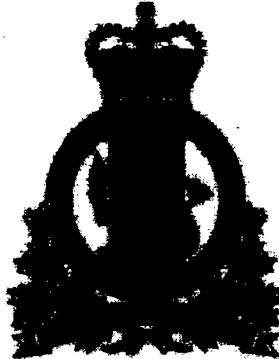


**DEPARTMENT OF NATIONAL DEFENCE  
CANADA**



**ADM (HUMAN RESOURCES – MILITARY)**

**DIRECTOR MILITARY GENDER INTEGRATION AND  
EMPLOYMENT EQUITY**

**&**

**DIRECTOR STRATEGIC HUMAN RESOURCES**

**D STRAT HR RESEARCH NOTE RN 03/04**

**AN ANALYSIS OF THE 2003 DND/CF EMPLOYMENT EQUITY AND  
ADVISORY GROUP WORKSHOP EVALUATION AND  
FEEDBACK QUESTIONNAIRE**

**by**

**N. J. HOLDEN**

**FEBRUARY 2004**

**OTTAWA, CANADA**



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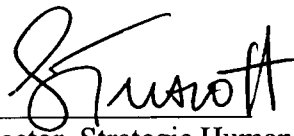
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## **Abstract**

The Director Military Gender Integration and Employment Equity (DMGIEE) and the Director Diversity and Well Being (DDWB) held the Annual DND/CF Employment Equity (EE) and Advisory Group (AG) Workshop in September 2003. The focus of the Workshop was on recent developments in EE for the Canadian Forces (CF) and the Department of National Defence (DND), including policies and programs. Overall, the Workshop was a success, according to an analysis of the Evaluation and Feedback Questionnaire completed by 29% of the delegates and in general, all of the sessions presented over the three days were rated highly, with the Cultural and Religious Accommodations and the Awareness of Learning Disabilities in the CF being rated the highest. Delegates were more than satisfied with the logistics for the Workshop. The majority of delegates would like to see an EE and AG Workshop continue to be held once a year, for at least 3 days, in rotating locations across Canada, in either the spring or fall. However, a comparison to the Evaluation and Feedback Questionnaires completed in 2001 and 2002 show a continuing decline in the overall satisfaction with the EE and AG Workshop. From the results of the Evaluation and Feedback Questionnaire, it is recommended that DMGIEE and DDWB continue to hold annual workshops to discuss EE initiatives, with some modifications to the structure and agenda of the Workshop to address the concerns of the delegates at previous Workshops.

## **Résumé**

Le directeur, Intégration des genres et équité en matière d'emploi militaire (DIGEEM) et le directeur, Diversité et mieux-être (DDME) ont tenu en septembre 2003 l'Atelier annuel du Groupe consultatif sur l'équité en matière d'emploi du MDN et des FC. Cet atelier portait sur les récents progrès relatifs à l'équité en matière d'emploi des Forces canadiennes (FC) et du ministère de la Défense nationale (MDN), notamment les politiques et les programmes. Dans l'ensemble, l'atelier a été une réussite, selon l'analyse des réponses au questionnaire d'évaluation et de rétroaction, rempli par 29 % des délégués. Règle générale, on a accordé une note élevée à toutes les séances présentées au cours des trois jours. C'est aux séances d'adaptation culturelle et religieuse et de sensibilisation aux troubles d'apprentissage dans les FC que les notes les plus élevées ont été accordées. La logistique de l'atelier a dépassé les espérances des délégués. Ceux-ci aimeraient en majorité que cet atelier se tienne encore une fois l'an, pendant au moins trois jours, à des endroits en alternance partout au pays au printemps ou à l'automne. Toutefois, la comparaison avec les réponses aux questionnaires d'évaluation et de rétroaction remplis en 2001 et en 2002 indique une diminution continue de la satisfaction d'ensemble quant à l'Atelier annuel du Groupe consultatif sur l'équité en matière d'emploi. À partir des réponses au questionnaire d'évaluation et de rétroaction, il est recommandé que le DIGEEM et le DDME continuent de tenir cet atelier annuel afin de discuter des initiatives d'équité en matière d'emploi, mais qu'ils apportent certaines modifications à la structure et à l'ordre du jour afin de répondre aux préoccupations des délégués qui ont pris part aux ateliers antérieurs.

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# **AN ANALYSIS OF THE 2003 DND/CF EMPLOYMENT EQUITY AND ADVISORY GROUP WORKSHOP EVALUATION AND FEEDBACK QUESTIONNAIRE**

## **1.0 Introduction**

1. The Director Military Gender Integration and Employment Equity (DMGIEE) and the Director Diversity and Well Being (DDWB) held the Annual DND/CF Employment Equity (EE) and Advisory Group (AG) Workshop in Halifax, Nova Scotia, from 23 to 25 September 2003 at the Westin Nova Scotian Hotel. The focus of the Workshop was on recent developments in EE for the Canadian Forces (CF) and the Department of National Defence (DND), including policies and programs. One full day was dedicated to specifically tailored AG workshops and discussion sessions, while the remaining two days were devoted to plenary sessions. The Workshop was intended primarily for EE or Diversity Co-ordinators within the CF and DND, as well as local and national AG membership. Several civilian Human Resource Business Managers (HRBMs) were also in attendance.

## **2.0 Aim**

2. The aim of this paper is to summarize the Evaluation and Feedback Questionnaire completed by delegates at the 2003 EE and AG Workshop and to provide a comparison to the results of the 2001 and 2002 EE and AG Workshop Evaluation and Feedback Questionnaires.

## **3.0 Methodology**

3. A questionnaire was provided to all delegates their information packages on the first day of the EE and AG Workshop to obtain their feedback on the Workshop. Approximately 150 delegates attended the Workshop; a total of 44 delegates completed the questionnaire for a response rate of approximately 29%.<sup>1</sup> The questionnaire was divided into four sections: Delegate Information, Workshop Organization, Workshop Content and Future EE and AG Workshops. A combination of closed and open-ended questions were asked in each section to obtain both quantitative and qualitative data. A copy of the Evaluation and Feedback Questionnaire can be found in Annex A. The questionnaire provided at the 2003 Workshop was identical to the

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<sup>1</sup> It should be noted that approximately 20 staffs from the DMGIEE, DDWB and AG Secretariat offices were also present during the workshop, and therefore excluded from the requirement to fill feedback questionnaires, having participated in the organization and coordination of the workshop. These participants should be discounted from the response rate statistics, therefore raising the "real" return rate to 34%.

questionnaires provided in 2001 and 2002, with the exception of the titles of the individual workshops, to allow for comparison.

## **4.0 Results**

### **4.1 Delegate Information**

4. When asked the question of how the delegates found out about the EE and AG Workshop, approximately 50% said through an AG, 27% said it was through the chain of command, and 11% through email or a friend. The role in which the delegates were participating during this Workshop varied: roughly 45% were AG members, 20% were EE Staff Officers, 9% were HRBMs and 5% were potential AG members. Reasons for attendance were: 64% stated they work in the EE area, 7% were curious, and 7% were directed to attend. Eighteen percent (18%) reported "other" reasons for attending. Examples of the qualitative responses to the "other" category include "invited", "co-chair", "union rep" and "to learn more about EE associated issues".

### **4.2 Workshop Organization**

5. Questions within this section were designed to assess the logistics, accommodations, meals and length of the Workshop, as well as general comments on the overall organization. Results in the section were very positive. More than half of the delegates (63%) were more than satisfied, i.e. either very satisfied or extremely satisfied, with the joining instructions and 63% of people were more than satisfied with the information package. Approximately 57% of the delegates were more than satisfied with the choice of the Westin Nova Scotian as the location for the Workshop. The meals provided by the Westin were rated highly with approximately 82% of people extremely satisfied. Almost 63% were more than satisfied with the length of the Workshop. Table I summarizes respondent satisfaction with the workshop organization. General comments were very positive. One delegate stated, "This opportunity to network and find answers to individual EE questions is worth all the expense". Suggestions for the next Workshop included ensuring the hotel is fully accessible to all delegates so everyone can stay at the same location (i.e., washrooms, ramps, automatic doors, availability, etc) and to let the delegates have input to the creation of the agenda to ensure their needs are met.

**TABLE I: SATISFACTION WITH WORKSHOP ORGANIZATION**

	Mean Satisfaction	Population (N)
Joining Instructions	3.69	43
Delegate Information Package	3.85	41
Accommodation	3.89	37
Meals	4.27	43
Length of Workshop	3.79	43

Ratings = 1 - Not at all satisfied, 2 - Somewhat satisfied, 3 - Satisfied, 4 - Very satisfied, 5 - Extremely satisfied

### 4.3 Workshop Content

6. The first day of the EE and AG Workshop was set aside for corporate briefings as well as educational/awareness sessions. Overall, delegates were satisfied with all the sessions (Refer to Table II). The awareness session on learning disabilities in the CF and the religious and cultural accommodation educational session were rated the highest, with a mean satisfaction of 3.85 and 3.57 respectively. Written comments supported participant satisfaction with the sessions; however, a couple of respondents stated they were tired of listening to the apparently one-way corporate “preaching” since there was minimal time for questions after each presentation.

7. The second day of the EE and AG Workshop was set aside for the AGs to hold sessions and discuss issues pertaining to their specific groups. Results show that approximately 27% attended the Defence Advisory Group for Persons with Disabilities (DAGPWD), 16% attended the Defence Aboriginal Advisory Group (DAAG), 16% attended the Defence Women’s Advisory Organization (DWAO) and 16% attended the Defence Visible Minority Advisory Group (DVMAG). Approximately 14% attended more than one of these sessions. When the delegates were asked what they found the most beneficial about the AG sessions, the majority of people stated the opportunity to “interact with other advocates”, gain new ideas and share personal experiences openly. Delegates who attended the DWAO session found the presentations by Leslie Holland, representing the Departments of National Defence and Justice, and by LCol (ret’d) Shirley Robinson, former Deputy Director of Women Personnel in National Defence, to be very informative. Delegates from the DVMAG found the mind mapping session with Lauren Nancoo very useful and would like to see it continue to be used to “address and propose resolutions to specific problem issues affecting AGs”. Respondents who attended the DAGPWD



session found the accessibility exercise, the CNIB presentation, the post-traumatic stress disorder (PTSD) briefing, and the presentation by Terry Kelly very beneficial. Delegates from the DAAG found the group discussions centering on problems, concerns and possible solutions very beneficial. In general, respondents felt that for future EE workshops, the AG sessions should provide more education and awareness rather than formal AG meetings that are exclusionary to non-members.

**TABLE II: SATISFACTION WITH WORKSHOP CONTENT**

	Mean Satisfaction	Population (N)
DMGIEE – Director’s Comments	2.86	43
CF EE Projects & Activities Overview	3.16	43
CF Workforce Analysis Briefing	3.36	41
CF Employment Systems Review Briefing	3.07	42
DDWB Corporate Briefings	3.17	41
Religious and Cultural Accommodation	3.57	42
“Falling Between the Cracks” – Awareness of Learning Disabilities in the CF	3.85	41
Orientation to EE	4.22	9
Open Space Discussion	4.39	38

Ratings = 1 - Not at all satisfied, 2 - Somewhat satisfied, 3 - Satisfied, 4 - Very satisfied, 5 - Extremely satisfied

8. The second day of the EE and AG Workshop also provided an alternative corporate program as an option to delegates. Malkam Cross-Cultural Training presented an Orientation to EE. There were two identical sessions presented – one in the morning and the same in the afternoon. Attendance at these sessions was minimal, with only approximately 20% (N=9) of respondents attending either the session. However, of those delegates that did attend the session and who did complete the evaluation form, the overall rating was very high with a mean satisfaction of 4.22 (Refer to Table II). Comments from respondents were very positive as well.

Delegates found the session very motivating and one participant felt it “should have been mandatory for all attendees”.

9. The Third day of the EE and AG Workshop consisted of an “open space forum” to promote creative thinking and get everyone participating. Approximately 70% of respondents were more than satisfied with this session with a mean satisfaction of 4.39 (Refer to Table II). Participant comments were very supportive of this type of forum. As one respondent stated, “Finally, a better, less top-down approach”. Delegates did, however, feel that it would have been better to hold this forum on the first day rather than the last to get delegates motivated at the beginning.

10. When delegates were asked to consider the entire EE and AG Workshop and what sessions were the most useful, the comments were split in support of the full day of AG sessions and the “open space forum”. One delegate who attended the DAGPWD session said it was most useful “for the practical experiences I was confronted with during the PWD hands on with the different injuries, it was an unforgettable opportunity to be in someone else’s shoes for a short period of time”. Another delegate who attended the DVMAG session said the mind mapping exercise was the most useful “because it is a great tool to use and promote good discussions with great ideas”. Delegates also found the open space forum very useful. As one delegate stated: “The open space discussion allowed people to meet new people from other AGs and to gain insight into people’s perspectives/ideas on the issues of EE in DND/CF [and to] generate new ideas”.

11. When delegates were asked which session was the least useful, the majority had no comments or stated that all sessions were useful. There was some frustration with the corporate sessions on the first day. Some of the delegates felt the presentations were too repetitive and not dynamic enough. Delegates were also dissatisfied with the fact that there was no time for questions to hear the concerns of the audience.

12. Delegates were also asked whether or not their expectations for the EE and AG Workshop were met. Generally, respondents stated the Workshop met or exceeded their expectations. There were several people, however, who were a little disappointed that the Workshop felt too military focused and that clear objectives for the Workshop were not made apparent at the beginning. When rating the overall Workshop, 68% of delegates were more than satisfied with a mean satisfaction rating of 3.95 (N=41).

#### **4.4 Future Employment Equity and Advisory Group Workshops**

13. When asked if they would recommend future EE and AG Workshops to Human Resource (HR) staff and Operational/Non HR staff (eg. Unit CO), approximately 82% and 77% of delegates respectively said yes. One delegate stated HR staff should attend because it is “very useful for those responsible to implement EE at the Wings/Bases”. It was felt that Op/Non HR staff should attend because “upper management must be aware that EE is here to stay and they must support middle managers in ensuring this happens, and to allow employees to take the time and become involved in supporting/promoting the cause”.

14. When asked about the future frequency of EE and AG Workshops, the majority of delegates (84%) said “once a year”. Approximately 64% of delegates reported three days as the ideal length of future Workshops, with 18% reporting four days and 9% reporting two days as the ideal length. Suggestions for future locations of the EE and AG W workshop included Toronto, Ottawa, Montreal, Vancouver, Victoria, and Calgary. Delegates would like to see the Workshops rotated to different parts of Canada. Some would also like to see these Workshops take place on the Bases/Wings across Canada. The majority of respondents felt the best time to hold the EE and AG Workshop is in the fall, just after the active posting season (APS), so anyone new coming into the area of EE would be able to “get up-to-speed” on the issues.

15. In 2003, delegates were asked a new question on the Evaluation and Feedback questionnaire. Respondents were asked what their expectations for future Workshops would be. One administrative remark was to continue to improve the availability of simultaneous translation and to create a more bilingual environment. With regards to the workshop agenda, the respondents would generally like to see more sessions such as the open space forum to encourage participation, information sharing and generate new ideas. They would also like to see something be done with the new ideas generated from sessions such as these. Overall, the delegates are looking for education, awareness and training as well as an opportunity to interact and network.

#### **4.5 Comparison to the 2001 and 2002 EE and AG Workshops<sup>2</sup>**

16. Attendance at the 2003 EE and AG Workshop continued to increase as compared to the previous two Workshops. In 2001 there were only 69 delegates, in 2002 there were approximately 120 delegates, and in 2003 there were a total of 150. The response rate for the Evaluation and Feedback questionnaire declined significantly in 2003 (74% in 2001, 71% in 2002 and 29% in 2003). The main source of information about the Workshop in 2001 was through the chain of command, but in 2002 and 2003, it was through the AGs. The number of delegates who attended in the role of AG member increased from 2001 and was consistent in 2002 and 2003 (31% in 2001 and 45% in 2002 and 2003).

17. The overall satisfaction rating of the EE and AG Workshop has declined over the last two years. In 2001, approximately 90% of people were more than satisfied, whereas 78% were more than satisfied in 2002. In 2003, 68% of respondents were more than satisfied with the overall Workshop. With regards to the workshop organization, results show that the satisfaction level overall decreased in 2003 as compared to the previous two years. The percentages of delegates more than satisfied with the joining instructions did increase in comparison to 2002 but is still well below the satisfaction level in 2001 (84% in 2001, 55% in 2002 and 61% in 2003). The satisfaction with the delegate package also decreased in 2003 (92% in 2001, 73% in 2002, 63% in 2003) as well as satisfaction in the hotel accommodation (98% in 2001, 70% in 2002 and 57% in 2003). Satisfaction with the length of the Workshop was fairly consistent for 2001 and 2002 but decreased in 2003 (79% in 2001, 74% in 2002 and 63% in 2003).

18. Comparison of the Workshop content is difficult since it was very different each year. However, delegates found the education and awareness sessions held each year during the Workshops to be very useful. During the 2001 Workshop, feedback from the AGs' discussion sessions was that they were a little disorganized, but in 2002 the majority of delegates stated that the AG day was the most useful. There was continued support from respondents in 2003 to have an all day AG session.

19. Delegates from each year agree that both HR staff and non-HR staff should attend future EE and AG Workshops. The endorsement for annual Workshops has been seen over the past three years (65% in 2001, 72% in 2002 and 84% in 2003) and for the Workshop length to be at

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<sup>2</sup> See Holden, N.J., "An Analysis of the 2001 Employment Equity and Advisory Group Workshop Evaluation and Feedback Questionnaire." DSHRC Research Note RN 04/01, August 2001 and Holden, N.J., "An Analysis of the 2002 Employment Equity and Advisory Group Workshop Evaluation and Feedback Questionnaire." DSHRC Research Note RN 09/02, November 2002.

least 3 days (47% in 2001, 58% in 2002 and 64% in 2003). There was also agreement that the Workshops should be held in various locations across Canada (i.e, Calgary, Vancouver, Ottawa, etc.).

## **5.0 Conclusion**

### **5.1 Summary**

20. Overall, the 2003 EE and AG Workshop held in Halifax was a success, according to the Evaluation and Feedback Questionnaire completed by approximately 29% of the delegates. All the sessions presented over the three days were rated highly, with the education and awareness sessions being rated the highest. The majority of delegates found the one-day AG sessions to be the most useful. Delegates still agree that an EE and AG Workshop should be held at least once a year for three days, with the Workshop being held in different locations across Canada in the fall. However, the overall level of satisfaction has continued to decline over the past three years. The majority of delegates were more than satisfied with the logistics for the Workshop, but again this has been continually declining.

### **5.2 Discussion**

21. It is very encouraging to see the amount of interest in the EE and AG Workshop increase over the past three years. This increase in interest shows that the message is spreading through the organization on the importance of implementing EE. The increase in participation also shows that a venue to discuss issues concerning EE and AGs is necessary within DND/CF. However, it is concerning to see the overall satisfaction with the EE and AG Workshop decline. An enormous amount of time, effort and resources go into organizing this type of event and, if it is not meeting the expectations of the delegates, the original objective(s) of the Workshop should be re-evaluated.

22. Overall satisfaction continues to decline as some delegates express their frustration with the agenda of the EE and AG Workshop. Many believe that the presentations given are too basic or have all been heard before, but there are delegates in the audience who are new to EE and appreciate hearing the basics. It is difficult to create an agenda to meet everyone's needs, as everyone's level of understanding about EE is different. According to the 2003 Evaluation and Feedback Questionnaire, the overall sense is that delegates who have more experience in EE do not want to hear the corporate briefings and are looking for more education, awareness and training sessions to further their understanding of EE issues.

23. The increased interest has created another concern for delegates. Delegates have stated that they appreciate the opportunity to network and interact with other people involved and interested with EE, but as the size of the Workshop increases, delegates state that their ability to network and interact has decreased. In general, delegates state they prefer the small group setting where ideas and experiences can be shared easily and where agendas are flexible to allow for discussion and questions.

### **5.3 Recommendations**

24. From the results of the Evaluation and Feedback Questionnaire, it is recommended that DMGIEE and DDWB continue to have a venue to gather HR and non-HR staff to discuss the importance and implementation of EE in DND/CF. It is also recommended that the objectives of the current EE and AG Workshop be re-evaluated to address the concerns identified by delegates at previous Workshops, specifically the agenda, the target audience (i.e., whether it is for people new to EE or those who already have experience in EE), as well as the size of the venue.

## References

Holden, N.J., *An Analysis of the 2001 Employment Equity and Advisory Group Workshop Evaluation and Feedback Questionnaire*. DSHRC Research Note RN 04/01, August 2001.

Holden, N.J., *An Analysis of the 2002 Employment Equity and Advisory Group Workshop Evaluation and Feedback Questionnaire*. DSHRC Research Note RN 09/02, November 200

## Annex A – The Questionnaire

### Evaluation and Feedback Questionnaire 2003 DND/CF Advisory Groups and Employment Equity Workshop 23 – 25 September 2003

Please complete the following sections. Please **DO NOT** put your name on this questionnaire. If more space is required, please use the back of the form. Where a numerical rating between 1 and 5 is requested, please use the following scale:

- 1 Not at all satisfied/did not meet my expectations/not useful to me
- 2 Somewhat satisfied/met some of my expectations/somewhat useful to me
- 3 Satisfied/met my expectations/useful to me
- 4 Very satisfied/somewhat exceeded my expectations/very useful to me
- 5 Extremely satisfied/exceeded my expectations/extremely useful to me

#### Delegate Information

How did you learn about this workshop:

Chain of command \_\_\_\_\_ Friend/Fellow worker \_\_\_\_\_ Advisory Group \_\_\_\_\_  
Direct Fax \_\_\_\_\_ e-mail \_\_\_\_\_ Other (please specify) \_\_\_\_\_

In what role did you participate in this workshop:

EE Staff Officer \_\_\_\_\_ HRBM \_\_\_\_\_ Advisory Group Member \_\_\_\_\_  
Potential Advisory Group member \_\_\_\_\_ Other (please specify) \_\_\_\_\_

Why did you attend this workshop?

Directed to Attend \_\_\_\_\_ Interested in Starting an Advisory Group \_\_\_\_\_  
Work in EE Area \_\_\_\_\_ Curious/Investigational \_\_\_\_\_  
Other (please specify) \_\_\_\_\_

What were your expectations for this workshop?

\_\_\_\_\_  
\_\_\_\_\_

#### Workshop Organization

How did you find the (please feel free to provide comments/suggestions – if you need more space please use other side of the sheet):

Joining Instructions	1	2	3	4	5	_____
Delegate Information Package	1	2	3	4	5	_____
Accommodation	1	2	3	4	5	_____
Meals	1	2	3	4	5	_____
Length of Workshop	1	2	3	4	5	_____
Other (please specify)	1	2	3	4	5	_____

General comments on workshop organization:

\_\_\_\_\_  
\_\_\_\_\_



**Workshop Content**

Please rate the following workshop sessions (again, please feel free to provide comments/suggestions – if you need more space please use the other side of the sheet):

**Day One – September 23rd**

DMGIEE – Director’s Comments	1	2	3	4	5	_____
CF EE Projects & Activities Overview	1	2	3	4	5	_____
CF Employment System Review Briefing	1	2	3	4	5	_____
CF Workforce Analysis Briefing	1	2	3	4	5	_____
DDWB Corporate Briefings– Director’s Intro	1	2	3	4	5	_____
CF EE Plan Lauren Nancoo – Religious and Cultural Accommodation	1	2	3	4	5	_____
“Falling Between the Cracks”, Awareness of Learning Disabilities in the CF	1	2	3	4	5	_____

**Day Two – September 24th**

**Main Program:**

Which AG Discussion/Workshop did you attend? (Please check all that you attended if more than one)

- Defence Advisory Group for Persons with Disabilities \_\_\_\_\_
- Defence Aboriginal Advisory Group \_\_\_\_\_
- Defence Women’s Advisory Organization \_\_\_\_\_
- Defence Visible Minority Advisory Group \_\_\_\_\_

What did you find of most benefit/interest during the AG discussions/workshop?

\_\_\_\_\_

What was of least benefit/interest during the AG discussions/workshop?

\_\_\_\_\_

Suggestions for future Advisory Group workshops:

\_\_\_\_\_

**Alternative Corporate Program:**

Did you attend the “Orientation to EE” with John Dorland from Malkam Cross-Cultural Training?

Yes \_\_\_\_ No \_\_\_\_ If yes, please rate the session and provide any comments:

1 2 3 4 5 \_\_\_\_\_

**Day Three – September 25<sup>th</sup>**

Open Space Discussion Forum 1 2 3 4 5 \_\_\_\_\_

**Considering the whole workshop:**

What did you find to be the most useful session and why?

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What did you find to be the least useful session and why?

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Were your expectations for this workshop met, and if not, why not?

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Please provide an overall rating of the AG and EE Workshop    1 2 3 4 5

---

---

**Future Employment Equity and Advisory Group Workshops**

Would you recommend attending future workshops to:

HR Staff    Yes \_\_\_\_\_ No \_\_\_\_\_ Please explain \_\_\_\_\_

Op/Non HR Staff (e.g. Unit CO)    Yes \_\_\_\_\_ No \_\_\_\_\_

Please explain \_\_\_\_\_

How frequently do you think we should hold future workshops:

More frequently than once a year \_\_\_\_\_ Once a year \_\_\_\_\_ Every Two years \_\_\_\_\_

Other (please specify) \_\_\_\_\_

What would you consider to be the ideal length of a future workshop:

One day \_\_\_\_\_ Two days \_\_\_\_\_ Three days \_\_\_\_\_ Four days \_\_\_\_\_

Other (please specify) \_\_\_\_\_

What location(s) would you suggest for future workshops

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What time of year would you recommend for holding future workshops and why

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What would your expectation be for future workshops (i.e., subjects, topics of discussion, events, etc.)

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The Director Military Gender Integration and Employment Equity (DMGIEE) and the Director Diversity and Well Being (DDWB) held the Annual DND/CF Employment Equity (EE) and Advisory Group (AG) Workshop in September 2003. The focus of the Workshop was on recent developments in EE for the Canadian Forces (CF) and the Department of National Defence (DND), including policies and programs. Overall, the Workshop was a success, according to an analysis of the Evaluation and Feedback Questionnaire completed by 29% of the delegates and in general, all of the sessions presented over the three days were rated highly, with the Cultural and Religious Accommodations and the Awareness of Learning Disabilities in the CF being rated the highest. Delegates were more than satisfied with the logistics for the Workshop. The majority of delegates would like to see an EE and AG Workshop continue to be held once a year, for at least 3 days, in rotating locations across Canada, in either the spring or fall. However, a comparison to the Evaluation and Feedback Questionnaires completed in 2001 and 2002 show a continuing decline in the overall satisfaction with the EE and AG Workshop. From the results of the Evaluation and Feedback Questionnaire, it is recommended that DMGIEE and DDWB continue to hold annual workshops to discuss EE initiatives, with some modifications to the structure and agenda of the Workshop to address the concerns of the delegates at previous Workshops.

14. **KEYWORDS, DESCRIPTORS or IDENTIFIERS** (technically meaningful terms or short phrases that characterize a document and could be helpful in cataloguing the document. They should be selected so that no security classification is required. Identifiers, such as equipment model designation, trade name, military project code name, geographic location may also be included. If possible keywords should be selected from a published thesaurus, e.g. Thesaurus of Engineering and Scientific Terms (TEST) and that thesaurus-identified. If it is not possible to select indexing terms which are Unclassified, the classification of each should be indicated as with the title.)

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