

To what extent do you agree or disagree with the following statements:	Disagree (Percent)	Neutral (Percent)	Agree (Percent)	M	SD	n
I feel like I have no personal control over my career while in the CF	39.3	18.6	42.2	3.17	1.21	1511
I have generally been happy with my postings in the CF	15.0	11.1	73.9	3.79	1.06	1483
Postings are having a negative impact on my children's education	43.2	28.8	28.1	2.85	1.20	997
Postings are having a negative impact on my spouse's employment	27.7	20.7	51.7	3.46	1.33	1123
I want more geographical stability	11.6	29.8	58.7	3.78	1.09	1419

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

¹⁴ Percentages are based on combining the two disagree (strongly disagree, disagree) and two agree (agree, strongly agree) categories. There was only one neutral category.

According to Table 5, almost three-quarters of respondents (73.9%)¹⁵ agreed they were generally happy with their CF postings. However, close to two-thirds (58.7%) wanted more geographical stability. Just over half (51.7%) agreed their postings were having a negative impact on their spouses' employment. Respondents' opinions were close to being evenly split on having personal control over their career, with 42.2% agreeing and 39.3% disagreeing.

3.2.2.2 Career Management and Postings: Grouped Rank Differences

Table 6 shows the one career management and postings item that had a significant difference by grouped rank.

Table 6: Grouped Rank Means and Significant Differences on the Career Management and Postings Items

To what extent do you agree or disagree with the following statements:	M	F	<i>p</i> ≤	n
I feel like I have no personal control over my career while in the CF		26.33	.001	
1. Jr NCM	3.45 ^{2,3,4}			444
2. Sr NCM	3.01 ⁴			471
3. Jr Officer	2.92			304
4. Sr Officer	2.74			335

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

According to Table 6, Jr NCMs had a statistically higher average response than the other three grouped ranks toward whether they felt they had personal control over their careers. Both Jr and Sr Officers had averages in the disagree range, indicating that they believed they did have personal control. Thus, on average, respondents at Officer ranks felt that they had more personal control over their career than respondents at NCM ranks.

3.2.2.3 Career Management and Postings: Section Summary

In summary, within the career management and postings section, respondents identified geographical stability and postings affecting spousal employment as their two areas of concern, across all grouped ranks and elements. In terms of personal control over one's career, those in Officer ranks indicated having more control than those in NCM ranks, which may simply be part of the job (e.g., delegated work tasks from a superior). However, in future research, it will be important to find out if there are other controllable factors (e.g., individual input into training or professional development) that may be affecting perceived lack of personal control.

¹⁵ All reported means and percentages were recoded to exclude the "not applicable" category. Please see Annex C for item frequencies and percentages including the "not applicable" category.

3.2.3 Work-Life Balance

The work-life balance section asked respondents about their hours of work, time away, and ways in which work, family and personal life can interact. The section consisted of two open-ended items and four closed-ended items using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

3.2.3.1 Work-Life Balance Items: Response Percentages and Means

Table 7 outlines the disagree, neutral and agree percentages, as well as the M, SD and n on the four closed-ended work-life balance items.¹⁶

Table 7: Work-Life Balance Item Percentages, Means and Standard Deviations

To what extent do you agree or disagree with the following statements?	Disagree (Percent)	Neutral (Percent)	Agree (Percent)	M	SD	n
I feel I have more to do than I can comfortably handle	39.5	23.9	36.6	3.03	1.14	1499
Making arrangements for family (e.g., children, elderly relatives) while I work involves a lot of effort	25.9	25.0	49.0	3.38	1.14	1237
My work schedule often conflicts with my personal life	28.4	21.4	50.3	3.39	1.15	1494
The military is a way of life and can never be just a job	9.5	6.3	84.2	4.17	1.06	1500

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

As Table 7 shows, on the four closed-ended items, opinions were close to being evenly split with respondents having more to do than they could comfortably handle (36.6% agreed, 39.5% disagreed).¹⁷ Approximately half agreed that making arrangements for family while working required a lot of effort (49%) and an almost equal percentage agreed that their work schedule conflicts with their personal life (50.3%). Over three-quarters agreed the military was a way of life and could never be just a job (84.2%)¹⁸.

¹⁶ All reported means and percentages were recoded to exclude the “not applicable” category. Please see Annex D for item frequencies and percentages including the “not applicable” category.

¹⁷ Percentages are based on combining the two disagree (strongly disagree and disagree) and two agree (agree, strongly agree) categories. There was only one neutral category.

¹⁸ The question on military way of life is part of the “Commitment” section, normally asked during Spring *Your-Say* administrations.

In general, respondents reported working an average of 44.4 hours per week, with a range of 4 to 100 hours. Respondents also had a median¹⁹ of 20 (24-hr) days away from home for all military reasons in the past six months (June 2007-November 2007 inclusive) with a range of 0 to 180 days.

3.2.3.2 Work-Life Balance Items: Grouped Rank Differences

Table 8 outlines the one work-life balance item that had a significant difference by grouped rank. In general, respondents at Officer ranks reported working more hours of work per week than respondents at NCM ranks.

Table 8: Grouped Rank Means and Significant Differences on the Work-Life Balance Items

	M	F	<i>p</i> ≤	n
About how many hours per week do you usually work?		25.61	.001	
1. Jr NCM	43.2 hrs ^{2,3,4}			415
2. Sr NCM	46.1 hrs ⁴			441
3. Jr Officer	47.0 hrs ⁴			294
4. Sr Officer	49.9 hrs			324

3.2.3.3 Work-Life Balance Items: Element Differences

Table 9 outlines the two work-life balance items that had a significant difference by element.

Table 9: Element Means and Significant Differences on the Work-Life Balance Items

To what extent do you agree or disagree with the following:	M	F	<i>p</i> ≤	n
My work schedule often conflicts with my personal life		6.53	.001	
1. Air Force	3.27 ^{2,3}			571
2. Army	3.47			670
3. Navy	3.53			287
1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree				
About how many hours per week do you usually work?		7.25	.001	
1. Air Force	44.9 ^{2,3}			558
2. Army	46.8			633
3. Navy	47.6			280

¹⁹ Due to the skewness of the data, the median was reported for this particular item. The median is “the point in a distribution of scores above and below which exactly half of the cases fall” (Healey, 1999).

As shown in Table 9, Navy respondents agreed more than either Air Force or Army respondents that their work schedule conflicts with their personal life. Navy respondents also worked more hours per week on average than respondents from the other two elements.

3.2.3.4 Work-Life Balance Items: Section Summary

In summary, as approximately half of the respondents expressed concern in the areas of balancing work with their personal lives and making arrangements for family members while they work, more attention needs to be paid to these areas. This is especially the case with those respondents in the Navy who reported both the most work-life balance conflict and working the most hours per week out of the three elements. Although there are resources available such as Military Family Resource Centres (MFRCs) to help with work-life balance²⁰, CF Reg personnel are still reporting challenges.

3.2.4 Direct Leadership – Your Supervisor

The direct leadership section contained 41 items and asked respondents to indicate their level of agreement on leadership behaviours with respect to their immediate supervisor (the person who writes their Personal Evaluation Report [PER]). This entire section is included in the Spring *Your-Say* administration. However, within this section, eight items are benchmarked against results obtained from allied militaries including Australia, New Zealand and the United Kingdom²¹ and are included in each *Your-Say* administration at the allies' request. Six of these items are asked using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

3.2.4.1 Your-Supervisor: Response Percentages and Means

Table 10 outlines the disagree, neutral and agree percentages, as well as the M, SD, and n for the six direct leadership items.

²⁰ See Williams and Urban (2008).

²¹ At this time of publication, results from other nations were unavailable.

Table 10: Your-Supervisor Item Percentages, Means and Standard Deviations

What does your supervisor actually do?	Disagree (Percent)	Neutral (Percent)	Agree (Percent)	M	SD	n
Tells me when I do a good job	18.1	13.2	68.6	3.58	1.04	1511
Ensures people have what they need to get the job done	21.0	18.1	60.9	3.45	1.03	1507
Wants to get ahead no matter what	46.6	25.9	27.5	2.79	1.12	1511
Encourages my personal and professional development	17.2	17.8	65.0	3.55	1.02	1509
Fails to take action until problems become serious	64.4	17.2	18.5	2.42	1.12	1511
Sets a high standard of ethical behaviour	14.7	27.4	57.9	3.55	1.01	1506

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

As Table 10 shows, a majority of respondents indicated that their supervisor told them when they did a good job (68.6%)²², encouraged their personal and professional development (65%) and ensured people have what they need to get the job done (60.9%). On the other hand, over one-quarter indicated that their supervisor wants to get ahead no matter what (27.5%).

When asked to rate on a seven-point Likert scale ranging from 1 (Completely Dissatisfied) to 7 (Completely Satisfied) how satisfied they were with the leadership provided by their immediate supervisor, three-quarters of respondents (75.2%) said they were satisfied²³.

When asked to rate on a five-point Likert scale ranging from 1 (Very High) to 5 (Very Low) the effectiveness of their immediate supervisor at managing people, approximately half of the respondents (51.5%) gave a high or very high rating.

3.2.4.2 Your-Supervisor: Grouped Rank Differences

Table 11 outlines the two your-supervisor items that had significant differences by grouped rank.

²² Percentages are based on combining the two disagree (strongly disagree, disagree) and two agree (agree, strongly agree) categories. There was only one neutral category.

²³ Percentage is based on combining the somewhat satisfied, satisfied, and completely satisfied categories.

Table 11: Grouped Rank Means and Significant Differences on the Your-Supervisor Items

What does your supervisor actually do?	M	F	p≤	n
Wants to get ahead no matter what		13.69	.001	
1. Jr NCM	2.97 ^{2,3,4}			444
2. Sr NCM	2.76 ⁴			471
3. Jr Officer	2.63			303
4. Sr Officer	2.50			335
Sets a high standard of ethical behaviour		24.78	.001	
1. Jr NCM	3.36 ^{2,3,4}			441
2. Sr NCM	3.62 ^{3,4}			471
3. Jr NCM	3.86			303
4. Sr NCM	3.89			335

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

As Table 11 shows, respondents at Officer ranks disagreed more on average than respondents at NCM ranks that their supervisor wants to get ahead no matter what. Officers also agreed more on average than respondents at NCM ranks that their supervisor sets a high standard of ethical behaviour.

3.2.4.3 Your-Supervisor: Section Summary

In summary, although some respondents did identify concern that their supervisor wants to get ahead no matter what, these concerns were not indicated by the majority of respondents and were experienced more frequently by NCMs than Officers. Given the assumption that it is likely the case that Officers would be in a supervisory role more often than NCMs, these results should not be surprising. It is also important to note that although respondents indicated satisfaction with their supervisors' leadership, their supervisors' *effectiveness* as a leader was not rated as highly.

3.2.5 Indirect Leadership – CF as a Whole

The indirect leadership section contained 34 items that made up four scales including the mission success scale, the internal integration scale, the member well-being and commitment scale, and the external adaptability scale.

3.2.5.1 Mission Success Scale

The mission success scale is used to evaluate the leadership cadre, strategic direction, and operational capabilities.²⁴ It is composed of eight items using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The internal consistency of this subset of items

²⁴ For a complete description of the mission success leadership scale roles and responsibilities, see Wenek (2003).

was Cronbach's $\alpha = .67^{25}$ and the overall mean was 2.78 (in the disagree range), suggesting that this scale does reveal a number of wide-spread concerns across CF Reg personnel.

3.2.5.1.1 Mission Success Scale: Response Percentages and Means

Table 12 outlines the disagree, neutral and agree percentages, as well as the M, SD, and n for the eight mission success items.²⁶

Table 12: Mission Success Scale Item Percentages, Means and Standard Deviations

To what extent do you agree or disagree with the following statements?	Disagree (Percent)	Neutral (Percent)	Agree (Percent)	M	SD	n
Policies and programs support the development of leaders in the CF	24.3	26.9	48.7	3.23	0.93	1512
The CF places too many demands on its personnel ®	22.3	24.2	53.5	3.47	1.04	1511
I am familiar with the Department's strategic direction and vision	24.2	26.4	49.4	3.24	0.99	1505
The CF has achieved the right balance in maintaining current capabilities and developing new military capabilities	48.9	27.8	23.3	2.61	1.00	1507
The CF lacks the equipment it needs to perform well in operations ®	20.5	20.4	59.1	3.59	1.16	1510
CF personnel are given adequate training and development opportunities to acquire leadership skills	32.4	19.7	47.8	3.13	1.04	1510
The CF has enough of the right people to do the job	81.7	10.0	8.3	1.94	0.90	1510
There doesn't seem to be any long term planning in the military ®	29.8	27.8	42.4	3.23	1.08	1511

Note: Items denoted with an ® were reverse coded only during overall scale analysis

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

²⁵ This alpha level is slightly low. However, it is higher than the cut-off of .60 used to determine whether or not a scale should be considered adequate (Garson, 2009).

²⁶ Percentages are based on combining the two disagree (strongly disagree, disagree) and two agree (agree, strongly agree) categories. There was only one neutral category.

According to Table 12, respondents disagreed with the item that the CF has enough of the right people to do the job (81.7%) and agreed with the item that the CF lacks the equipment it needs to perform well in operations (59.1%). On the other hand, almost half of the respondents said they were familiar with the Department’s strategic direction and vision (49.4%), and believed that CF personnel are given adequate training and development opportunities to acquire leadership skills (47.8%).

3.2.5.1.2 Mission Success Scale: Grouped Rank Differences

Table 13 outlines the three mission success scale items that had significant differences by grouped rank.

Table 13: Grouped Rank Means and Significant Differences on the Mission Success Scale Items

	M	F	p_≤	n
Mission Success Scale Overall		8.25	.001	
1. Jr NCM	2.69 ^{3,4}			444
2. Sr NCM	2.77			470
3. Jr Officer	2.87			304
4. Sr Officer	2.84			336
I am familiar with the Department’s strategic direction and vision		67.96	.001	
1. Jr NCM	2.95 ^{2,3,4}			441
2. Sr NCM	3.39 ⁴			469
3. Jr Officer	3.50 ⁴			303
4. Sr Officer	3.89			334
The CF lacks the equipment it needs to perform well in operations		5.85	.001	
1. Jr NCM	3.68 ^{3,4}			444
2. Sr NCM	3.51			469
3. Jr Officer	3.44			304
4. Sr Officer	3.37			336
CF personnel are given adequate training and development opportunities to acquire leadership skills		11.85	.001	
1. Jr NCM	3.02 ^{2,3,4}			443
2. Sr NCM	3.26			470
3. Jr Officer	3.36			304
4. Sr Officer	3.42			333

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

As Table 13 shows, respondents in Officer ranks agreed more on average with the items in this scale than respondents in NCM ranks. Specifically, Officers indicated more familiarity with the Department’s strategic direction and vision, and agreed more than respondents at NCM ranks that CF personnel are given adequate training and development opportunities to acquire leadership skills. Regarding operational equipment, NCMs agreed more than Officers that the CF lacks the equipment it needs to perform well in operations.

3.2.5.1.3 Mission Success Scale: Element Differences

Table 14 outlines the two mission success scale items that had significant differences by element.

Table 14: Element Means and Significant Differences on the Mission Success Scale Items

	M	F	p_≤	n
Mission Success Scale Overall		15.06	.001	
1. Air Force	2.73			578
2. Army	2.87 ^{1,3}			681
3. Navy	2.69			292
The CF has achieved the right balance in maintaining current capabilities and developing new military capabilities		11.44	.001	
1. Air Force	2.59			578
2. Army	2.77 ^{1,3}			677
3. Navy	2.45			290
The CF lacks the equipment it needs to perform well in operations		36.65	.001	
1. Air Force	3.69			578
2. Army	3.25 ^{1,3}			681
3. Navy	3.79			291

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

According to Table 14, Army respondents agreed more than either Air Force or Navy respondents that the CF has achieved the right balance in maintaining current capabilities and developing new military capabilities. Regarding operational equipment, Navy respondents agreed more than either Air Force and Army respondents that the CF lacks the equipment it needs to perform well in operations.

3.2.5.1.4 Mission Success Scale: Section Summary

In summary, both a lack of the right people to do the job and a lack of the proper equipment to perform well in operations were identified as the biggest concerns among the respondents for impeding mission success. For NCMs and Navy respondents in particular, these two components of mission success were seen as problematic.

3.2.5.2 Internal Integration Scale

The internal integration scale focused on evaluating media usages, professional identities and the military ethos²⁷. It was composed of seven items using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The internal consistency of this subset of items was Cronbach's $\alpha = .74$ ²⁸ and the overall scale mean was 3.16 (in the neutral range), suggesting that this scale did not reveal a number of wide-spread concerns across CF Reg personnel.

3.2.5.2.1 Internal Integration Scale: Response Percentages and Means

Table 15 outlines the disagree, neutral and agree percentages, as well as the M, SD, and n for the seven internal integration items.²⁹

Table 15: Internal Integration Scale Item Percentages, Means and Standard Deviations

To what extent do you agree or disagree with the following statements?	Disagree (Percent)	Neutral (Percent)	Agree (Percent)	M	SD	n
Policies and programs in the CF support the military ethos	16.5	31.3	52.1	3.35	.89	1508
I have faith in the military justice system to grant fair and unbiased judgements	32.3	29.0	38.7	3.01	1.08	1507
The military justice system is effective for maintaining and enforcing discipline in the CF	24.5	29.6	45.9	3.20	.97	1509
I have access to the information I need when I need it for planning and decision making	21.8	21.2	57.0	3.35	.97	1512
Senior leaders use media in a way that gives members a sense of pride in what they do	17.6	29.4	53.0	3.41	.95	1512
There is a strong sense of cohesion and esprit de corps in the Canadian Forces	34.6	21.6	43.8	3.03	1.11	1507
Canadian Forces members are losing their military customs and traditions ®	14.0	16.5	69.5	3.77	.98	1508

Note: Items denoted with an ® were reverse coded only during overall scale analysis

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

²⁷ For a complete description of the internal integration leadership scale roles and responsibilities, see Wenek (2003).

²⁸ This alpha level is good as it is higher than the .60 cut-off used to determine if a scale should be considered adequate or not (Garson, 2009).

²⁹ Percentages are based on combining the two disagree (strongly disagree, disagree) and two agree (agree, strongly agree) categories. There was only one neutral category.

As Table 15 shows, a majority of respondents agreed that they had access to information for planning and decision making (57%), and that senior leaders use media in a way that gives members a sense of pride in what they do (53%). On the other hand, over two-thirds (69.5%) agreed that CF members are losing their military customs and traditions.

3.2.5.2.2 Internal Integration Scale: Grouped Rank Differences

Table 16 outlines the four internal integration items that had significant differences by grouped rank.

Table 16: Grouped Rank Means and Significant Differences on the Internal Integration Items

	M	F	<i>p</i> ≤	n
Internal Integration Scale Overall		20.34	.001	
1. Jr NCM	2.99 ^{2,3,4}			444
2. Sr NCM	3.15 ⁴			470
3. Jr Officer	3.23			304
4. Sr Officer	3.32			336
I have faith in the military justice system to grant fair and unbiased judgements		43.84	.001	
1. Jr NCM	2.84 ^{2,3,4}			443
2. Sr NCM	3.05 ^{3,4}			467
3. Jr Officer	3.29 ⁴			303
4. Sr Officer	3.64			336
The military justice system is effective for maintaining and enforcing discipline in the CF		16.38	.001	
1. Jr NCM	3.10 ^{3,4}			444
2. Sr NCM	3.19 ⁴			469
3. Jr Officer	3.34 ⁴			304
4. Sr Officer	3.56			334
Senior leaders use media in a way that gives members a sense of pride in what they do		8.85	.001	
1. Jr NCM	3.33 ^{2,3,4}			443
2. Sr NCM	3.54			470
3. Jr Officer	3.62			304
4. Sr Officer	3.62			336
There is a strong sense of cohesion and esprit de corps in the Canadian Forces		20.77	.001	
1. Jr NCM	2.89 ^{2,3,4}			441
2. Sr NCM	3.18 ⁴			470
3. Jr Officer	3.30			303
4. Sr Officer	3.45			336

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

According to Table 16, Officers agreed more than NCMs that the military justice system grants fair and unbiased judgements, is effective in maintaining and enforcing discipline, that senior leaders use media in a way that gives members a sense of pride in what they do, and that there is a strong sense of cohesion and esprit des corps in the Canadian Forces.

3.2.5.2.3 Internal Integration Scale: Element Differences

Table 17 outlines the two internal integration items that had significant differences by element.

Table 17: Elements Means and Significant Differences on the Internal Integration Items

	M	F	p_≤	n
The military justice system is effective for maintaining and enforcing discipline in the CF		12.09	.001	
1. Air Force	3.30			577
2. Army	3.36			680
3. Navy	3.02 ^{1,2}			291
Senior leaders use media in a way that gives members a sense of pride in what they do		15.92	.001	
1. Air Force	3.44			577
2. Army	3.65 ^{1,3}			681
3. Navy	3.33			292

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

As Table 17 shows, Army respondents agreed more (on average) than either Air Force or Navy respondents that the military justice system is effective for maintaining and enforcing discipline in the CF and that senior leaders use media in a way that gives members a sense of pride in what they do.

3.2.5.2.4 Internal Integration Scale: Section Summary

In summary, although there were no differences between the elements on the internal integration scale overall, respondents at both Jr and Sr Officer ranks agreed more, on average, with the scale items than respondents at NCM ranks. The biggest concern on this sub-set of items for respondents was that CF members are losing their military customs and traditions. This concern was prevalent across all ranks and elements. In addition, Jr and Sr Officers as well as Army respondents agreed more than the other respondents that the military justice system is effective, and that senior leaders use media in a way that gives members a sense of pride in what they do.

3.2.5.3 Member Well-Being and Commitment Scale

The member well-being and commitment scale was used to evaluate quality of life, recognition and career development.³⁰ It was composed of 11 items using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The internal consistency of this subset of items was Cronbach's $\alpha = .86$ ³¹ and the overall scale mean was 3.20 (in the neutral range) suggesting that this scale did not reveal many wide-spread concerns across CF Reg personnel.

3.2.5.3.1 Member Well-Being and Commitment: Response Percentages and Means

Table 18 outlines the disagree, neutral and agree percentages, as well as the M, SD, and n for the eleven member well-being and commitment items.³²

According to Table 18, a majority of respondents agreed that the people they work with behave ethically (69.2%), that the CF provides a reasonable quality of life for service members and their families (62.7%), and that they were supported by leaders in balancing work/life commitments (54.3%). However, almost half of respondents disagreed with the item that organizational policies are equally fair to everyone (47.6%) and over a third of respondents disagreed with the item that the organization has rules and regulations that are strictly followed (34.9%).

³⁰ For a complete description of the member well-being and commitment leadership scale roles and responsibilities, see Wenek (2003).

³¹ This alpha level is good as it is higher than the .60 cut-off used to determine if a scale should be considered adequate or not (Garson, 2009).

³² Percentages are based on combining the two disagree (strongly disagree, disagree) and two agree (agree, strongly agree) categories. There was only one neutral category.

Table 18: Member Well-Being and Commitment Scale Item Percentage, Means and Standard Deviations

To what extent do you agree or disagree with the following statements?	Disagree (Percent)	Neutral (Percent)	Agree (Percent)	M	SD	n
Organizational policies are equally fair to everyone	47.6	19.9	32.5	2.75	1.07	1510
Getting ahead in the CF means behaving ethically	33.3	21.0	45.7	3.11	1.14	1510
I am supported by leaders in balancing work-life commitments	20.9	24.9	54.3	3.34	0.99	1509
I know the CF will look after my needs if I become injured on the job	33.4	24.3	42.4	3.03	1.12	1510
The CF looks after the families of its service members	28.2	28.8	42.9	3.09	1.05	1510
The contribution service members make to the CF is recognized by the institution	32.0	24.2	43.7	3.05	1.05	1511
The people I work with behave ethically	11.9	18.9	69.2	3.62	0.92	1507
Methods for resolving complaints in the CF are fair and unbiased	33.4	41.1	25.5	2.83	0.95	1500
The CF provides a reasonable quality of life for service members and their families	19.3	17.9	62.7	3.42	1.03	1512
CF members who submit a grievance are likely to obtain justice	26.5	47.1	26.4	2.96	0.84	1507
This organization has rules and regulations that are strictly followed	34.9	28.7	36.3	2.98	0.95	1511

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

3.2.5.3.2 Member Well-Being and Commitment: Grouped Rank Differences

Table 19 outlines the seven member well-being and commitment scale items that had significant differences by grouped rank.

Table 19: Grouped Rank Means and Significant Differences on the Member Well-Being and Commitment Scale Items

	M	F	p_≤	n
Member Well-Being and Commitment Scale Overall		30.06	.001	
1. Jr NCM	2.99 ^{2,3,4}			444
2. Sr NCM	3.20 ⁴			470
3. Jr Officer	3.29			304
4. Sr Officer	3.39			336
The CF looks after the families of its service members		16.55	.001	
1. Jr NCM	2.96 ^{2,3,4}			444
2. Sr NCM	3.23 ⁴			468
3. Jr Officer	3.33			304
4. Sr Officer	3.43			336
The contribution service members make to the CF is recognized by the institution		15.66	.001	
1. Jr NCM	2.89 ^{2,3,4}			444
2. Sr NCM	3.13 ⁴			470
3. Jr Officer	3.22			304
4. Sr Officer	3.36			335
The people I work with behave ethically		27.41	.001	
1. Jr NCM	3.53 ^{2,3,4}			441
2. Sr NCM	3.82 ⁴			470
3. Jr Officer	3.86 ⁴			304
4. Sr Officer	4.04			336
Organizational policies are equally fair to everyone		19.50	.001	
1. Jr NCM	2.56 ^{2,3,4}			444
2. Sr NCM	2.91			469
3. Jr Officer	2.99			304
4. Sr Officer	3.07			336
Methods for resolving complaints in the CF are fair and unbiased		22.12	.001	
1. Jr NCM	2.72 ^{2,3,4}			442
2. Sr NCM	2.90 ⁴			468
3. Jr Officer	3.06 ⁴			304
4. Sr Officer	3.27			335
The CF provides a reasonable quality of life for service members and their families		14.80	.001	
1. Jr NCM	3.28 ^{2,3,4}			443
2. Sr NCM	3.50			470
3. Jr Officer	3.64			304
4. Sr Officer	3.66			336
CF members who submit a grievance are likely to obtain justice		25.83	.001	
1. Jr NCM	2.76 ^{2,3,4}			441
2. Sr NCM	3.04 ⁴			470
3. Jr Officer	3.04 ⁴			304
4. Sr Officer	3.30			335

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

As Table 19 shows, respondents at Officer ranks statistically agreed more with six of the scale items outlined above, pertaining to families, institutional recognition, organizational policies, and complaint resolutions. However, Sr NCMs and Jr Officers had equal average responses on the item, “CF members who submit a grievance are likely to obtain justice.”

3.2.5.3.3 Member Well-Being and Commitment: Element Differences

Table 20 outlines the one member well-being and commitment item that had significant differences by element.

Table 20: Element Means and Significant Differences on the Member Well-Being and Commitment Items

	M	F	<i>p</i> ≤	n
The contribution service members make is recognized by the institution		10.38	.001	
1. Air Force	3.10 ²			578
2. Army	3.24			680
3. Navy	2.92 ^{1,2}			292

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

According to Table 20, Navy respondents disagreed (on average) more so than either Air Force or Army respondents that the contribution service members makes is recognized by the institution.

3.2.5.3.4 Member Well-Being and Commitment: Section Summary

In summary, respondents at Officer ranks agreed with the member well-being and commitment scale items overall more so than respondents at NCM ranks. Individual survey items pertaining to grievances and complaints also had responses in the high neutral range that may indicate CF personnel do not have immediate concerns toward the grievance process. The biggest concerns out of the member well-being and commitment scale items for respondents were the belief that organizational polices were not fair to everyone and that organizational rules and regulations were not being strictly followed.

3.2.5.4 External Adaptability Scale

The external adaptability scale was used to evaluate external networks, organizational learning and military-civilian relations.³³ It was composed of eight items using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The internal consistency of this subset of items was Cronbach’s $\alpha = .75$ ³⁴ and the overall scale mean was 3.18 (in the neutral range) suggesting that this scale did not reveal many wide-spread concerns across CF Reg personnel.

³³ For a complete description of the external adaptability leadership scale roles and responsibilities, see Wenek K. (2003).

³⁴ This alpha level is good as it is higher than the .60 cut-off score used to determine if a scale should be considered adequate or not (Garson, 2009).

3.2.5.4.1 External Adaptability Scale: Response Percentages and Means

Table 21 outlines the disagree, neutral and agree percentages, as well as the M, SD, and n for the eight external adaptability items.³⁵

Table 21: External Adaptability Scale Item Percentages, Means and Standard Deviations

To what extent do you agree or disagree with the following statements?	Disagree (Percent)	Neutral (Percent)	Agree (Percent)	M	SD	n
I am satisfied that changes in the Department occur for a reason	22.4	21.5	56.1	3.31	1.00	1512
The military and civilian staff of DND work together effectively as a team	26.6	27.1	46.2	3.16	1.04	1512
The CF has shown itself to be a progressive organization as far as social change is concerned	18.9	31.0	50.1	3.29	.94	1506
Failures in the CF are seen as a source of learning	28.1	24.1	47.8	3.16	.99	1501
Other government departments seem to understand the roles and functions of the CF	52.6	31.2	16.2	2.48	.95	1503
The CF looks to other national and international organizations for knowledge	11.9	42.4	45.7	3.35	.80	1511
The Department actively strives for continuous improvement	14.2	27.3	58.6	3.45	.86	1504
Senior leaders do a reasonable job of explaining CF activities to the Canadian public	29.2	28.8	42.1	3.07	1.01	1506

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

As Table 21 shows, over half of the respondents agreed that the Department actively strives for continuous improvement (58.6%) and were satisfied that changes in the Department occur for a reason (56.1%). However, over half disagreed with the statement that other government departments seem to understand the roles and functions of the CF (52.6%) and almost one-third disagreed with the statement that senior leaders do a reasonable job of explaining CF activities to the Canadian public (29.2%).

3.2.5.4.2 External Adaptability: Grouped Rank Differences

Table 22 outlines the three external adaptability items that had significant differences by grouped rank.

³⁵ Percentages are based on combining the two disagree (strongly disagree, disagree) and two agree (agree, strongly agree) categories. There was only one neutral category.

Table 22: Grouped Rank Means and Significant Differences on the External Adaptability Items

	M	F	p<	n
Failures in the CF are seen as a source of learning		6.15	.001	
1. Jr NCM	3.15 ⁴			441
2. Sr NCM	3.15 ⁴			469
3. Jr Officer	3.03			303
4. Sr Officer	2.88			336
Other government departments seem to understand the role and function of the CF		7.85	.001	
1. Jr NCM	2.62			443
2. Sr NCM	2.55			470
3. Jr Officer	2.52			304
4. Sr Officer	2.31 ^{1,2,3}			336
The CF looks to other national and international organizations for knowledge		6.40	.001	
1. Jr NCM	3.30 ^{3,4}			442
2. Sr NCM	3.37 ⁴			469
3. Jr Officer	3.45			304
4. Sr Officer	3.52			335

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

According to Table 22, both Jr and Sr NCMs had identical average responses on the item, “Failures in the CF are seen as a source of learning”. In addition, NCMs tended to agree more (on average) with this item than did Officers, as they did with the item, “Other government departments seem to understand the role and function of the CF”. Although all grouped ranks had average responses in the neutral range on the item, “The CF looks to other national and international organizations for knowledge, respondents at Officer ranks agreed more with this item on average than respondents at NCM ranks.

3.2.5.4.3 External Adaptability: Element Differences

Table 23 outlines the three external adaptability items that had significant differences by element.

Table 23: Element Means and Significant Differences on the External Adaptability Items

	M	F	p_≤	n
External Adaptability Scale Overall		9.38	.001	
1. Air Force	3.16			578
2. Army	3.24 ^{1,3}			681
3. Navy	3.08			292
I am satisfied that changes in the Department occur for a reason		12.30	.001	
1. Air Force	3.38			578
2. Army	3.55 ^{1,3}			680
3. Navy	3.24			292
The military and civilian staff of DND work together effectively as a team		9.41	.001	
1. Air Force	3.33 ^{2,3}			578
2. Army	3.14			681
3. Navy	3.03			292
Senior leaders do a reasonable job of explaining CF activities to the Canadian public		7.99	.001	
1. Air Force	3.08			574
2. Army	3.23 ^{1,3}			680
3. Navy	2.97			292

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

As Table 23 shows, Army respondents agreed more with the external adaptability scale items overall, than did either Air Force or Navy respondents. Specifically, Army respondents also agreed more than respondents from the other two elements that they were satisfied changes in the Department occur for a reason, and that senior leaders do a reasonable job of explaining CF activities to the Canadian public. However, Air Force respondents agreed more than either Army or Navy respondents that the military and civilian staff of DND work together effectively as a team.

3.2.5.4.4 External Adaptability: Section Summary

In summary, Army respondents agreed more than respondents from the other two elements on the external adaptability scale items overall. The biggest concern on this scale for respondents were that other government departments do not understand the role and function of the CF and that CF leaders do not do a reasonable job of explaining CF activities to the Canadian public. In addition, Navy respondents disagreed more than respondents from the other two elements that changes in the CF occur for a reason and that CF members and civilians work effectively as a team. Officers disagreed more than NCMs that failures in the CF are seen as a source of learning and were also more likely to agree that the CF looks to other national and international organizations for knowledge.

3.2.6 Willingness to Deploy

The willingness to deploy section asked respondents about their willingness to deploy on international operations or missions. The section consisted of three closed-ended items using a five-point Likert scale ranging from 1 (Definitely Not) to 5 (Definitely Yes).

3.2.6.1 Willingness to Deploy: Response Percentages and Means

Table 24 outlines the no, uncertain and yes percentages, as well as the M, SD, and n on the willingness to deploy items.³⁶

Table 24: Willingness to Deploy Item Percentages, Means and Standard Deviations

Please indicate the extent of your willingness to deploy on international operations or missions	No (Percent)	Uncertain (Percent)	Yes (Percent)	M	SD	n
I am ready and willing to deploy	13.6	11.0	75.5	4.06	1.23	1511
I would welcome an opportunity to deploy	14.1	14.6	71.2	3.98	1.22	1512
I would try to avoid deploying	80.9	10.0	9.1	1.73	1.05	1510

1 = Definitely Not 2 = Probably Not 3 = Uncertain 4 = Probably Yes 5 = Definitely Yes

According to Table 24, a majority of respondents indicated they would welcome an opportunity to deploy (71.2%), were ready and willing to deploy (75.5%) and would not try to avoid deploying (80.9%).

3.2.6.2 Willingness to Deploy: Grouped Rank

There were no significant differences by grouped rank on the three willingness to deploy items. Opinions were statistically consistent across all CF rank groups.

3.2.6.3 Willingness to Deploy: Element Differences

Table 25 outlines the significant differences by element on the willingness to deploy items.

³⁶ These percentages were based on combining the “definitely not” and “probably not” categories (No) as well as the “probably yes” and “definitely yes” categories (Yes). There was only one uncertain category.

Table 25: Element Means and Significant Differences on the Willingness to Deploy Items

	M	F	p≤	n
I am ready and willing to deploy		13.97	.001	
1. Air Force	3.98			576
2. Army	4.28 ^{1,3}			681
3. Navy	3.94			292
I would welcome an opportunity to deploy		26.13	.001	
1. Air Force	3.81			577
2. Army	4.25 ^{1,3}			681
3. Navy	3.79			292
I would try to avoid deploying		11.92	.001	
1. Air Force	1.86			576
2. Army	1.57 ^{1,3}			680
3. Navy	1.76			291

1 = Definitely Not 2 = Probably Not 3 = Uncertain 4 = Probably Yes 5 = Definitely Yes

As Table 25 shows, Army respondents answered in the ‘yes’ range regarding their willingness to deploy, as well as their opportunity to deploy more so than respondents from the other two elements. Army respondents also answered in the ‘not’ range regarding avoiding deploying more than the respondents from the other two elements.

3.2.6.4 Willingness to Deploy: Section Summary

In summary, as there were no significant differences by grouped ranks, opinions toward deployment were very similar across all CF ranks. However, looking at the results by element, Army respondents expressed more willingness to deploy than respondents from the other two elements.

3.2.7 Career Intentions

The career intentions section asked respondents about their intention to leave the CF. The section consisted of four closed-ended items using a seven-point Likert scale ranging from 1 (Strongly Disagree) to 7 (Strongly Agree).

3.2.7.1 Career Intentions: Response Percentages and Means

Table 26 outlines the disagree, neutral and agree percentages, as well as the M, SD, and n on the four career intention items.³⁷

³⁷ Percentages were based on combining the three disagree (strongly disagree, disagree, somewhat disagree) and three agree (somewhat agree, agree, strongly agree) categories. There was only one neutral category.

Table 26: Career Intentions Item Percentages, Means and Standard Deviations

To what extent do you agree or disagree with the following statements?	Disagree (Percent)	Neutral (Percent)	Agree (Percent)	M	SD	n
I intend to leave the CF as soon as I have completed my current terms of service	42.4	16.0	41.6	3.96	2.06	1499
I intend to leave the CF as soon as I become eligible for pension benefits	46.8	17.9	35.3	3.70	1.97	1497
I intend to stay in the CF as long as I can	37.2	17.3	45.6	4.04	2.02	1507
I intend to leave the CF as soon as another job becomes available	47.0	23.7	29.4	3.50	1.92	1497

1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Neutral
 5 = Somewhat Agree 6 = Agree 7 = Strongly Agree

According to Table 26, close to half of the respondents agreed that they intended to stay in the CF as long as they could (45.6%) and were approximately evenly split on leaving the CF as soon as they completed their current terms of service (42.4% disagreed, 41.6% agreed).

3.2.7.2 Career Intentions: Grouped Rank Differences

There were no significant differences by grouped ranks on the four career intentions items. Opinions were statistically consistent across all CF rank groups.

3.2.7.3 Career Intentions: Element Differences

Table 27 outlines the one career intentions item that had significant differences by element.

Table 27: Element Means and Significant Differences on the Willingness to Deploy Items

	M	F	$p \leq$	n
I intend to stay in the CF as long as I can		7.75	.001	
1. Air Force	3.88			572
2. Army	4.17 ^{1,3}			677
3. Navy	3.66			291

1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Neutral
 5 = Somewhat Agree 6 = Agree 7 = Strongly Agree

As Table 27 shows, Army respondents agreed more on average with the item, “I intend to stay in the CF as long as I can”, more so than respondents from the other two elements.

3.2.7.4 Career Intentions: Section Summary

In summary, as there were no significant differences by grouped ranks, intentions to leave or stay in the CF were similar across all CF ranks. By element, Army respondents agreed more on average than either Air Force or Navy respondents that they intended to stay in the CF as long as possible.

3.2.8 Core Content Section Summary

Overall, results from the seven core sections of the Fall 2007 *Your-Say* provided insight into a number of areas that CF Reg personnel are satisfied with, as well as areas that need to be improved upon. As a whole, respondents had the highest satisfaction percentage toward items pertaining to their life as a whole and their health. They are also ready and willing to deploy and are satisfied in their current postings. However, the areas that are currently concerning CF Reg personnel include that there are not the right number of people to do the job, that the CF lacks the equipment it needs to perform well in operations, and that the CF is losing its military customs and traditions.

3.3 Focus Section

Each *Your-Say* administration contains one or two focus sections devoted to particular topics or issues of significant interest to senior leaders. As of Spring 2007, these focus sections have been developed in consultation with L2s within CMP.

3.3.1 CF Retention

DGMP indicated that having a focus section on CF retention and CF fairness in the next *Your-Say* would assist in further exploring previous results from the *CF Retention Survey* and *CF Exit Survey*. DMPORA worked with DPGR to develop the section.

3.3.1.1 Staying in the CF

The CF Retention section asked respondents about factors that would affect their decision to either stay or leave the CF. With regards to staying in the CF, seven factors were posed against a five-point Likert scale ranging from 1 (Definitely Not) to 5 (Definitely Yes).

3.3.1.1.1 Staying in the CF: Response Percentages and Means

Table 28 outlines the no, uncertain and yes percentages, as well as the M, SD, and n on the seven retention factors.³⁸

³⁸ These percentages were based on combining the “definitely not” and “probably not” categories (No) as well as the “probably yes” and “definitely yes” categories (Yes). There was only one uncertain category.

Table 28: Factors for Staying in the CF Item Percentages, Means and Standard Deviations

Would any of the following factors affect your decision to stay in the CF?	No (Percent)	Uncertain (Percent)	Yes (Percent)	M	SD	n
Career advancement/promotion	30.7	11.8	57.5	3.35	1.33	1508
Postings	18.4	13.7	67.9	3.77	1.24	1510
Salary	21.7	9.7	68.6	3.75	1.23	1509
Benefits	20.7	11.1	68.2	3.72	1.20	1507
Career Enjoyment	8.4	7.1	84.6	4.22	1.00	1500
Working Relationships	16.4	19.5	64.1	3.66	1.08	1509
Family Considerations	8.1	9.8	82.1	4.25	1.02	1511

1 = Definitely Not 2 = Probably Not 3 = Uncertain 4 = Probably Yes 5 = Definitely Yes

According to Table 28, the three factors that had the highest “yes” responses in regards to affecting someone’s decision to stay in the CF were: career enjoyment (84.6%), family considerations (82.1%) and salary (68.6%). Respondents also indicated the factor that would least likely affect their decision to stay in the CF was career advancement/promotion (30.7%).

Some respondents (204 or 13.1%) also took the opportunity to write in an additional reason or factor that would influence their decision to stay in the CF. Overall, the most frequently mentioned themes included deployment (21), medical (21) and leadership (14).

3.3.1.1.2 Staying in the CF: Grouped Rank Differences

Table 29 outlines the two factors that had significant differences by grouped rank.

Table 29: Grouped Rank Means and Significant Differences on the Staying in the CF Factors

Would any of the following factors affect your decision to stay in the CF?	M	F	p ≤	n
Salary		10.21	.001	
1. Jr NCM	3.91 ^{2,3,4}			443
2. Sr NCM	3.66			467
3. Jr Officer	3.58			304
4. Sr Officer	3.43			336
Benefits		9.04	.001	
1. Jr NCM	3.82 ^{2,3,4}			439
2. Sr NCM	3.57			467
3. Jr Officer	3.56			303
4. Sr Officer	3.38			336

1 = Definitely Not 2 = Probably Not 3 = Uncertain 4 = Probably Yes 5 = Definitely Yes

As Table 29 shows, respondents at NCM ranks had averages responses closer to the ‘yes’ range than did respondents at Officer ranks on both the salary and benefits factors.

3.3.1.1.3 Staying in the CF: Element Differences

There were no significant differences by element on any of the seven factors. Percentages were statistically consistent across all three elements.

3.3.1.2 Leaving the CF

With regards to leaving the CF, nine factors were posed against a five-point Likert scale ranging from 1 (Definitely Not) to 5 (Definitely Yes).

3.3.1.2.1 Leaving the CF: Response Percentages and Means

Table 30 outlines the no, uncertain and yes percentages, as well as the M, SD, and n on the nine factors that might cause someone to leave the CF.³⁹

Table 30: Reasons for Leaving the CF Item Percentages, Means and Standard Deviations

Would any of the following affect your decision to leave the CF?	No (Percent)	Uncertain (Percent)	Yes (Percent)	M	SD	n
Career advancement/promotion	39.5	15.7	44.7	3.10	1.29	1492
Postings	19.7	16.2	64.0	3.73	1.21	1495
Salary	35.5	13.5	51.1	3.27	1.29	1486
Benefits	34.9	16.5	48.7	3.26	1.26	1493
Career enjoyment	16.8	13.1	70.0	3.83	1.17	1493
Civilianization of the CF	29.4	24.0	46.6	3.30	1.29	1495
Senior leadership	30.7	26.3	43.0	3.20	1.17	1492
Regulations and services	30.3	28.9	40.8	3.17	1.13	1493
Family considerations	10.8	13.2	76.0	4.07	1.11	1495

1 = Definitely Not 2 = Probably Not 3 = Uncertain 4 = Probably Yes 5 = Definitely Yes

According to Table 30, of the nine factors, the three factors that garnered the highest ‘yes’ percentages regarding leaving the CF were: family considerations (76%), career enjoyment (70%) and postings (64%). Respondents also indicated the factor that would least likely affect their decision to leave the CF was career advancement/promotion (39.5%).

³⁹ These percentages were based on combining the “definitely not” and “probably not” categories (No) as well as the “probably yes” and “definitely yes” categories (Yes). There was only one uncertain category.

As part of this section, respondents were also asked if they intended to leave the CF prior to the end of their terms of service. Two-thirds of all respondents (60.5%) answered probably or definitely yes.

Some respondents (93 or 6%) took the opportunity to write in an additional factor that would influence their decision to leave the CF. Overall, the most frequently mentioned themes included medical (17) and deployment (10).

3.3.1.2.2 Leaving the CF: Grouped Rank Differences

Table 31 outlines the three factors that had significant differences by grouped rank.

Table 31: Grouped Rank Means and Significant Differences on the Leaving the CF Factors

Would any of the following factors affect your decision to leave the CF?	M	F	<i>p</i> ≤	n
Salary		15.39	.001	
1. Jr NCM	3.46 ^{2,3,4}			437
2. Sr NCM	3.17 ⁴			462
3. Jr Officer	3.15 ⁴			303
4. Sr Officer	2.85			331
Benefits		13.42	.001	
1. Jr NCM	3.38 ^{3,4}			437
2. Sr NCM	3.18 ⁴			460
3. Jr Officer	3.09 ⁴			304
4. Sr Officer	2.82			331
Regulations and Services		7.27	.001	
1. Jr NCM	3.38 ^{2,3,4}			437
2. Sr NCM	3.16			461
3. Jr Officer	3.05			303
4. Sr Officer	3.04			331

1 = Definitely Not 2 = Probably Not 3 = Uncertain 4 = Probably Yes 5 = Definitely Yes

As Table 31 shows, respondents at NCM ranks had averages responses closer to the ‘yes’ range than did respondents at Officer ranks on the salary, benefits, and regulations and services factors.

3.3.1.2.3 Leaving the CF: Element Differences

There were no significant differences by element on any of the nine factors. Percentages were statistically consistent across all three elements.

3.3.1.2.4 CF Retention: Section Summary

In summary, within the CF retention section, respondents indicated that career enjoyment and family considerations would be the top two reasons and career advancement/promotion would be the least likely reason that would influence both their staying in and leaving the CF. In addition, when asked to write in an additional reason, medical reasons and deployment were the most frequently mentioned reasons for both staying and leaving the CF. There were no significant differences by element in this section. However, the salary and benefits factors were more important for those at NCM ranks than for those at Officer ranks regarding staying in the CF. These two factors were also more important for those at NCM ranks (along with regulations and services) than those at Officer ranks regarding leaving the CF.

3.3.2 CF Fairness

The CF Fairness section asked respondents about how satisfied or dissatisfied they are with fairness as it pertains to different aspects of the CF (e.g., postings and promotions). The section consisted of 11 items posed against a seven-point Likert scale ranging from 1 (Completely Dissatisfied) to 7 (Completely Satisfied).⁴⁰

3.3.2.1 CF Fairness: Response Percentages and Means

Table 32 outlines the dissatisfied, neutral and satisfied percentages, as well as the M, SD, and n for the eleven CF Fairness items.⁴¹ According to Table 32, a majority of the respondents were satisfied with the fairness of treatment in their work unit (58.6%) and with the overall fairness of the CF (49.9%). However, almost three-quarters were dissatisfied with the way the CF deals with poor performers (74.5%) and nearly two-thirds were dissatisfied with the fairness in administering corrective actions for poor performance (60.4%).

⁴⁰ All reported means and percentages were recoded to exclude the “not applicable” category. Please see Annex E for item frequencies and percentages including the “not applicable” category.

⁴¹ Percentages are based on combining the three dissatisfied (completely dissatisfied, dissatisfied, somewhat dissatisfied) categories and the three satisfied (somewhat satisfied, satisfied, completely satisfied) categories. There was only one neutral category.

Table 32: CF Fairness Item Percentages, Means and Standard Deviations

All things considered, how satisfied or dissatisfied are you with each of the following?	Dissatisfied (Percent)	Neutral (Percent)	Satisfied (Percent)	M	SD	n
The way the CF deals with personnel who conduct themselves in an unethical way	45.4	17.8	36.8	3.80	1.60	1501
The way the CF deals with poor performers	74.5	9.2	16.2	2.80	1.47	1506
Fairness in administering corrective actions for poor performance	60.4	16.3	23.4	3.26	1.56	1505
Fairness in resolving complaints and grievances	34.4	34.6	30.9	3.91	1.43	1496
The fairness of treatment in my work unit	26.5	14.9	58.6	4.59	1.73	1510
The fairness of the personnel appraisal process	42.5	15.8	41.7	3.90	1.71	1501
The fairness of the merit processes related to promotion	48.9	15.9	35.2	3.61	1.74	1506
Fair treatment by the career system	42.2	20.8	37.1	3.81	1.66	1501
Fairness of procedures used in determining selection for career courses	35.9	26.2	37.9	3.94	1.62	1496
Fairness of posting decisions	42.0	21.0	37.0	3.72	1.75	1489
Overall fairness of the CF	32.6	17.4	49.9	4.22	1.54	1490

1 = Completely Dissatisfied 2 = Dissatisfied 3 = Somewhat Dissatisfied 4 = Neutral
 5 = Somewhat Satisfied 6 = Satisfied 7 = Completely Satisfied

3.3.2.2 CF Fairness: Grouped Rank Differences

Table 33 outlines the four CF Fairness items that had significant differences by grouped rank.

Table 33: Grouped Rank Means and Significant Differences on the CF Fairness Items

All things considered, how satisfied or dissatisfied are you with each of the following:	M	F	$p \leq$	n
The fairness in administering corrective actions for poor performance		12.04	.001	
1. Jr NCM	3.11 ^{2,3,4}			439
2. Sr NCM	3.38 ⁴			468
3. Jr Officer	3.51			300
4. Sr Officer	3.74			336
The fairness in resolving complaints and grievances		29.18	.001	
1. Jr NCM	3.63 ^{2,3,4}			435
2. Sr NCM	4.03 ⁴			468
3. Jr Officer	4.14 ⁴			298
4. Sr Officer	4.59			335
The fairness of treatment in my work unit		46.42	.001	
1. Jr NCM	4.20 ^{2,3,4}			442
2. Sr NCM	4.90 ⁴			465
3. Jr Officer	5.11 ⁴			304
4. Sr Officer	5.49			335
The fairness of posting decisions		17.84	.001	
1. Jr NCM	3.52 ^{2,3,4}			436
2. Sr NCM	3.90 ⁴			467
3. Jr Officer	4.04 ⁴			302
4. Sr Officer	4.40			334

1 = Completely Dissatisfied 2 = Dissatisfied 3 = Somewhat Dissatisfied 4 = Neutral
 5 = Somewhat Satisfied 6 = Satisfied 7 = Completely Satisfied

As Table 33 shows, respondents at Officer ranks were statistically more satisfied (on average) than respondents in NCM ranks regarding fairness in administering corrective action for poor performance, fairness in resolving complaints and grievances, fairness of treatment in the work unit, and that fairness of posting decisions.

3.3.2.3 CF Fairness: Element Differences

Table 34 outlines the one CF Fairness item that had a significant difference by element.

Table 34: Element Means and Significant Differences on the CF Fairness Items

All things considered, how satisfied or dissatisfied are you with each of the following:	M	F	$p \leq$	n
The fairness of the personnel appraisal process		4.83	.001	
1. Air Force	3.95			574
2. Army	4.19 ^{1,3}			676
3. Navy	3.87			292

1 = Completely Dissatisfied
5 = Somewhat Satisfied

2 = Dissatisfied
6 = Satisfied

3 = Somewhat Dissatisfied
7 = Completely Satisfied

4 = Neutral

According to Table 34, Army respondents were statistically more satisfied than either Air Force or Navy respondents with the fairness of the personnel appraisal process.

3.3.2.4 CF Fairness: Section Summary

Within the CF Fairness section, respondents indicated the way the CF deals with poor performers and fairness in administering corrective action for poor performance as their two areas of concern. There were four areas where there was a significant difference by grouped rank including corrective actions for poor performance, resolving complaints and grievances, treatment in the work unit and posting decisions. In all of these cases, respondents at Officer ranks were more satisfied than respondents at NCM ranks. The only area where there was a significant difference by element was with the fairness of the personnel appraisal process, such that Army respondents were statistically more satisfied than the other two elements.

4 Trends Across Administrations

As of Fall 2007, six completed *Your-Say* administrations have captured the opinions of 8,840 CF Reg respondents. As many of the survey items have been asked in a number of administrations over time, responses across these administrations can be examined to help identify trends⁴². Although each *Your-Say* is administered to a different sample of personnel and the opinions of the same individuals can not be examined for change, looking at the data across administrations⁴³ allows for representative, CF-wide trends to be established.

4.1 Life Satisfaction

Three life satisfaction items were asked in the Fall 2007 *Your-Say*. Table 35 outlines these three items and their satisfaction percentages across administrations⁴⁴.

Table 35: Life Satisfaction Item Percentages Across Your-Say Administrations

All things considered, how satisfied or dissatisfied are you with each of the following, overall:	Summer 2004 (Percent)	Spring 2005 (Percent)	Fall 2005 (Percent)	Fall 2006 (Percent)	Spring 2007 (Percent)	Fall 2007 (Percent)
The military way of life	78.7	77.1	80.0	79.7	85.2	77.0
Your life as a whole	Not Asked	88.8	86.2	87.7	90.4	90.9
Your health	Not Asked	76.3	78.9	77.8	78.6	82.2

During the Fall 2007 administration, CF Reg personnel had the highest satisfaction percentage toward their life as a whole (90.9%) and their health (82.2%) as compared to previous *Your-Say* administrations. On the other hand, CF Reg personnel had the lowest satisfaction percentage toward the military way of life (77%) as compared to previous *Your-Say* administrations.

⁴² As the items in the willingness to deploy section (3.2.6) and the career intentions section (3.2.7) have only been asked in two *Your-Say* administrations, they were excluded from this section.

⁴³ Please note that this section is a precursor to an in-depth Technical Report, intended to be published separately, on the first five years of *Your-Say* administrations.

⁴⁴ Percentages are based on combining the three satisfaction percentages: somewhat satisfied, satisfied, and completely satisfied.

4.2 Career Management and Postings

Five career management and postings items were asked in *Your-Say*. Table 36 outlines these five items and their agreement percentages across administrations.⁴⁵

Table 36: Career Management and Postings Agreement Percentages across Your-Say Administrations

To what extent do you agree or disagree with the following statements:	Spring 2005 (Percent)	Spring 2007 (Percent)	Fall 2007 (Percent)
I feel like I have no personal control over my career while in the CF	39.5	36.9	42.2
I have generally been happy with my postings in the CF	78.7	73.7	72.6
Postings are having a negative impact on my children's education	27.4	15.6	18.5
Postings are having a negative impact on my spouse's employment	46.5	36.6	38.4
I want more geographical stability	56.1	53.3	55.1

All five items have shown some changes in CF Reg personnel's opinions regarding career management and postings. For instance, agreement has consistently decreased regarding CF Reg personnel being happy with their postings in the CF (decreasing from 78.7% in Spring 2005 to 72.6% in Fall 2007). Agreement has also been consistently increasing regarding CF Reg personnel feeling like they have no personal control over their CF career (increasing from 39.5% in Spring 2005 to 42.2% in Fall 2007).

Twice as many CF Reg personnel continue to report that postings are having a negative impact on spouses' employment as compared to those who indicated that postings are having a negative impact on their children's education. This finding has been consistent across *Your-Say* administrations since Spring 2005. A majority of respondents are also continuing to indicate a desire for more geographical stability.

4.3 Work-Life Balance

There are six work-life balance items currently asked in the Fall *Your-Say*. Two of these items are open-ended pertaining to hours of work per week and 24-hr days away from home for all military reasons in the past six months. Table 37 outlines the results for these two items across administrations.

⁴⁵ Percentages are based on combining the two agreement percentages: agree and strongly agree

*Table 37: Hours of Work Per Week and 24-hr Days Away from Home:
Results across Your-Say Administrations*

Item	Summer 2004	Spring 2005	Fall 2005	Fall 2006	Spring 2007	Fall 2007
How many hours per week do you usually work? (Mean)	43.6 hours	43.9 hours	43.5 hours	40.9 hours	44.6 hours	44.4 hours
How many 24-hr days were you away from home for all military reasons in the past six months? (Median)	20.0 days	15.0 days	20.0 days	----- ⁴⁶	20.0 days	20.0 days

Regarding hours of work per week, respondents have remained relatively consistent across administrations ranging from 40.9 hours in Fall 2006 to 44.6 hours in Spring 2007. Regarding 24-hr days away from home, with the exception of the Spring 2005 administration that had a median of 15 days, all other administrations had a median of 20 days.

Table 38: Work-Life Balance Agreement Percentages Across Your-Say Administrations

To what extent do you agree or disagree with the following items:	Summer 2004 (Percent)	Spring 2005 (Percent)	Fall 2005 (Percent)	Fall 2006 (Percent)	Spring 2007 (Percent)	Fall 2007 (Percent)
I feel I have more to do than I can comfortably handle	34.4	37.1	38.6	33.6	38.7	36.6
Making arrangements for family (e.g., children, elderly relatives) while I work involves a lot of effort	Not Asked	37.4	37.4	37.3	41.2	40.4
My work schedule often conflicts with my personal life	38.3	36.7	37.6	34.4	36.7	50.0
The military is a way of life and can never be just a job	71.3	Not Asked			82.3	84.2

⁴⁶ This particular administration asked respondents for how many 24-hr days they were away from home for all military reasons in a twelve month period, as opposed to a six month period.

Table 38 outlines the agreement percentages for the remaining work-life balance items over time.⁴⁷ As shown in Table 38, across administrations, more CF Reg personnel are agreeing that the military is a way of life and can never be just a job (increasing from 71.3% in Summer 2004 to 84.2% in Fall 2007). For the first time in the history of *Your-Say*, a majority of CF Reg personnel also agreed that their work schedule conflicts with their personal life during the Fall 2007 administration. The other two work-life balance items have remained relatively consistent over time.

4.4 Your Supervisor

Eight items were asked in the Fall 2007 *Your-Say* about respondents' immediate supervisor. Table 39 outlines the agreement percentages for six of these items across administrations⁴⁸

Table 39: Agreement Percentages across Your-Say Administrations Regarding Respondents' Immediate Supervisor

What does your supervisor actually do?	Summer 2004 (Percent)	Spring 2005 (Percent)	Spring 2007 (Percent)	Fall 2007 (Percent)
Tells me when I do a good job	62.9	62.0	65.2	68.6
Ensures people have what they need to get the job done	65.3	62.2	70.2	60.9
Wants to get ahead no matter what	29.7	Not Asked	22.5	27.5
Encourages my personal and professional development	68.4	55.6	67.9	65.0
Fails to take action until problems become serious	17.5	18.5	16.6	18.5
Sets a high standard of ethical behaviour	59.9	63.8	65.1	57.9

As Table 39 shows, in Fall 2007, more CF Reg personnel believed their supervisor tells them when they do a good job (68.6%) than in any other previous *Your-Say* administrations. However, agreement that their supervisor ensures people have what they need to get the job done and agreement that their supervisor sets a high standard of ethical behaviour is at an all time low (60.9% and 57.9% respectively) in Fall 2007.

4.5 Indirect Leadership – Mission Success Scale

There are eight mission success items asked in the Fall 2007 *Your-Say*. Table 40 outlines the agreement percentages for these items across administrations⁴⁹.

⁴⁷ Percentages are based on combining the two agreement percentages: agree and strongly agree.

⁴⁸ Ibid.

⁴⁹ Ibid.

Table 40: Mission Success Scale Agreement Percentages Across Your-Say Administrations

To what extent do you agree or disagree with the following statements:	Summer 2004 (Percent)	Spring 2005 (Percent)	Fall 2005 (Percent)	Fall 2006 (Percent)	Spring 2007 (Percent)	Fall 2007 (Percent)
Policies and programs support the development of leaders in the CF	48.2	48.7	48.3	50.6	Not Asked	48.7
The CF places too many demands on its personnel	61.7	61.8	56.5	52.9	Not Asked	53.5
I am familiar with the Department's strategic direction and vision	41.0	49.7	48.1	52.4	Not Asked	49.4
The CF has achieved the right balance in maintaining current capabilities and developing new military capabilities	35.2	18.6	21.2	26.9	Not Asked	23.3
The CF lacks the equipment it needs to perform well in operations	76.9	77.0	82.5	75.0	63.1	59.1
CF personnel are given adequate training and development opportunities to acquire leadership skills	42.8	48.5	50.1	52.2	Not Asked	47.8
The CF has enough of the right people to do the job	13.0	13.6	9.9	9.9	Not Asked	8.3
There doesn't seem to be any long term planning in the military	44.8	43.9	43.6	40.9	53.9	42.4

As Table 40 shows, on the item, “The CF lacks the equipment it needs to perform well in operations”, CF Reg personnel opinions’ have been improving since the Fall 2005 *Your-Say* administration. On the other hand, agreement is at an all time low in regards to the CF having the right people to do the job (8.3% in Fall 2007 as compared to 13.6% in Spring 2005).

4.6 Indirect Leadership – Internal Integration Scale

There are seven internal integration items asked in the Fall 2007 *Your-Say*. Table 41 outlines the agreement percentages for these items across administrations⁵⁰.

Table 41: Internal Integration Scale Agreement Percentages Across Your-Say Administrations

To what extent do you agree or disagree with the following statements:	Summer 2004 (Percent)	Spring 2005 (Percent)	Fall 2005 (Percent)	Fall 2006 (Percent)	Fall 2007 (Percent)
Policies and programs in the CF support the military ethos	45.1	50.0	52.6	61.2	52.1
I have faith in the military justice system to grant fair and unbiased judgements	34.6	41.9	44.3	47.1	38.7
The military justice system is effective for maintaining and enforcing discipline in the CF	44.3	45.6	51.1	52.5	45.9
I have access to the information I need when I need it for planning and decision making	60.5	60.4	56.7	64.3	57.0
Senior leaders use media in a way that gives members a sense of pride in what they do	34.0	34.8	44.0	53.5	53.0
There is a strong sense of cohesion and esprit de corps in the Canadian Forces	23.4	30.1	31.2	46.2	43.8
Canadian Forces members are losing their military customs and traditions	70.0	68.1	71.7	70.9	69.5

As Table 41 shows, the item that has shown the most consistency (in terms of agreement) over time is, “Canadian Forces members are losing their military customs and traditions” ranging from 68.1% in Spring 2005 to 71.7% in Fall 2005. Over time, the highest increase in agreement has been on the item, “Senior leaders use media in a way that gives members a sense of pride in what they do” ranging from 34.0% in Summer 2004 to 53.5% in Fall 2006.

4.7 Indirect Leadership – Member Well-Being and Commitment Scale

There are eleven member well-being and commitment scale items currently asked within the Fall *Your-Say*. Table 42 outlines the agreement percentages for these items across administrations.

⁵⁰ Percentages are based on combining the two agreement percentages: agree and strongly agree.

As Table 42 shows, six of these 11 items received their lowest level of agreement in the history of *Your-Say* administrations during the Fall 2007 administration.⁵¹ These six items dealt with one of the following topics: ethical behaviour, military families, or organizational procedures. Specifically, the largest decrease in agreement was with the item, “Getting ahead in the CF means behaving ethically” decreasing from 66.1% in Spring 2007 to 45.7% in Fall 2007.

Table 42: Member Well-Being and Commitment Scale Agreement Percentages across Your-Say Administrations

To what extent do you agree or disagree with the following statements:	Summer 2004 (Percent)	Spring 2005 (Percent)	Fall 2005 (Percent)	Fall 2006 (Percent)	Spring 2007 (Percent)	Fall 2007 (Percent)
Organizational policies are equally fair to everyone	30.5	33.2	30.2	36.9	53.7	32.5
Getting ahead in the CF means behaving ethically*	47.4	50.4	46.1	50.1	66.1	45.7
I am supported by leaders in balancing work-life commitments	48.8	51.6	52.6	57.2	Not Asked	54.3
I know the CF will look after my needs if I become injured on the job	41.6	46.9	53.0	53.4	47.4	42.4
The CF looks after the families of its service members*	45.4	47.6	48.3	52.8	Not Asked	42.9
The contribution service members make to the CF is recognized by the institution	39.0	44.1	39.1	44.1	Not Asked	43.7
The people I work with behave ethically*	72.2	73.7	73.8	77.1	Not Asked	69.2
Methods for resolving complaints in the CF are fair and unbiased*	32.4	30.6	35.0	33.5	Not Asked	25.5
The CF provides a reasonable quality of life for service members and their families*	63.2	66.1	65.1	71.2	Not Asked	62.7
CF members who submit a grievance are likely to obtain justice	26.9	29.2	33.9	33.0	Not Asked	27.3
This organization has rules and regulations that are strictly followed*	38.8	44.1	39.5	41.1	41.8	36.3

⁵¹ These items are denoted with a *.

4.8 Indirect Leadership – External Adaptability Scale

There are eight external adaptability scale items currently asked within the Fall *Your-Say*. Table 43 outlines the combined agreement percentages for these items across administrations⁵².

Table 43: External Adaptability Scale Agreement Percentages Across Your-Say Administrations

To what extent do you agree or disagree with the following statements:	Summer 2004 (Percent)	Spring 2005 (Percent)	Fall 2005 (Percent)	Fall 2006 (Percent)	Spring 2007 (Percent)	Fall 2007 (Percent)
I am satisfied that changes in the Department occur for a reason *	48.1	53.2	51.4	55.5	45.9	56.1
The military and civilian staff of DND work together effectively as a team	46.8	47.8	45.6	53.1	Not Asked	46.2
The CF has shown itself to be a progressive organization as far as social change is concerned	51.9	53.4	55.1	56.5	Not Asked	50.1
Failures in the CF are seen as a source of learning *	37.0	41.6	39.2	46.1	Not Asked	47.8
Other government departments seem to understand the roles and functions of the CF	12.4	12.5	15.8	19.1	Not Asked	16.2
The CF looks to other national and international organizations for knowledge	35.2	39.6	52.0	56.6	Not Asked	45.7
The Department actively strives for continuous improvement *	45.2	49.5	51.6	58.6	Not Asked	58.6
Senior leaders do a reasonable job of explaining CF activities to the Canadian public*	26.9	26.5	31.9	40.9	Not Asked	42.1

⁵² Percentages are based on combining the two agreement percentages: agree and strongly agree.

As Table 43 shows, four of these eight items⁵³ received their highest ever percentage of agreement from CF Reg personnel during the Fall 2007 administration⁵⁴. Two of these four items deal with departmental change and departmental improvement (56.1% and 58.6% respectively). On the other hand, the item, “The CF has shown itself to be a progressive organization as far as social change is concerned” had its lowest level of agreement in the history of *Your-Say* administrations during the Fall 2007 administration (50.1%).

⁵³ These items are denoted with “*”.

⁵⁴ The item, “The Department actively strives for continuous improvement” had identical combined agreement percentages in the Fall 2006 and Fall 2007 *Your-Say* administrations.

5 Conclusion and Recommendations

Overall, responses from the Fall 2007 Your-Say provided insight into a number of areas that CF Reg personnel are satisfied with. Specifically, respondents indicated the highest satisfaction with their life as a whole and their health. They are also ready and willing to deploy and are satisfied in their current postings.

Across the past six Your-Say administrations, several survey items have shown different patterns of responses over time. Some items have shown a decrease in satisfaction and agreement including: military way of life, and being happy with current CF postings. Other items have shown an increase in satisfaction and agreement including: life as a whole, a supervisor telling someone when they do a good job, and senior leaders using media in a way that gives members a sense of pride in what they do.

In addition to reporting on general results, the Fall 2007 Your-Say data were analyzed by grouped rank and element. On the items that did show significant differences, Officers and Army respondents were consistently more positive than the other rank groups and two elements in the areas of work-life balance, direct and indirect leadership, and fairness. Results from this administration suggest the need to delve deeper into the differences in opinions between NCM and Officer ranks. For instance, as NCMs reported a lack of personal control early on into their careers, future research could look into the degree of importance this holds for them, as well as the fixed and variable reasons why this may be the case. Results from this additional research could provide support for the career retention priority of CMP.

The finding that Navy respondents, in particular, were the most dissatisfied element across topic areas does encourage the need for a more in depth analysis of the specific element differences that may be underlying these opinions in the Navy. It is recommended that a focused Naval study be completed as a way to target any specific element concerns that may be present in the Navy.

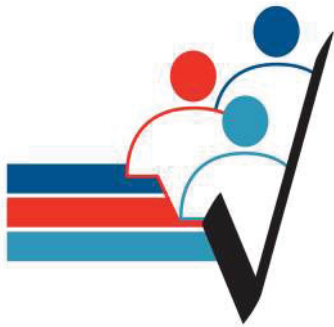
Perhaps most importantly, the Fall 2007 Your-Say data have also been able to provide some indication of how CF Reg personnel are feeling toward CF and CMP priorities. For instance, both in terms of the right number of people to do the job, and the equipment needed to perform well in operations, CF Reg personnel are continuing to report substantial concerns. On a positive note, in line with CMP's priority surrounding care for military families, CF Reg personnel do think the CF will look after their families and that the CF provides both personnel and their families with a reasonable quality of life.

The seventh Your-Say administration will take place in June 2008. Results are expected to be available in Winter 2010.

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Annex A Fall 2007 Your-Say Survey



Social Policy Section

Director Military Personnel Operational Research and Analysis

Fall 2007

Your-Say

Regular Forces Survey



***Senior leaders need your open, honest responses
to make decisions affecting all CF members.***

Survey Objective

“Your-Say” looks at the effectiveness of the Department of National Defence and the Canadian Forces from the perspective of individual CF members. Senior leaders use the results to evaluate existing and proposed policies, procedures and programs in the CF.

The Questionnaire

The questionnaire is designed to measure the attitudes, circumstances and experiences of CF members on a periodic basis.

Your Participation

This is your opportunity to share your views with leaders at the highest levels of the Department - to have Your Say! Participation is voluntary, however, maximum participation is needed for results to be accurate.

DMPORA authorizes the administration of this survey within DND/CF in accordance with CANFORGEN 145/02 ADMHRMIL 079 UNCLASS 131028Z DEC 02. Authorization number: 595/07



Time Commitment

We hope that participating in this survey will be important to you. The quality of this survey depends on the quality of your answers. We estimate the survey will take about 20 minutes to complete. Thank you for your time.

Confidentiality

Confidentiality will be protected to the extent permissible under Canadian law. To ensure that your answers and your identity are protected, we have taken the following precautions:

- The survey is ANONYMOUS. Your name is not required.
- The data will be used only to produce statistical summaries in the form of tables and graphs.
- All tables will be verified to ensure that they do not reveal anyone's identity.

Access to Information

You should be aware that under the Access to Information Act, Canadian citizens are entitled to obtain copies of research reports and research data (including the database pertaining to this project) held in Federal government files. Similarly, under the Privacy Act, Canadian citizens are entitled to copies of all information concerning them that is held in Federal government files including research databases. Prior to releasing requested information, the Directorate of Access to Information and Privacy (DAIP) screens the data to ensure that individual identities are not disclosed.

To further safeguard your anonymity and privacy, you should not write your name, service number or personal record identifier anywhere on this questionnaire. Second, you should ensure that any written comments you may offer are sufficiently general that you cannot be identified as the author.

Questions

If you have any questions or concerns, please call or email us at:

Samantha Urban
Research Officer
Director Military Personnel Operational Research and Analysis 3-2
(613) 995-7620
Urban.SA@forces.gc.ca

Life Satisfaction

1. All things considered, how satisfied or dissatisfied are you with each of the following, OVERALL:

	Completely Dissatisfied	Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Satisfied	Completely Satisfied	Not Applicable
a. The military way of life.								
b. Your life as a whole.								
c. Your health.								

Career Management and Postings

2. To what extent do you agree or disagree with the following statements?

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
a. I feel like I have no personal control over my career while in the CF.						
b. I have generally been happy with my postings in the CF.						
c. Postings are having a negative impact on my children's education.						
d. Postings are having a negative impact on my spouse's employment.						
e. I want more geographical stability.						

Work- Life Balance

3. About how many hours a week do you usually work?

		Hours per week
--	--	----------------

4. How many full days (24hrs) were you away from home for all military reasons in the past 6 months?

		Days
--	--	------

5. To what extent do you agree or disagree with the following statements?

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
a. I feel I have more to do than I can comfortably handle.						
b. Making arrangements for family (e.g., children, elderly relatives) while I work involves a lot of effort						
c. My work schedule often conflicts with my personal life.						
d. The military is a way of life and can never be just a job.						

Your Supervisor

6. To what extent do you agree or disagree with the following statements?

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. Tells me when I do a good job.					
b. Ensures people have what they need to get the job done.					
c. Wants to get ahead no matter what.					
d. Encourages my personal and professional development.					
e. Fails to take action until problems become serious.					
f. Sets a high standard of ethical behaviour.					

7. All things considered, how satisfied are you with the leadership provided by your immediate supervisor (the person who writes your PER)?

- Completely Dissatisfied
- Dissatisfied
- Somewhat Dissatisfied
- Neutral
- Somewhat Satisfied
- Satisfied
- Completely Satisfied

8. Please rate the effectiveness of your immediate supervisor at managing people?

- Very High
- High
- Moderate
- Low
- Very Low

CF as a Whole

9. To what extent do you agree or disagree with the following statements?

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. Policies and programs support the development of leaders in the CF.					
b. The CF places too many demands on its personnel.					
c. I am familiar with the Department's strategic direction and vision.					
d. The CF looks after the families of its service members.					
e. I am satisfied that changes in the CF occur for a reason.					
f. The contribution service members make to the CF is recognized by the institution.					
g. The people I work with behave ethically.					
h. The military and civilian staff of DND work together effectively as a team.					
i. Policies and programs in the CF support and reinforce the military ethos					
j. Organizational policies are equally fair to everyone.					

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
k. I have faith in the military justice system to grant fair and unbiased judgments.					
l. The military justice system is effective for maintaining and enforcing discipline in the CF.					
m. Getting ahead in the CF means behaving ethically.					
n. I am supported by leaders in balancing work-life commitments.					
o. The CF has achieved the right balance in maintaining current capabilities and developing new military capabilities.					
p. The CF lacks the equipment it needs to perform well in operations.					
q. I know the CF will look after my needs if I become injured on the job.					
r. Methods for resolving complaints in the CF are fair and unbiased.					
s. The CF has shown itself to be a progressive organization as far as social change is concerned.					
t. Failures in the CF are seen as a source of learning.					
u. Other government departments seem to understand the roles and function of the CF.					
v. I have access to the information I need when I need it for planning and decision-making.					
w. Senior leaders use media in a way that gives members a sense of pride in what they do.					
x. The CF looks to other national and international organizations for knowledge.					
y. There is a strong sense of cohesion and esprit de corps in the Canadian Forces.					
z. The Department actively strives for continuous improvement.					
aa. The CF provides a reasonable quality of life for service members and their families.					
bb. Canadian Forces members are losing their military customs and traditions.					
cc. CF members who submit a grievance are likely to obtain justice.					

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
dd. This organization has rules and regulations that are strictly followed.					
ee. CF personnel are given adequate training and development opportunities to acquire leadership skills.					
ff. The CF has enough of the right people to do the job.					
gg. There doesn't seem to be any long term planning in the military.					
hh. Senior leaders do a reasonable job of explaining CF activities to the Canadian public.					

Career Intentions

10. To what extent do you agree or disagree with the following statements?

	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	Strongly Agree
a. I intend to leave the CF as soon as I have completed my current terms of service.							
b. I intend to leave the CF as soon as I become eligible for pension benefits.							
c. I intend to stay in the CF as long as I can.							
d. I intend to leave the CF as soon as another job becomes available.							

11.

	Definitely Not	Probably Not	Uncertain	Probably Yes	Definitely Yes
a. Do you intend to leave the CF prior to the end of your terms of service?					

12. Would any of the following factors affect your decision to stay in the CF?

	Definitely Not	Probably Not	Uncertain	Probably Yes	Definitely Yes
a. Career advancement/ promotion					
b. Postings					
c. Salary					
d. Benefits					
e. Career enjoyment					
f. Working relationships					
g. Family considerations					
h. Other					

13. Would any of the following factors affect your decision to leave the CF?

	Definitely Not	Probably Not	Uncertain	Probably Yes	Definitely Yes
a. Career advancement/ promotion					
b. Postings					
c. Salary					
d. Benefits					
e. Career enjoyment					
f. Civilianization of the CF					
g. Senior leadership					
h. Regulations and services (e.g., administrative bureaucracy)					
i. Family considerations					
j. Other _____					

Willingness to Deploy

14. Please indicate the extent of your willingness to deploy on international operations or missions on each of the following statements.

	Definitely Not	Probably Not	Uncertain	Probably Yes	Definitely Yes
a. I am ready and willing to deploy.					
b. I would welcome an opportunity to deploy.					
c. I would try to avoid deploying.					

CF Fairness

15. All things considered, how satisfied or dissatisfied are you with each of the following?

	Completely Dissatisfied	Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Satisfied	Completely Satisfied	Not Applicable
a. The way the CF deals with personnel who conduct themselves in an unethical way.								
b. The way the CF deals with poor performers.								
c. Fairness in administering corrective actions for poor performance.								
d. Fairness in resolving complaints and grievances.								
e. The fairness of treatment in my work unit.								
f. The fairness of the personnel appraisal process.								
g. The fairness of merit processes related to promotions.								
h. Fair treatment by the career system.								
i. Fairness of procedures used in determining selection for career courses.								
j. Fairness of posting decisions.								
k. Overall fairness of the CF.								

Official Languages

16. Do you work in a:
- Bilingual Unit
 - French Language Unit
 - English Language Unit
 - Don't Know

17. To what extent do you agree or disagree with the following statements?

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know	Not Applicable
a. The material and tools provided for my work, including software and other automated tools, are available in the language of my choice.						
b. When I prepare written materials, including electronic mail, I feel free to use the official language of my choice.						
c. When I communicate with my immediate supervisor, I feel free to use the language of my choice.						
d. During meetings in my work unit, I feel free to use the language of my choice.						

18. The training offered by my organization is available in the official language of my choice.
- Always
 - Often
 - Sometimes
 - Rarely
 - Never
 - Don't Know
 - Not Applicable

25. What is your First Official Language?

- French
- English

26. What is your rank?

- | | | |
|--------------------------------------|---|------------------------------------|
| <input type="radio"/> Junior NCM | → | <input type="radio"/> Pte/OS/AB |
| | | <input type="radio"/> Cpl/LS |
| | | <input type="radio"/> MCpl/MS |
| <hr/> | | |
| <input type="radio"/> Senior NCM | → | <input type="radio"/> Sgt/PO2 |
| | | <input type="radio"/> WO/PO1 |
| | | <input type="radio"/> MWO/CPO2 |
| | | <input type="radio"/> CWO/CPO1 |
| <hr/> | | |
| <input type="radio"/> Junior Officer | → | <input type="radio"/> 2Lt/A-SLt |
| | | <input type="radio"/> Lt/SLt |
| | | <input type="radio"/> Capt/Lt(N) |
| <hr/> | | |
| <input type="radio"/> Senior Officer | → | <input type="radio"/> Major/LCdr |
| | | <input type="radio"/> LCol/Cdr |
| | | <input type="radio"/> Col/Capt(N) |
| | | <input type="radio"/> General/Flag |

27. Which organization does your unit report to?

- | | |
|-----------------------------------|-------------------------------|
| <input type="radio"/> CANCOM | <input type="radio"/> CLS |
| <input type="radio"/> CANOSCOM | <input type="radio"/> CMP |
| <input type="radio"/> CANSOFCOM | <input type="radio"/> CMS |
| <input type="radio"/> CEFCOM | <input type="radio"/> ADM IM |
| <input type="radio"/> CAS | <input type="radio"/> ADM MAT |
| <input type="radio"/> Other _____ | |

- 28.** What is your highest level of education obtained?
- Secondary (high) school graduation certificate or equivalent
 - College or CEGEP diploma or trades certificate
 - University certificate or diploma below the bachelor's level
 - Bachelor's Degree (e.g., B.A., LL.B)
 - University certificate or diploma higher than the bachelor's level
 - Master's Degree
 - Degree in a medical specialty
 - Doctorate (e.g., Ph.D)
- 29.** Are you:
- Male
 - Female
- 30.** Which environmental uniform do you usually wear?
- Sea
 - Land
 - Air
- 31.** What is your current marital status?
- Single (Never married)
 - Living common-law
 - Married (and not separated)
 - Separated
 - Divorced
 - Widowed
- 32.** Are there any children living part-time or full time in your household?
- | | | | |
|---------------------------|---|-----------------------|--------------------------|
| <input type="radio"/> Yes | → | How many are... | |
| <input type="radio"/> No | | 5 years old or less? | <input type="checkbox"/> |
| | | 6 to 11 years old? | <input type="checkbox"/> |
| | | 12 to 14 years old? | <input type="checkbox"/> |
| | | 15 years old or more? | <input type="checkbox"/> |

33. Are you an aboriginal person?

Definition: An Aboriginal person is a North American Indian or a member of a First Nation, a Métis or an Inuit. Members of a First Nation include status, treaty or registered Indians. North American Indians include non-status and non-registered Indians.

- Yes
- No

34. Are you a member of a visible minority group?

Definition: A member of a visible minority group is a person other than an Aboriginal person who is non-Caucasian in race or non-white in colour.

- Yes
- No

35. In what type of dwelling do you currently live?

- DND Quarters (formerly known as Single Quarters)
- DND Housing (formerly known as Married Quarters)
- Civilian Owned
- Civilian Rented

36. In which geographical region are you currently employed?

- | | |
|---|---|
| <input type="radio"/> NCR (either Ont. or Que.) | <input type="radio"/> Ontario (excluding NCR) |
| <input type="radio"/> Atlantic Provinces | <input type="radio"/> Prairie Provinces |
| <input type="radio"/> Quebec (excluding NCR) | <input type="radio"/> British Columbia |
| <input type="radio"/> Other _____ | |

Thank you for your participation!

Annex B Frequencies and Percentages for the Life Satisfaction Section (including not applicable responses)

1. All things considered, how satisfied or dissatisfied are you with each of the following: the military way of life.

Response Category	Frequency (n)	Percentage (%)
Completely Dissatisfied	35	2.3
Dissatisfied	92	6.1
Somewhat Dissatisfied	157	10.4
Neutral	64	4.3
Somewhat Satisfied	275	18.2
Satisfied	712	47.1
Completely Satisfied	178	11.7
Not Applicable	0	0
TOTAL	1512	100

2. All things considered, how satisfied or dissatisfied are you with each of the following: your life as a whole.

Response Category	Frequency (n)	Percentage (%)
Completely Dissatisfied	19	1.2
Dissatisfied	21	1.4
Somewhat Dissatisfied	61	4.0
Neutral	35	2.3
Somewhat Satisfied	227	15.0
Satisfied	762	50.4
Completely Satisfied	385	25.5
Not Applicable	2	0.1
TOTAL	1511	100

3. All things considered, how satisfied or dissatisfied are you with each of the following: your health.

Response Category	Frequency (n)	Percentage (%)
Completely Dissatisfied	18	1.2
Dissatisfied	71	4.7
Somewhat Dissatisfied	132	8.7
Neutral	47	3.1
Somewhat Satisfied	260	17.2
Satisfied	705	46.6
Completely Satisfied	278	18.4
Not Applicable	0	0
TOTAL	1511	100

Annex C Frequencies and Percentages for the Career Management and Postings Section (including not applicable responses)

1. I feel like I have no personal control over my career while in the CF.

Response Category	Frequency (n)	Percentage (%)
Strongly Disagree	63	4.2
Disagree	530	35.1
Neutral	281	18.6
Agree	365	24.2
Strongly Agree	272	18.0
Not Applicable	1	0
TOTAL	1512	100

2. I have generally been happy with my postings in the CF.

Response Category	Frequency (n)	Percentage (%)
Strongly Disagree	64	4.2
Disagree	159	10.5
Neutral	164	10.9
Agree	737	48.8
Strongly Agree	359	23.8
Not Applicable	29	1.9
TOTAL	1512	100

3. Postings are having a negative impact on my children’s education.

Response Category	Frequency (n)	Percentage (%)
Strongly Disagree	124	8.2
Disagree	306	20.3
Neutral	287	19.0
Agree	158	10.5
Strongly Agree	121	8.0
Not Applicable	514	34.0
TOTAL	1511	100

4. Postings are having a negative impact on my spouse's employment.

Response Category	Frequency (n)	Percentage (%)
Strongly Disagree	95	6.3
Disagree	217	14.3
Neutral	232	15.4
Agree	235	15.6
Strongly Agree	344	22.8
Not Applicable	388	25.7
TOTAL	1511	100

5. I want more geographical stability.

Response Category	Frequency (n)	Percentage (%)
Strongly Disagree	39	2.6
Disagree	126	8.3
Neutral	423	28.0
Agree	347	23.0
Strongly Agree	485	32.1
Not Applicable	92	6.1
TOTAL	1512	100

Annex D Frequencies and Percentages for the Work-Life Balance Section (including not applicable responses)

1. I feel I have more to do than I can comfortably handle.

Response Category	Frequency (n)	Percentage (%)
Strongly Disagree	90	6.0
Disagree	502	33.5
Neutral	358	23.9
Agree	369	24.6
Strongly Agree	179	12.0
Not Applicable	1	0.1
TOTAL	1500	100

2. Making arrangements for family (e.g., children, elderly relatives) while I work involves a lot of effort.

Response Category	Frequency (n)	Percentage (%)
Strongly Disagree	47	3.2
Disagree	274	18.2
Neutral	310	20.6
Agree	372	24.8
Strongly Agree	234	15.6
Not Applicable	264	17.6
TOTAL	1501	100

3. My work schedule often conflicts with my personal life.

Response Category	Frequency (n)	Percentage (%)
Strongly Disagree	46	3.0
Disagree	378	25.2
Neutral	319	21.3
Agree	449	29.9
Strongly Agree	302	20.1
Not Applicable	7	0.5
TOTAL	1501	100

4. The military is a way of life and can never be just a job.

Response Category	Frequency (n)	Percentage (%)
Strongly Disagree	71	4.8
Disagree	71	4.8
Neutral	95	6.3
Agree	552	36.8
Strongly Agree	712	47.4
Not Applicable	0	0
TOTAL	1500	100

Annex E Frequencies and Percentages for the Canadian Forces Fairness Section (including not applicable responses)

1. All things considered, how satisfied or dissatisfied are you with each of the following:
The way the CF deals with personnel who conduct themselves in an unethical way.

Response Category	Frequency (n)	Percentage (%)
Completely Dissatisfied	130	8.6
Dissatisfied	216	14.3
Somewhat Dissatisfied	336	22.2
Neutral	268	17.7
Somewhat Satisfied	290	19.2
Satisfied	226	15.0
Completely Satisfied	36	2.4
Not Applicable	11	0.7
TOTAL	1512	100

2. All things considered, how satisfied or dissatisfied are you with each of the following:
The way the CF deals with poor performers.

Response Category	Frequency (n)	Percentage (%)
Completely Dissatisfied	306	20.3
Dissatisfied	430	28.5
Somewhat Dissatisfied	387	25.7
Neutral	139	9.2
Somewhat Satisfied	148	9.8
Satisfied	91	6.0
Completely Satisfied	6	0.4
Not Applicable	0	0
TOTAL	1507	100

3. All things considered, how satisfied or dissatisfied are you with each of the following:
Fairness in administering corrective actions for poor performance.

Response Category	Frequency (n)	Percentage (%)
Completely Dissatisfied	201	13.3
Dissatisfied	342	22.7
Somewhat Dissatisfied	365	24.3
Neutral	246	16.3
Somewhat Satisfied	169	11.2
Satisfied	170	11.3
Completely Satisfied	12	0.8
Not Applicable	2	0.1
TOTAL	1506	100

4. All things considered, how satisfied or dissatisfied are you with each of the following:
Fairness in resolving complaints and grievances.

Response Category	Frequency (n)	Percentage (%)
Completely Dissatisfied	106	7.1
Dissatisfied	139	9.2
Somewhat Dissatisfied	270	17.9
Neutral	518	34.3
Somewhat Satisfied	217	14.4
Satisfied	228	15.1
Completely Satisfied	18	1.2
Not Applicable	12	0.8
TOTAL	1508	100

5. All things considered, how satisfied or dissatisfied are you with each of the following:
The fairness of treatment in my work unit.

Response Category	Frequency (n)	Percentage (%)
Completely Dissatisfied	110	7.3
Dissatisfied	120	8.0
Somewhat Dissatisfied	169	11.2
Neutral	225	14.9
Somewhat Satisfied	285	18.9
Satisfied	456	30.2
Completely Satisfied	144	9.5
Not Applicable	1	0.1
TOTAL	1511	100

6. All things considered, how satisfied or dissatisfied are you with each of the following:
The fairness of the personnel appraisal process.

Response Category	Frequency (n)	Percentage (%)
Completely Dissatisfied	158	10.5
Dissatisfied	209	13.9
Somewhat Dissatisfied	272	18.1
Neutral	238	15.8
Somewhat Satisfied	285	19.0
Satisfied	299	19.9
Completely Satisfied	41	2.7
Not Applicable	2	0.1
TOTAL	1503	100

7. All things considered, how satisfied or dissatisfied are you with each of the following:
The fairness of merit processes related to promotions.

Response Category	Frequency (n)	Percentage (%)
Completely Dissatisfied	237	15.7
Dissatisfied	212	14.0
Somewhat Dissatisfied	288	19.1
Neutral	239	15.8
Somewhat Satisfied	262	17.3
Satisfied	229	15.1
Completely Satisfied	39	2.6
Not Applicable	5	0.4
TOTAL	1512	100

8. All things considered, how satisfied or dissatisfied are you with each of the following:
Fair treatment by the career system.

Response Category	Frequency (n)	Percentage (%)
Completely Dissatisfied	158	10.5
Dissatisfied	225	15.0
Somewhat Dissatisfied	250	16.7
Neutral	312	20.8
Somewhat Satisfied	268	17.8
Satisfied	247	16.4
Completely Satisfied	42	2.8
Not Applicable	1	0.1
TOTAL	1502	100

9. All things considered, how satisfied or dissatisfied are you with each of the following:
Fairness of procedures used in determining selection for career courses.

Response Category	Frequency (n)	Percentage (%)
Completely Dissatisfied	165	11.0
Dissatisfied	139	9.3
Somewhat Dissatisfied	233	15.5
Neutral	393	26.2
Somewhat Satisfied	257	17.2
Satisfied	275	18.4
Completely Satisfied	34	2.3
Not Applicable	4	0.2
TOTAL	1500	100

10. All things considered, how satisfied or dissatisfied are you with each of the following:
Fairness of posting decisions.

Response Category	Frequency (n)	Percentage (%)
Completely Dissatisfied	260	17.2
Dissatisfied	134	8.9
Somewhat Dissatisfied	231	15.3
Neutral	313	20.7
Somewhat Satisfied	283	18.8
Satisfied	230	15.2
Completely Satisfied	39	2.6
Not Applicable	19	1.3
TOTAL	1508	100

11. All things considered, how satisfied or dissatisfied are you with each of the following:
Overall fairness of the CF.

Response Category	Frequency (n)	Percentage (%)
Completely Dissatisfied	85	5.7
Dissatisfied	147	9.8
Somewhat Dissatisfied	255	17.0
Neutral	259	17.3
Somewhat Satisfied	370	24.7
Satisfied	349	23.3
Completely Satisfied	24	1.6
Not Applicable	9	0.6
TOTAL	1499	100

List of symbols/abbreviations/acronyms/initialisms

ADM (FIN CS)	Assistant Deputy Minister (Finance and Corporate Services)
ADM (HR-Civ)	Assistant Deputy Minister (Human Resources – Civilian)
ADM (IE)	Assistant Deputy Minister (Infrastructure and Environment)
ADM (IM)	Assistant Deputy Minister (Information Management)
ADM (Mat)	Assistant Deputy Minister (Materiel)
ADM (PA)	Assistant Deputy Minister (Public Affairs)
ADM (Pol)	Assistant Deputy Minister (Policy)
ADM (S&T)	Assistant Deputy Minister (Science and Technology)
ANOVA	Analysis of Variance
Asst/CMP	Assistant Chief Military Personnel
CF Reg	Canadian Forces Regular Force Personnel
CANCOM	Canada Command
CANOSCOM	Canadian Operational Support Command
CANSOFCOM	Canadian Special Operations Force Command
CAS	Chief of the Air Staff
CEFCOM	Canadian Expeditionary Force Command
CLS	Chief of the Land Staff
CMS	Chief of the Maritime Staff
DCDS	Deputy Chief of Defence Staff
DGMP	Director General Military Personnel
DGMPRA	Director General Military Personnel Research and Analysis
DHRIM	Directorate Human Resources Information Management
DMPORA	Director Military Personnel Operational Research and Analysis
DOL	Directorate of Official Languages
DPGR	Director Personnel Generation Requirements
F	F Ratio
JAG	Judge Advocate General
L1	Level 1 Organization
L2	Level 2 Organization
M	Mean

MFRC	Military Family Resource Centre
n	Sample size
NCM	Non-Commissioned Member
NCR	National Capital Region
$p <$	P values
PER	Personal Evaluation Report
SD	Standard Deviation
VCDS	Vice Chief of Defence Staff

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3. TITLE (The complete document title as indicated on the title page. Its classification should be indicated by the appropriate abbreviation (S, C or U) in parentheses after the title.) Your-Say: Fall 2007 Results:			
4. AUTHORS (last name, followed by initials – ranks, titles, etc. not to be used) Urban, S.			
5. DATE OF PUBLICATION (Month and year of publication of document.) September 2009	6a. NO. OF PAGES (Total containing information, including Annexes, Appendices, etc.) 109	6b. NO. OF REFS (Total cited in document.) 7	
7. DESCRIPTIVE NOTES (The category of the document, e.g. technical report, technical note or memorandum. If appropriate, enter the type of report, e.g. interim, progress, summary, annual or final. Give the inclusive dates when a specific reporting period is covered.) Technical Memorandum			
8. SPONSORING ACTIVITY (The name of the department project office or laboratory sponsoring the research and development – include address.) DGMPRA 101 Colonel By Drive Ottawa, Ontario K1A 0K2			
9a. PROJECT OR GRANT NO. (If appropriate, the applicable research and development project or grant number under which the document was written. Please specify whether project or grant.)		9b. CONTRACT NO. (If appropriate, the applicable number under which the document was written.)	
10a. ORIGINATOR'S DOCUMENT NUMBER (The official document number by which the document is identified by the originating activity. This number must be unique to this document.) DGMPRA TM 2009-011		10b. OTHER DOCUMENT NO(s). (Any other numbers which may be assigned this document either by the originator or by the sponsor.)	
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Your-Say is a continuous attitude survey developed in 2003 as a way to gather Canadian Forces Regular Force personnel's attitudes and opinions on a variety of topics important to the Canadian Forces. Assistant Chief Military Personnel champions *Your-Say* and it is administered biannually by Director General Military Personnel Research and Analysis. In November 2007, the sixth Your-Say administration took place. In total, 1,562 responses were collected and analyzed. The majority of Canadian Forces Regular Force personnel are the most satisfied with their life as a whole and their health. They are ready and willing to deploy and are happy in their current postings. However, they did express concerns that the Canadian Forces does not have the right number of people to do the job, lacks the equipment it needs to perform well in operations, and is losing its military customs and traditions.

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Survey; Methodology; Life Satisfaction; Career Management; Postings; Work-life Balance; Leadership; Supervisor; Retention; Fairness; Scales, Trends



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