



# Your-Say Diversity and Employment Equity Focus Section: Gender Integration Analyses

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**Defence R&D Canada**  
**Centre for Operational Research and Analysis**

**Director Military Personnel Strategy**  
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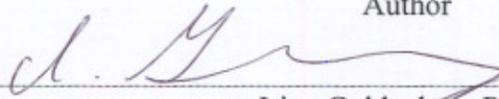
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Author



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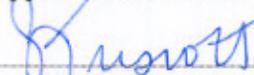


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## Abstract

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The Your-Say Survey is administered regularly by the Directorate of Personnel Applied Research in order to obtain information about Canadian Forces (CF) members' attitudes concerning a wide spectrum of human resource issues. The focus section of the spring 2005 administration of the Your-Say Survey concentrated on issues relating to diversity, employment equity, and gender integration in the CF. This report centers on issues of gender integration in the CF. Respondents' attitudes and perceptions concerning gender integration were examined, and differences between men's and women's attitudes and experiences were assessed. Overall, the results of this study indicate that there are still areas of perceived unfairness and cause for concern, but that overall, women are as satisfied as men with the CF employment systems.

## Résumé

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L'enquête « Votre opinion » est menée deux fois par année par la Direction - Recherche appliquée (Personnel). Elle vise à recueillir des renseignements sur les attitudes des militaires des Forces canadiennes (FC) à l'égard d'un vaste éventail d'enjeux relatifs aux ressources humaines. La section thème du questionnaire administré au printemps 2005 portait sur des questions de diversité, d'équité en matière d'emploi et d'intégration des femmes dans les FC. Le présent rapport traite principalement des questions d'intégration des femmes dans les FC. On a analysé les attitudes et les perceptions des répondants concernant l'intégration des femmes et on a évalué les différences entre les attitudes et les expériences des hommes et celles des femmes. Dans l'ensemble, on constate qu'il existe toujours des aspects perçus comme injustes ou préoccupants, mais que les femmes sont aussi satisfaites que les hommes des systèmes d'emploi des FC.

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# Executive summary

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## Introduction

The Your-Say Survey is administered regularly by the Directorate of Personnel Applied Research in order to obtain information about Canadian Forces (CF) members' attitudes about a wide spectrum of human resource issues. Each Your-Say Survey is comprised of three parts: a classification section, a core section, and a focus section. The focus section of the spring 2005 administration of the Your-Say Survey concentrated on issues relating to diversity, employment equity, and gender integration in the CF. This report focuses on issues related to gender integration in the CF.

## Methodology

The survey was completed by a random sample of 1592 CF members in the Regular Force, including 1359 men and 210 women.

The gender integration items in the focus section were used to learn about various aspects of gender integration in the CF. Some items were created in order to quantitatively cross-validate some of the qualitative observations reported in the CF Employment System Review (CF ESR) (Ajilon Consulting, 2004). Several items were borrowed from the Public Service Employee Survey. Furthermore, some items from the 'core' section of the Your-Say questionnaire were analyzed from the gender perspective by comparing the responses of men and women.

## Results

### *Perceptions of Gender Integration in CF Employment Systems*

The results of this study indicate that there is some perception that gender affects occupational assignment, with approximately 30% of Regular Force members holding this belief. However, to the degree that gender does influence which military occupations CF members are assigned to, the results show that this is at least in part attributable to the different occupational preferences between men and women. That is, women indicated having lower proclivity towards the operational occupations than men.

Although the majority of respondents did not believe that women are treated less fairly than men during training, the results of this study do support the ESR observation that there is some cause for concern in this area. In particular, 27% of women believed that they are treated less fairly than men.

Although overall, the majority of respondents did not believe that merit boards favour men, women were more likely than men to believe that there is favoritism. Since only 37% of women disagreed that merit boards favour men, this perception requires further examination.

The results reported in this area indicate that taking parental leave is perceived as being detrimental for future promotion opportunities. To the extent that women are more likely to take parental leave than men, this would indicate a greater barrier (or perception thereof) to the career progression of women.

As observed during the CF ESR (Ajilon, 2004), it appears that male-oriented language still tends to be used in the CF. Although both men and women believe that male-oriented language is common, women are particularly likely to report the use of this type of language. Since women may be more in-tune to the use of male-oriented language, their perceptions of this may be particularly telling. Further, since they are the group excluded in this type of language, women may be more likely to take offense to its use, or to be otherwise affected (e.g., identify less with being a CF member due to feeling less included).

### ***Women's Experiences in CF Employment Systems***

Although there is always room for improvement, it is heartening that most CF members felt at least moderately satisfied with the treatment they received by, and the leadership of, their immediate supervisors. It is particularly encouraging that male and female respondents reported similarly positive perceptions in these domains.

On average, respondents reported being between 'somewhat satisfied' to 'satisfied' with their working relationships. Most importantly, men and women experienced the same level of satisfaction with their working relationships, indicating that the climate in the CF does not have adverse effects on women's relationships with their co-workers.

There were no significant differences between men and women in their satisfaction in any of the four areas of career management and career progression that were explored in this study: 1) career management, 2) career progression, 3) the promotion system, and 4) opportunities for professional development. Thus, although some ESR participants reported that some leaders are still insensitive to women and gender issues, leading female members to be marginalized during the PER process because of "just-like-me" attitudes and biases, and although it was suggested that women's greater likelihood to engage in 'purple jobs leads them to receive lower ratings on PERs because their work is less valued (Ajilon, 2004), the findings reported in this paper indicate that men and women are similarly satisfied with their career management and progression.

By and large, men and women reported similar intentions with respect to remaining or releasing from the CF. Where minor differences in reported

intentions did exist, for the most part, it appears that women are more likely to report the intention to remain in the CF than are men. Taken together, these results indicate that women do not report having greater intentions of leaving the CF than men, and if anything, may have slightly lower intentions of leaving.

Female respondents were more likely than male respondents to have experienced discrimination on the job, and much of this discrimination was based on sex. Women in the CF were also more likely than women in the PS to have experienced discrimination, and to have been discriminated against based on sex and marital status. This points to a need for gender sensitivity and discrimination training.

## **Conclusion**

Overall, the results of this study indicate that there are still areas of perceived unfairness and cause for concern, but that overall, women are as satisfied as men with the CF employment systems.

A number of areas of concern in the reported perceptions of fairness in CF employment systems were observed. In particular, a fair proportion of members reported that gender affects occupational assignment, that maternity/parental leave are detrimental to one's career, and that male-oriented language is still common. Further, a fair proportion of women believed that women are treated less fairly during training and that merit boards favour men over women.

Nevertheless, women reported satisfaction with their experiences in CF employment systems. In particular, men and women reported being similarly satisfied with their immediate supervisors and with their working relationships, they reported being equally satisfied in all areas of career management and career progression assessed, and women do not report having greater intentions of releasing from the CF than men. However, women did report greater experiences of discrimination on the job, and much of this discrimination was based on sex.

# Sommaire

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## Introduction

L'enquête « Votre opinion » est menée deux fois par année par la Direction – Recherche appliquée (Personnel). Elle vise à recueillir des renseignements sur les attitudes des militaires des Forces canadiennes (FC) à l'égard d'un vaste éventail d'enjeux relatifs aux ressources humaines. Chaque enquête « Votre opinion » comprend trois volets : une section classification, une section principale et une section thème. La section thème du questionnaire administré au printemps 2005 portait sur des questions de diversité, d'équité en matière d'emploi (EE) et d'intégration des femmes dans les FC.

## Méthodologie

Quelque 1592 militaires de la Force régulière des FC ont répondu au questionnaire, soit 1359 hommes et 210 femmes. Cet échantillon a été sélectionné au hasard.

Les questions de la section thématique de l'enquête concernant l'intégration des femmes ont permis de recueillir des renseignements sur divers aspects de ce thème. Certaines questions ont été conçues dans le but de « contrevalider » de manière quantitative quelques-unes des observations qualitatives rapportées dans l'examen des systèmes d'emploi des Forces canadiennes (ESEFC) (Ajilon Consulting, 2004). Plusieurs questions ont été tirées du Sondage auprès des fonctionnaires fédéraux. En outre, d'autres questions de la section « principale » du questionnaire « Votre opinion » ont été analysées sous l'angle de l'égalité entre les sexes, en comparant les réponses des hommes et des femmes.

## Résultats

### *Perceptions à l'égard de l'intégration des femmes dans les systèmes d'emploi des FC*

Les résultats de l'enquête indiquent qu'il existe une certaine perception voulant que le sexe influence l'affectation professionnelle. En fait, environ 30 % des répondants de la Force régulière le croient. Toutefois, dans la mesure où le sexe influence l'affectation à un groupe professionnel militaire, les résultats montrent que ce fait est attribuable, du moins en partie, aux préférences des hommes et des femmes sur le plan professionnel. Par exemple, les femmes ont indiqué qu'elles avaient moins de propension que les hommes à choisir un groupe professionnel lié aux opérations.

Bien que la majorité des répondants ne croyaient pas que les femmes sont défavorisées par rapport aux hommes durant leur instruction, les résultats de l'enquête confirment les observations de l'ESE selon lesquelles il existe une certaine préoccupation à cet égard. En particulier, 27 % des femmes, qui sont

peut-être les meilleures juges pour ce qui est du traitement équitable des femmes, croient qu'elles sont défavorisées par rapport aux hommes.

Bien que dans l'ensemble, la majorité des répondants ne croient pas que les conseils de promotion au mérite favorisent les hommes, les femmes sont plus enclines à croire que le favoritisme est présent. Comme seulement 37 % des femmes ont indiqué ne pas croire que les conseils de promotion font preuve de favoritisme à l'égard des hommes, il sera nécessaire d'examiner cette perception plus à fond.

Selon les résultats observés à ce sujet, les congés parentaux sont jugés préjudiciables aux possibilités de promotion. Dans la mesure où les femmes sont plus susceptibles que les hommes de prendre un congé parental, ces résultats indiqueraient qu'il y a plus d'obstacles (réels ou perçus) à l'avancement professionnel chez les femmes.

Comme on l'a constaté au cours de l'ESEFC (Ajilon, 2004), on tend encore à utiliser un langage principalement masculin dans les FC. Bien que les hommes et les femmes partagent le même avis, à savoir que l'utilisation du langage principalement masculin est courante, ces dernières sont particulièrement susceptibles de signaler cette pratique. Étant donné que les femmes sont plus au diapason de l'utilisation du langage masculin, leurs perceptions à cet égard pourraient être particulièrement éloquentes. En outre, comme elles constituent le groupe exclu par ce type de langage, les femmes pourraient être plus susceptibles de s'offusquer de son utilisation ou d'en être touchées d'une autre manière (p. ex. elles pourraient s'identifier moins au statut de militaire dans les FC parce qu'elles ne se sentent pas incluses à part entière).

### ***Expériences des femmes dans les systèmes d'emploi des FC***

Bien qu'il y ait toujours place à l'amélioration, il est réconfortant de voir que la majorité des militaires des FC se sentent au moins modérément satisfaits de la façon dont ils sont traités par leurs superviseurs immédiats et du leadership exercé par ceux-ci. Il est particulièrement encourageant de constater que les perceptions rapportées dans ce domaine sont aussi positives chez les femmes que chez les hommes.

En moyenne, les répondants ont déclaré être « assez satisfaits » ou « satisfaits » de leurs relations de travail. Fait plus important encore, le degré de satisfaction à cet égard est équivalent pour les hommes et les femmes, ce qui indique que le climat dans les FC n'a pas d'effets négatifs sur les relations entre les femmes et leurs collègues de travail masculins.

L'opinion des femmes différait peu de celle des hommes à l'égard des quatre aspects de la gestion de carrière et de l'avancement professionnel examinés dans le cadre de cette enquête : 1) la gestion de carrière, 2) l'avancement professionnel, 3) le système de promotion, 4) les possibilités de perfectionnement professionnel.

Ainsi, en dépit du fait qu'un certain nombre de participants à l'ESE aient déclaré que certains chefs demeurent insensibles aux questions liées au sexe – ce qui mène à la marginalisation des femmes militaires dans les RAP à cause des attitudes et préjugés du type « elles sont comme moi » – et qu'on laisse entendre que la plus grande propension des femmes à opter pour la « branche pourpre » (non opérationnelle) leur vaut des cotes inférieures dans leurs RAP parce que leur travail est moins valorisé (Ajilon, 2004), les conclusions de ce rapport indiquent que les hommes et les femmes ont le même niveau de satisfaction à l'égard de la gestion de leur carrière et de leur avancement professionnel.

De façon générale, les hommes et les femmes ont déclaré des intentions semblables en ce qui a trait au maintien en poste dans les FC et à la libération. Même s'il y avait de légères différences à cet égard, dans la majorité des cas, il semble que les femmes sont plus susceptibles de demeurer au service des FC que les hommes. Dans l'ensemble, les résultats dans ce domaine révèlent que les femmes n'ont pas davantage l'intention de quitter les FC que les hommes. En fait, leur intention de demander leur libération des FC serait plutôt légèrement inférieure.

Les femmes répondantes étaient plus enclines que les hommes à déclarer avoir vécu de la discrimination dans le cadre de leur travail et à dire que cela était attribuable en grande partie à des facteurs liés au sexe. Les femmes dans les FC étaient également plus susceptibles que les femmes dans la FP d'avoir vécu de la discrimination et d'indiquer que cela était le fait de facteurs liés au sexe et à la situation de famille. Ces conclusions mettent en évidence la nécessité d'offrir une sensibilisation à l'égalité entre les sexes et de la formation sur la discrimination.

## **Conclusion**

Dans l'ensemble, les résultats de cette étude révèlent qu'il existe toujours des aspects perçus comme injustes ou préoccupants, mais que les femmes sont généralement aussi satisfaites que les hommes à l'égard des systèmes d'emploi dans les FC.

Selon les perceptions déclarées concernant l'équité dans les systèmes d'emploi des FC, il existe certaines préoccupations à cet égard. Notamment, une bonne proportion de militaires ont déclaré que le sexe influence l'affectation professionnelle, que les congés de maternité ou parentaux sont préjudiciables à la carrière et que le langage

principalement masculin est toujours couramment utilisé. En outre, une bonne proportion de femmes croient qu'elles sont traitées de façon défavorable lors de leur instruction et que les conseils de promotion au mérite favorisent davantage les hommes.

Malgré tout, les femmes ont déclaré être satisfaites de leurs expériences au regard des systèmes d'emploi des FC. En particulier, les résultats indiquent que les hommes et les femmes sont satisfaits dans une proportion équivalente de leurs superviseurs immédiats et de leurs relations de travail ainsi qu'à l'égard de tous les aspects évalués de la gestion de carrière et de l'avancement professionnel. Les intentions des femmes de quitter les FC ne sont pas plus marquées que celles des hommes. Les femmes ont toutefois été plus nombreuses à signaler avoir vécu des expériences de discrimination dans leur travail, et à dire qu'une grande partie de ces expériences étaient fondées sur le sexe.

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# 1. Introduction

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## 1.1 Background

The Your-Say survey is administered regularly by the Directorate of Personnel Applied Research in order to obtain information about Canadian Forces (CF) members' attitudes about a wide spectrum of human resource issues. Each Your-Say is comprised of three parts: a classification section, a core section, and a focus section. The classification section consists of demographic type variables such as age, sex, education, income and rank. The core section is used to regularly measure the same organizational variables over time to allow for comparisons and trend analyses. A specific focus section or sections are included in each survey to provide a means of conducting in-depth research or measure topical issues of interest to leaders (Norton, 2005). The focus section of the spring 2005 administration of the Your-Say concentrated on issues relating to diversity and employment equity (EE) in the CF.

## 1.2 Aim

This investigation aimed to:

1. Assess CF members' attitudes and perceptions about gender integration in CF employment systems, such as occupational assignment and training, and compare men's and women's responses;
2. Assess women's experiences within CF employment systems (e.g., treatment by supervisors, career management, retention);
3. Quantitatively cross-validate some of the qualitative observations reported in the CF Employment Systems Review (CF ESR) (Ajilon Consulting, 2004); and
4. Assess women's experiences of discrimination in the CF.

## 2. Methodology

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### 2.1 Sampling

#### 2.1.1 Population of Interest and Sampling Frame

The target population was all Regular Force Personnel with the exception of Officer Cadets, personnel with less than one year of service, and members on Subsidized University Training. These three groups were not included in the population of interest because respondents' ability to answer many of the questions on the survey required that they have sufficient and recent exposure to the organization. In addition, 9,035 personnel who were sampled in 2004 by Director of Military Employment Policy were removed from the sampling frame in order to prevent the over-surveying of these individuals<sup>1</sup>. This resulted in a sampling frame of 47,537 Regular Force personnel from which the sample was selected, using the sampling method described below.

#### 2.1.2 Sampling Method

The sample was selected using stratified random sampling, with sample strata assigned using the square-root of N-proportional allocation. Using stratified sampling, the population is divided into subsets (called strata) before selecting a sample within each of these subsets. This method increases precision of the overall population estimates by ensuring that the number of individuals selected from each stratum for the sample is proportional to the number of individuals in each stratum in the population of interest. The characteristics that were used to stratify the sample included Level One (L1) organization [i.e., Chief of Land Staff (CLS), Chief of Air Staff (CAS), Chief of Maritime Staff (CMS), Chief of Military Personnel (CMP), Deputy Chief of Defence Staff (DCDS), Assistant Deputy Minister (ADM) Material, ADM Information Management or ADM (IM), and Other<sup>2</sup>] and rank [i.e., junior and senior Officers and Non-Commissioned Members (NCMs)<sup>3</sup>] within each L1 organization.

The response rate was estimated to be 35% based on other recent and comparable studies in the Department (Norton, 2005). Therefore, it was decided to survey 3,000

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<sup>1</sup> These personnel came from the following MOCs: 116, 117, 118, 121, 135, 207, 334, 161, and 164.

<sup>2</sup> The remaining L1 organizations were collapsed into an "other" category based on size: Vice-Chief of the Defence Staff (VCDS), ADM (Finance and Corporate Services), Judge Advocate General (JAG), ADM (Infrastructure and Environment), ADM (Public Affairs), ADM (Science and Technology), ADM (Policy), Chief Review Services (CRS), Chief Military Judge (CMJ), ADM (Human Resources-Civilian), National Defence Headquarters (NDHQ).

<sup>3</sup> Junior NCMs included Pte/OS/AB, Cpl/LS, and MCpl/MS; senior NCMs included Sgt/PO2, WO/PO1, MWO/CPO2, and CWO/CPO1; junior Officers included 2Lt/A-SLt, Lt/SLt, and Capt/Lt(N); senior Officers included Maj/Lcdr, LCol/Cdr, Col/Capt(N), General/Flag.

personnel in order to achieve an overall margin of error of  $\pm 3\%$  for the actual sample with 95% confidence.

### 2.1.3 Response Rates

The overall response rate was 50.9%, which was quite a bit higher than the projected response rate of 35.0%. The overall margin of error for this survey was  $\pm 2.4\%$  with 95% confidence in the obtained results, meaning that the results reported here are correct 19 times out of 20.

## 2.2 Sample Characteristics

The characteristics of the general sample and the male and female sub-samples by L1 organization, rank, environment and first official language (FOL) are presented in Table 1. In total, 1359 (86.6%) men and 210 (13.4%) women completed the survey. Scores were weighted by L1 and rank group to ensure representative proportions of these groups.

**Table 1. Response Rate by L1 Organization, Rank Group, Environment and FOL**

Characteristic	General Sample (N = 1592)		Men (N = 1359)		Women (N = 210)	
	#	%	#	%	#	%
<b>L1 Organization</b>						
CLS	366	24.0	320	24.3	39	19.9
CAS	338	22.1	284	21.6	45	23.0
CMS	219	14.3	199	15.1	15	7.7
CMP	135	8.8	77	5.9	32	16.3
DCDS	132	8.6	109	8.3	15	7.7
ADM (Material)	125	8.2	113	8.6	12	6.1
ADM (IM)	84	5.5	70	5.3	9	4.6
Other	129	8.4	143	10.8	29	14.8
<b>Rank</b>						
Junior NCM	432	27.3	349	25.8	77	36.7
Senior NCM	486	30.7	432	31.9	42	20.0
Junior Officer	321	20.3	260	19.2	61	29.0
Senior Officer	345	21.8	314	23.2	30	14.3
<b>Environment</b>						
Land	684	43.3	593	43.7	84	40.6
Air	598	37.9	496	36.6	95	45.9
Sea	296	18.8	268	19.7	28	13.5
<b>Sex</b>						
Male	1359	86.6	--	--	--	--
Female	210	13.4	--	--	--	--
<b>First Official Language</b>						
English	1089	68.8	944	69.7	141	67.5
French	494	31.2	410	30.3	68	32.5

### **2.2.1 Questionnaire**

In general, the EE focus items were used to learn about various aspects of gender integration in the CF. Some items came from standardized scales while others were created specifically for this survey. Several items were borrowed from the Public Service Employee Survey, which allowed for the comparison of responses between CF and public service personnel. Furthermore, some items from the ‘core’ section of the Your-Say questionnaire were analyzed from the EE perspective by comparing the responses of women and men.

A number of questions in this survey were created to quantitatively cross-validate some of the observations reported in the CF ESR (Ajilon Consulting, 2004). The ESR is a review of all employment systems, policies, and practices conducted to identify employment barriers to designated group members (DGMs) in the CF. However, the ESR is a distinctly qualitative piece of research, based largely on consultations with available individuals within the CF. Thus, although the ESR presented a comprehensive overview with respect to identifying and highlighting many of the diverse issues and barriers related to EE, it was not possible to assess the severity and prevalence with which these issues were occurring. As a result, a quantitative follow-up was warranted, and was carried out by translating some of the rich qualitative observations reported in the ESR into quantitatively-stated survey items that were then presented to a large representative sample of CF members.

### **2.2.2 Attitudes about Gender Integration in the CF**

A number of questions focused on assessing attitudes and perceptions of CF members regarding gender integration in CF employment systems. These included items assessing CF members’ opinions regarding whether or not gender affects occupational assignment and perceptions of fairness towards women in training and career progression.

### **2.2.3 Women’s Experiences**

A number of questions focused specifically on the perceptions and experiences of the women themselves. These included items assessing their working relationships in the CF and their experiences with/perceptions of career management and progression.

### **2.2.4 Immediate Supervisor**

The core section of the Your-Say contained 25 items asking respondents about their perceptions of their immediate supervisors (i.e., the individuals that write their Performance Evaluation Review). Respondents were asked to indicate their level of agreement to each item on a scale of 1 (*strongly disagree*) to 5 (*strongly agree*). Ten of the 25 items spoke directly to treatment of each respondent by the supervisor (e.g., Treats me fairly when decisions are being made; Really cares about my well-being), while the other 15 items spoke more generally to the supervisor’s characteristics and job effectiveness (e.g., Successfully solves problems; Maintains order and discipline).

The items that spoke directly to the respondents' treatment by the supervisor were of particular relevance, and were used to compare women's and men's perceptions.

The ten items of interest were combined into a composite index called 'Supervisor Treatment' (item-total correlations ranged from .64 to .81). The scale showed high internal consistency (Chronbach's  $\alpha = .94$ ). This, along with the item-total correlations, indicates that the items in the composite index are highly related and are measuring the same underlying concept.

### **2.2.5 Career Intentions**

Several statements were presented in order to assess respondents' career intentions with regard to continuing their employment in the CF, such as "I plan to stay in the CF for the rest of my career," and "I will only stay in the CF until I am eligible to receive my pension without penalty." Respondents indicated 'yes,' 'no,' 'undecided,' or 'not applicable' to each statement.

Respondents were also asked whether they plan to leave the CF within the next year, in the next 3 years, or in the next 5 years. Response options ranged from 1 (*probably not*) to 5 (*definitely yes*).

### **2.2.6 Discrimination**

A number of questions were presented to assess respondents' experiences of discrimination. First, respondents were asked whether they have been victim of discrimination on the job in the past two years. Response options were 'never,' 'once or twice,' and 'more than twice.' The following definition of discrimination, taken from the Public Service Employee Survey (2002), was provided:

*Discrimination means to treat someone differently or unfairly because of a personal characteristic or distinction which whether intentional or not, has an effect which imposes disadvantages not imposed upon other or which withholds or limits access to other members of society. There are eleven prohibited grounds under the Canadian Human Rights Act: race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, mental or physical disability and pardoned conviction.*

Those respondents that reported having experienced discrimination within the past two years were asked:

- who they experienced discrimination from;
- what type of discrimination they experienced;
- whether they complained about discrimination within the last 12 months; and

- if they did not complain about the discrimination experienced, why did they not complain.

### **2.2.7 Procedure**

Once the questionnaire was developed and formatted, a pre-testing phase was conducted to improve the questionnaire and the quality and clarity of the questions. This process was useful for assessing problems related to poor question wording, discovering problems related to sequencing, and errors in layout or instructions. This process was also informative for estimating the time needed to complete the questionnaire.

A pre-notice letter was sent out in advance of the survey to inform potential respondents that a survey would be mailed to them, explain the nature of the research, and encourage their participation. An example of the pre-notice letter can be found in Annex A. Several weeks after the mailing of the pre-notice letter, all individuals in the sampling frame described above were mailed the Your-Say to complete and return.

### 3. Results

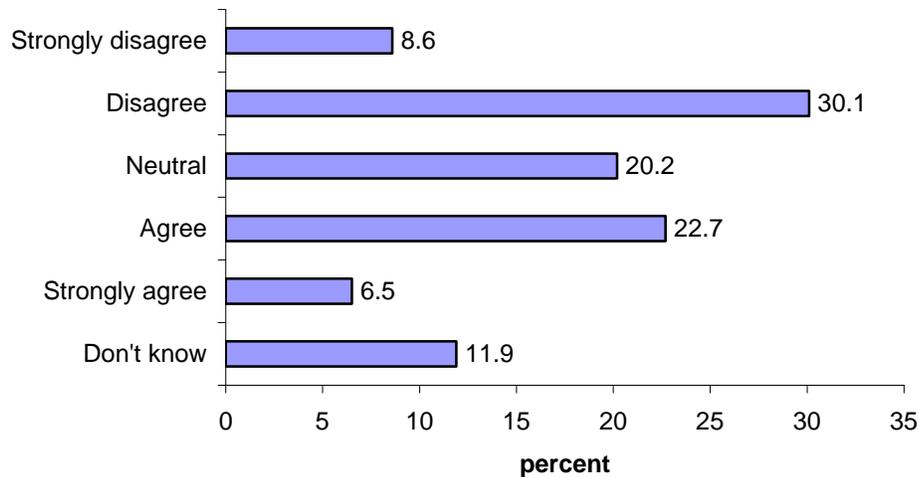
#### 3.1 Perceptions of Gender Integration in CF Employment Systems

This section examines CF members' attitudes and perceptions of select issues related to gender integration in the Canadian Forces.

##### 3.1.1 Occupational Assignment

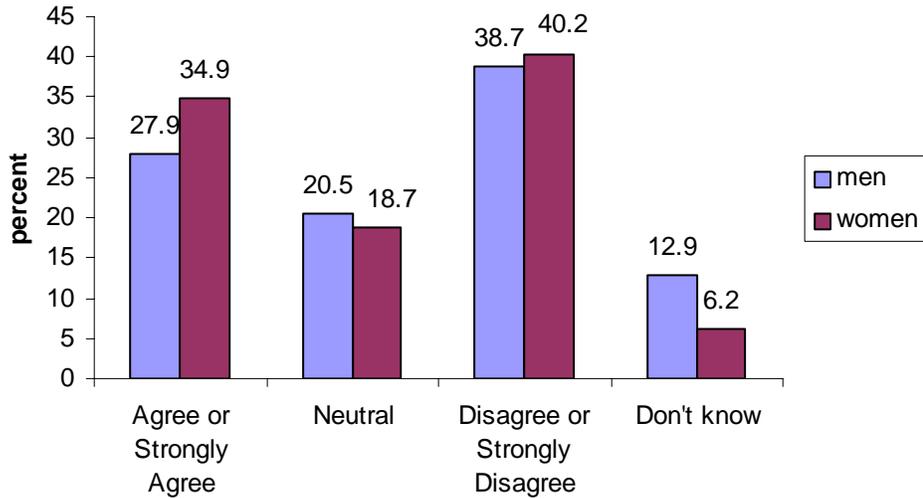
Some CF personnel who were interviewed for the ESR indicated that they believed gender affects what military occupation CF members are assigned to, and that women are often steered toward stereotypical traditional occupations (Ajilon, 2004). To follow-up on this finding and assess what proportion of CF members believe that gender affects occupational assignment, a survey item was developed to represent this ESR observation and was presented as part of the focus section to a random sample of CF respondents.

Specifically, survey respondents were asked to indicate their degree of agreement with the statement "Gender affects which military occupation CF members are assigned to" on a scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). As shown in Figure 1, 38.7% of CF Regular Force personnel either disagreed or strongly disagreed that gender affects occupational assignment, whereas 29.2% either agreed or strongly agreed with that statement (32.1% either responded that they did not know or were neutral in their level of agreement). Thus, a relatively large minority of Regular Force members reported that gender affects occupational assignment.



**Figure 1. Level of Agreement with the Statement: Gender affects which military occupation CF members are assigned to**

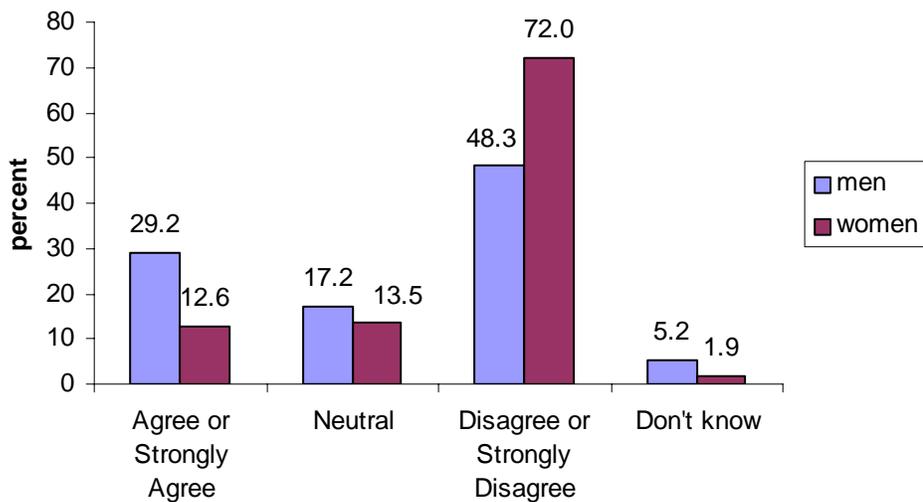
As shown in Figure 2 below, there were no particularly notable differences between the surveyed men and women in their belief that gender affects occupational assignment, although a slightly greater proportion of women agreed or strongly agreed with this statement, whereas a slightly greater proportion of men indicated that they ‘don’t know.’



**Figure 2. Men’s and Women’s Level of Agreement with the Statement: Gender affects which military occupation CF members are assigned to**

Previous research has shown that women are less likely to be engaged in operational than non-operational occupations in the CF (Goldenberg, 2005). However, it is not clear whether this is because women are more likely to be assigned to traditionally female occupations (Ajilon, 2005) or because they are more likely to prefer non-operational types of employment than men (Tanner & Holden, 2002). Thus, respondents were asked to indicate their level of agreement with the statement “If I wasn’t already in an occupation, I would be interested in an operational occupation (e.g., combat arms, SAR TECH, or MARS)” on a scale from 1 (*strongly disagree*) to 5 (*strongly agree*).

Figure 3 below shows that men indicated greater interest in engaging in operational occupations than women (29% of men agreed or strongly agreed with the above statement as compared to only 13% of women). In contrast, approximately 72% of women either disagreed or strongly disagreed that they would be interested in an operational occupation, as compared to approximately only 48% of men. Thus, although gender may influence which military occupations CF members are assigned to, at least in part, this likely stems from the fact that women have a greater interest and propensity to join certain types of occupations, particularly non-operational occupations, than men.



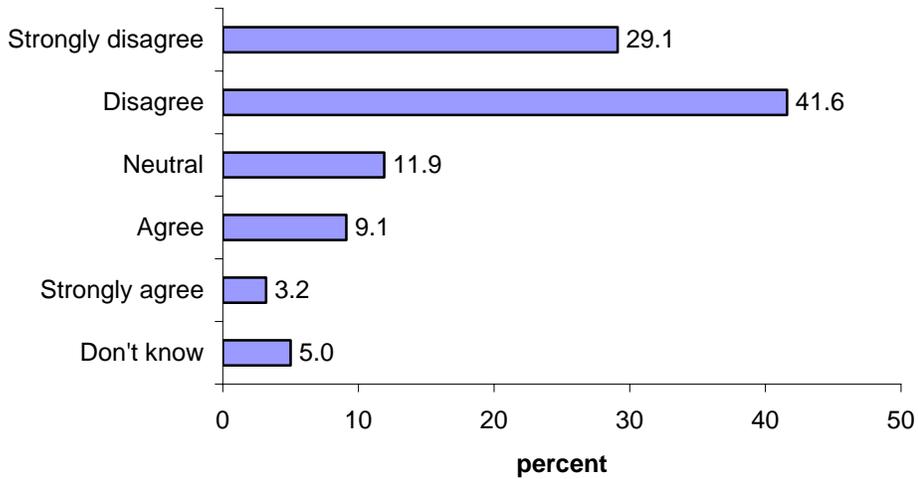
**Figure 3. Men's and Women's Level of Agreement with the Statement: *If I wasn't already in an occupation, I would be interested in an operational occupation***

In sum, these results indicate that there is some perception that gender affects occupational assignment, with approximately 30% of Regular Force members holding this belief. However, to the degree that gender does influence which military occupations CF members are assigned to, these results show that this is at least in part attributable to the different occupational preferences between men and women. That is, women indicated having lower proclivity towards the operational occupations than men.

### 3.1.2 Training

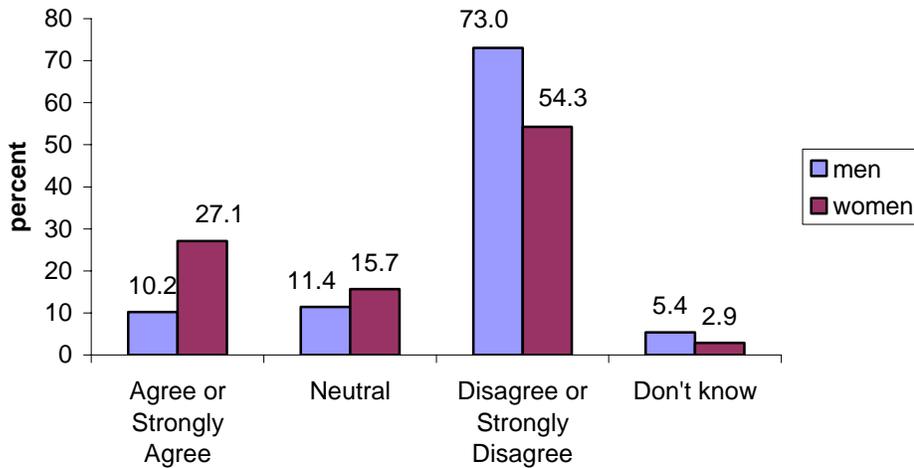
The ESR stated that unfair treatment and incidents of harassment were reported to have occurred during training. For example, it was noted that “Women in training are often still marginalized from the group at large and/or centred out by instructors. We also heard about several incidents where women trainees were harassed by male instructors, but felt powerless and did not come forward for fear of failing the course or harming their career” (Ajilon, 2004, p. 35).

To quantitatively assess this perception of fairness in training, respondents were asked to report their level of agreement with the statement “Women are often treated less fairly than men during training,” using a scale that ranges from 1 (*strongly disagree*) to 5 (*strongly agree*). As shown in Figure 4, 70.7% of the respondents either disagreed or strongly disagreed that women are treated less fairly than men during training, whereas 12.3% either agreed or strongly agreed.



**Figure 4. Level of Agreement with the Statement: Women are often treated less fairly than men during training**

Figure 5 below shows that women were more likely than men to believe that women are treated less fairly than men during training (27% of women either agreed or strongly agreed with that statement as compared to only 10% of men). In contrast, 73% of men either disagreed or strongly disagreed that women are treated less fairly during training, as compared to 54% of women.



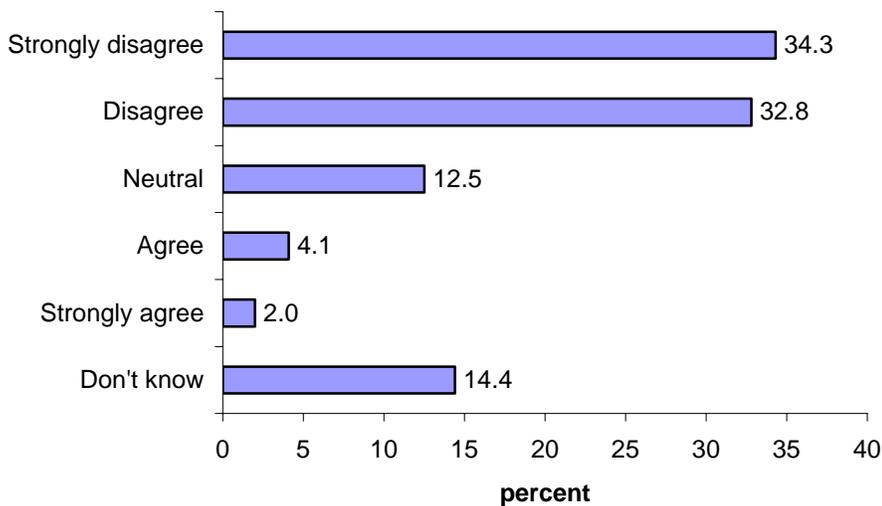
**Figure 5. Men's and Women's Level of Agreement with the Statement: Women are often treated less fairly than men during training**

Although the majority of respondents did not believe that women are treated less fairly than men during training, the results do support the ESR observation that there is some cause for concern in this area, given that 27% of women felt that they are treated less fairly than men.

### 3.1.3 Merit Boards

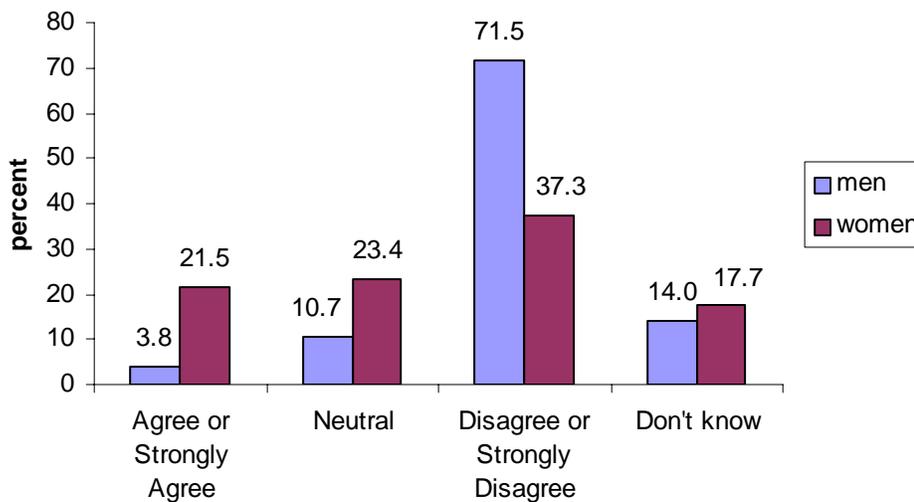
ESR observations noted that although in general there is consensus that merit boards that make promotion decisions are fair, it was pointed out that “the frequent use of the appeal process is an indicator that personal biases and prejudice still occur in promotion decisions” (Ajilon, 2004, p. 37).

In order to quantitatively assess the perception of fairness in merit boards, respondents were asked to report their level of agreement with the statement “Merit boards favour men over women in the CF” on a 5-point scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). As shown in Figure 6, 67.1% of the respondents either disagreed or strongly disagreed that women are treated less fairly than men by merit boards, whereas only 6.1% either agreed or strongly agreed.



**Figure 6. Level of Agreement with the Statement: Merit boards favour men over women in the CF**

However, as shown in Figure 7, women were more likely than men to believe that merit boards favour men (approximately 22% of women either agreed or strongly agreed with this statement, as compared to only approximately 4% of men). In contrast, approximately 72% of men either disagreed or strongly disagreed that merit boards favour men, as compared to approximately 37% of women. These findings will be cross-referenced with analyses of men’s and women’s promotion rates, average times in rank and years of service to promotion.



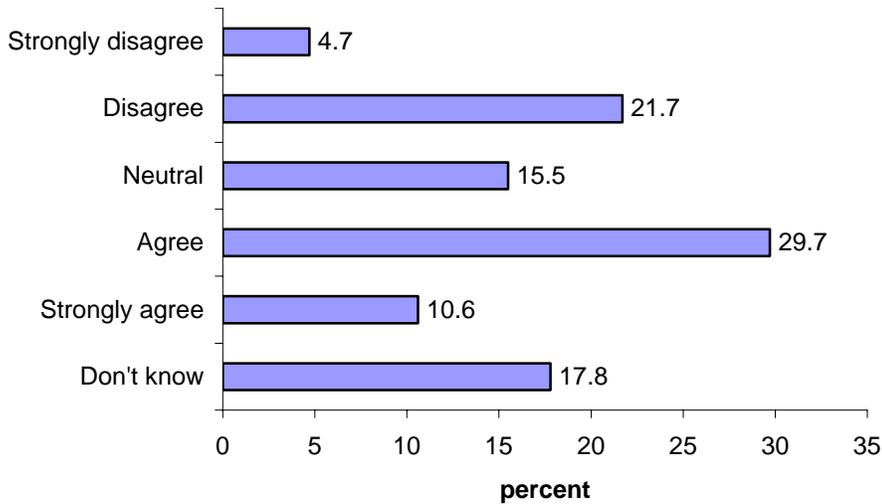
**Figure 7. Men's and Women's Level of Agreement with the Statement: Merit boards favour men over women in the CF**

Although overall, the majority of respondents did not believe that merit boards favour men, women were more likely than men to believe that there is favoritism. Since only 37% of women disagreed that merit boards favour men, the validity of this perception needs further examination. If this perception is justified, areas of favoritism ought to be addressed, and if it is not justified, attention ought to be devoted to dispelling this belief.

### 3.1.4 Maternity/Parental Leave

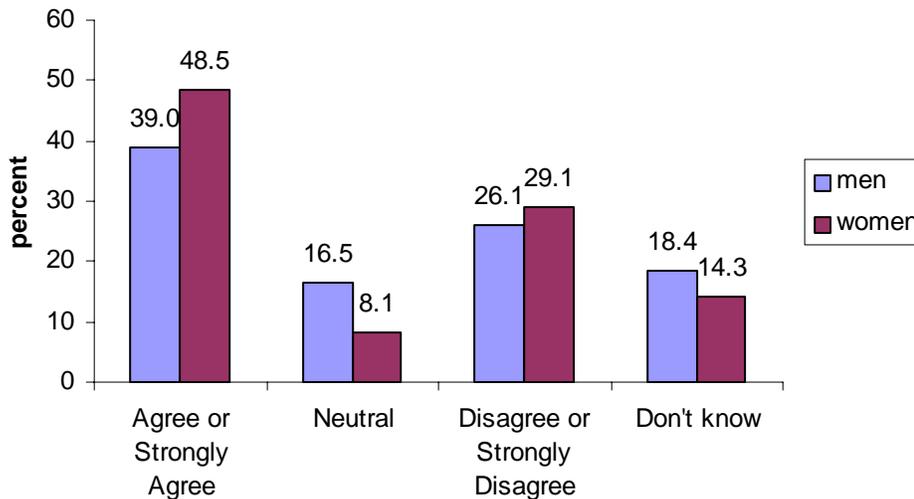
The ESR stated that it was virtually unanimous for respondents to report that maternity/parental leave still have negative career effects (Ajilon, 2004).

To quantitatively cross-validate this observation, respondents in the present study were asked to report their level of agreement to the statement "It will hurt your promotion opportunities if you take parental leave" on a 5-point scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). As shown in Figure 8, 40.3% of the respondents either agreed or strongly agreed that taking parental leave will hurt one's promotion opportunities, whereas 26.4% either disagreed or strongly disagreed (33.3% either responded that they did not know or were neutral in their level of agreement).



**Figure 8. Level of Agreement with the Statement: It will hurt your promotion opportunities if you take parental leave**

As shown in Figure 9, approximately 39% of men and 49% of women either agreed or strongly agreed that taking parental leave will hurt one's promotion opportunities, whereas approximately 26% of men and 29% of women either disagreed or strongly disagreed. Women appeared more likely to have an opinion with regard to the effect of parental leave on promotion opportunities (i.e., more women expressed agreement, and slightly more women expressed disagreement), whereas more men responded 'don't know' or had a neutral opinion on this issue.

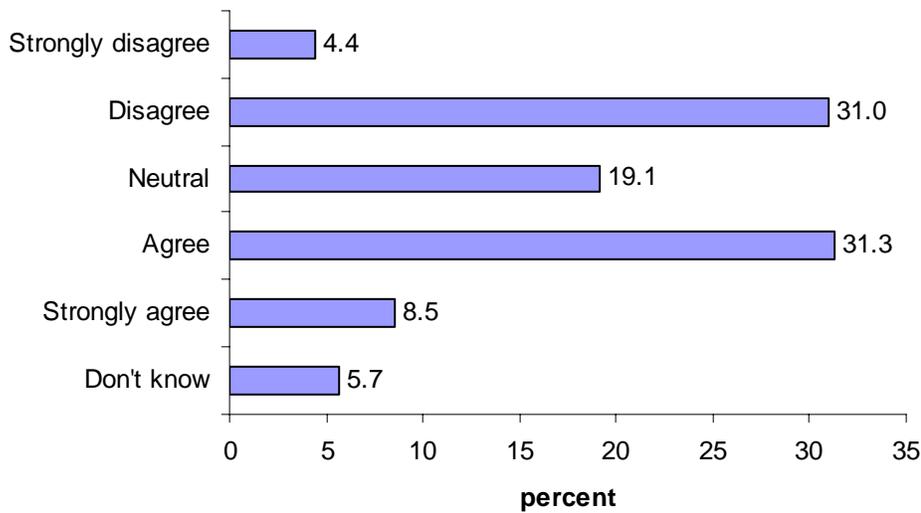


**Figure 9. Men's and Women's Level of Agreement with the Statement: It will hurt your promotion opportunities if you take parental leave**

The results indicate that taking parental leave is perceived as being detrimental for future promotion opportunities. To the extent that women are more likely to take parental leave than men, this would indicate a greater barrier (or perception thereof) to the career progression of women.

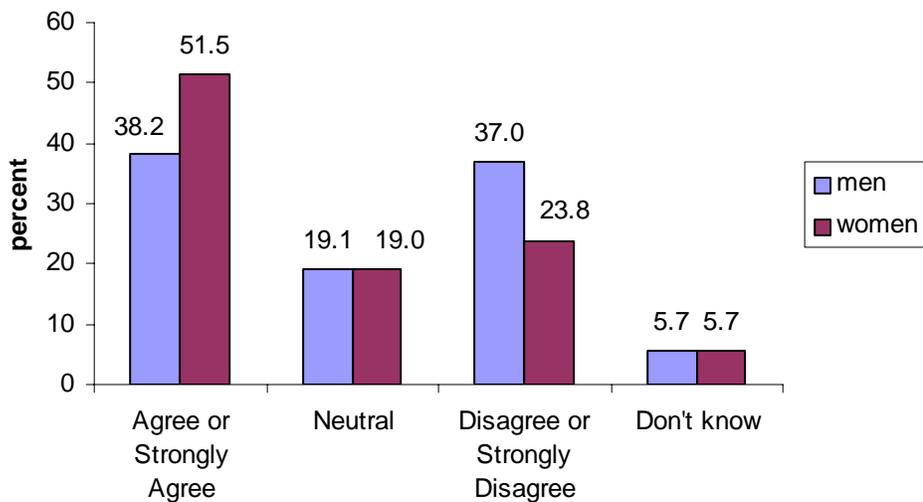
### 3.1.5 Male-Oriented Language

To quantitatively assess the degree to which CF members believe that male-oriented language is still frequently used in the CF, survey respondents were asked to indicate their degree of agreement with the statement “Male-oriented language (e.g., the use of expressions like “Good morning, gentlemen” at meetings and events) is still common in the CF.” Opinions on this issue were mixed, with 35.4% of the respondents disagreeing or strongly disagreeing, and 39.8% agreeing or strongly agreeing, as shown in Figure 10.



**Figure 10. Level of Agreement with the Statement: Male-oriented language (e.g., the use of expressions like “Good morning, gentlemen” at meetings and events) is still common in the CF**

As shown in Figure 11, women were much more likely than men to report that male-oriented language is still frequently used in the CF (approximately 52% of women either agreed or strongly agreed, as compared to only approximately 38% of men). Conversely, approximately 37% of men disagreed or strongly disagreed, as compared to approximately 24% of women.



**Figure 11. Men’s and Women’s Level of Agreement with the Statement: Male-oriented language (e.g., the use of expressions like “Good morning, gentlemen” at meetings and events) is still common in the CF**

Thus, as observed during the CF ESR (Ajilon, 2004), it appears that male-oriented language still tends to be used in the CF. Although both men and women believe that male-oriented language is common, women are particularly likely to report the use of this type of language. Since women may be more in-tune to the use of male-oriented language, their perceptions of this may be particularly telling. Further, since they are the group excluded in this type of language, women may be more likely to take offense to its use, or to be otherwise affected (e.g., identify less with being a CF member due to feeling less included). These effects may, in turn, lead to other negative outcomes, such as a greater tendency to release.

## 3.2 Women’s Experiences in CF Employment Systems

This section focuses on the encounters and perceptions reported by women with respect to their personal experiences in CF employment systems. Women’s responses will be compared to those of men to assess whether the experiences and perceptions of female respondents differ from those of their male counterparts.

### 3.2.1 Immediate Supervisor

#### Supervisor Treatment

Ten items spoke directly to treatment by one’s immediate supervisor. Respondents were asked to indicate their level of agreement with each of these items on a scale of 1 (*strongly disagree*) to 5 (*strongly agree*). Respondents’ perceptions of the treatment they receive from their immediate supervisors was then assessed by combining scores on these 10 items into a composite index termed ‘supervisor treatment.’

On average, men ( $M = 3.71, SD = 0.77$ ) and women ( $M = 3.66, SD = 0.83$ ) were equally satisfied with the treatment they received from their immediate supervisors,  $t(1559) = 0.71, ns$ . The majority of both male and female respondents were at least somewhat satisfied with the treatment they received.

### Satisfaction with Leadership of Supervisor

Respondents were also asked ‘All things considered, how satisfied are you with the leadership provided by your immediate supervisor.’ Responses ranged from 1 (*completely dissatisfied*) to 7 (*completely satisfied*)<sup>4</sup>. Men and women had similar degrees of satisfaction with the leadership of their supervisors, as seen in Figure 12. About half the respondents from each sex were satisfied or completely satisfied with their supervisors’ leadership.

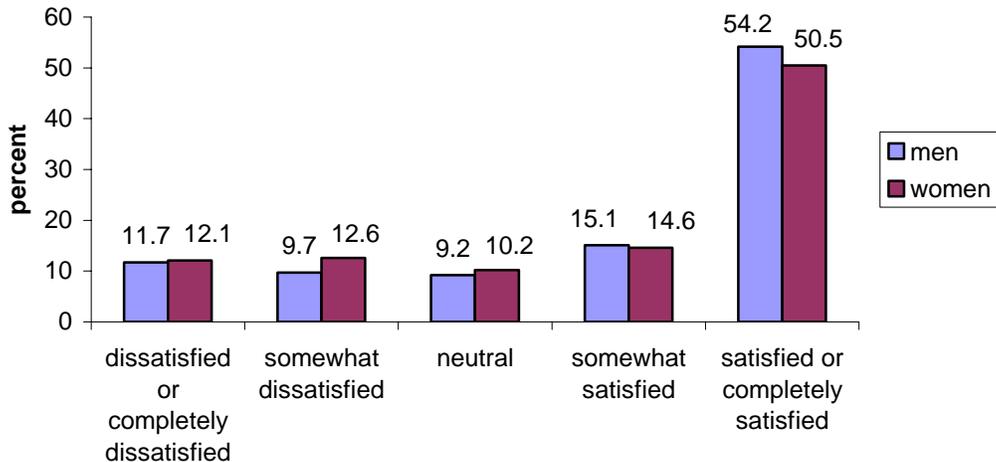


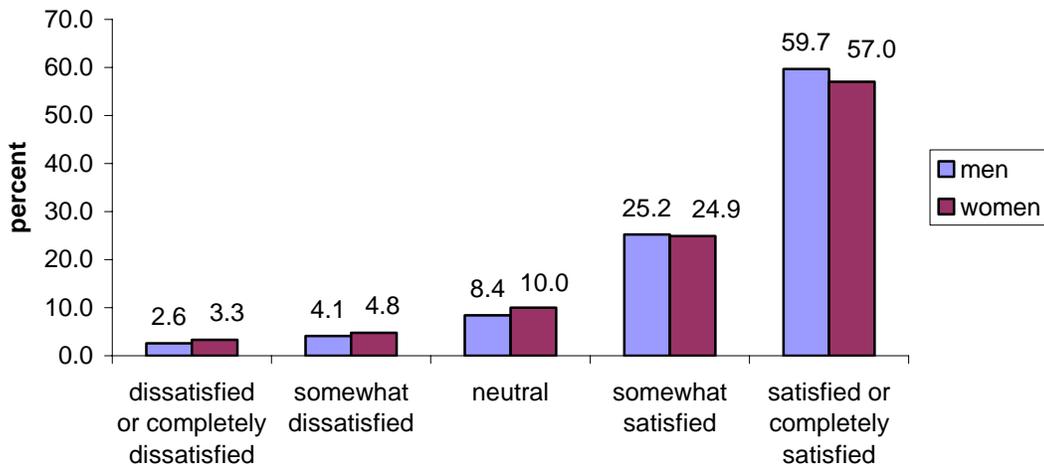
Figure 12. Level of Satisfaction with Supervisor Leadership by Sex

Thus, although there is always room for improvement, it is heartening that most CF members felt at least moderately satisfied with the treatment they received by, and the leadership of, their immediate supervisors. It is particularly encouraging that male and female respondents reported similarly positive perceptions in these domains.

### 3.2.2 Working Relationships

Respondents were asked to rate how satisfied they are with their working relationships, on a scale of 1 (*completely dissatisfied*) to 7 (*completely satisfied*). The vast majority of respondents reported being at least ‘somewhat satisfied.’ Most importantly for these analyses, men and women were similarly satisfied with their working relationships, as shown in Figure 13.

<sup>4</sup> Responses for the dissatisfied and completely dissatisfied response categories are collapsed into a single response category in Figure 12. The same procedure was followed for the satisfied and completely satisfied response categories.



**Figure 13. Level of Satisfaction with Working Relationships by Sex**

### 3.2.3 Career Management and Progression

Four questions were used to assess satisfaction with career management and career progression. More specifically, respondents were asked to indicate how satisfied or dissatisfied they were with 1) career management, 2) career progression, 3) the promotion system and 4) opportunities for professional development, on a scale of 1 (*completely dissatisfied*) to 7 (*completely satisfied*).

As shown in Table 2, there were no significant differences between men and women in their satisfaction in any of the four areas of career management and career progression. Thus, although some ESR participants reported that some leaders are still insensitive to women and gender issues, leading female members to be marginalized during the PER process because of “just-like-me” attitudes and biases, and although it was suggested that women’s greater likelihood to engage in ‘purple jobs’<sup>5</sup> leads them to receive lower ratings on performance evaluation review (PERs) because their work is less valued (Ajilon, 2004), these findings indicate that men and women are similarly satisfied with their career management and progression.

<sup>5</sup> Purple jobs are support occupations that can be performed across the environmental commands (e.g., clerks, cooks).

**Table 2. Means, Standard Deviations, and T-Tests<sup>6</sup> for Career Management and Progression Items**

Satisfaction With:	Men		Women		T-test		
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>t-value</i>	<i>df</i>	<i>p &lt;</i>
<b>Career Management</b>	4.15	1.59	4.25	1.54	-.85	1559	<i>ns</i>
<b>Career Progression</b>	4.44	1.63	4.39	1.58	.49	1560	<i>ns</i>
<b>Promotion System</b>	3.86	1.69	3.78	1.55	.75	292	<i>ns</i>
<b>Opportunities for Professional Development</b>	4.67	1.59	4.61	1.60	.44	1563	<i>ns</i>

### 3.3 Retention

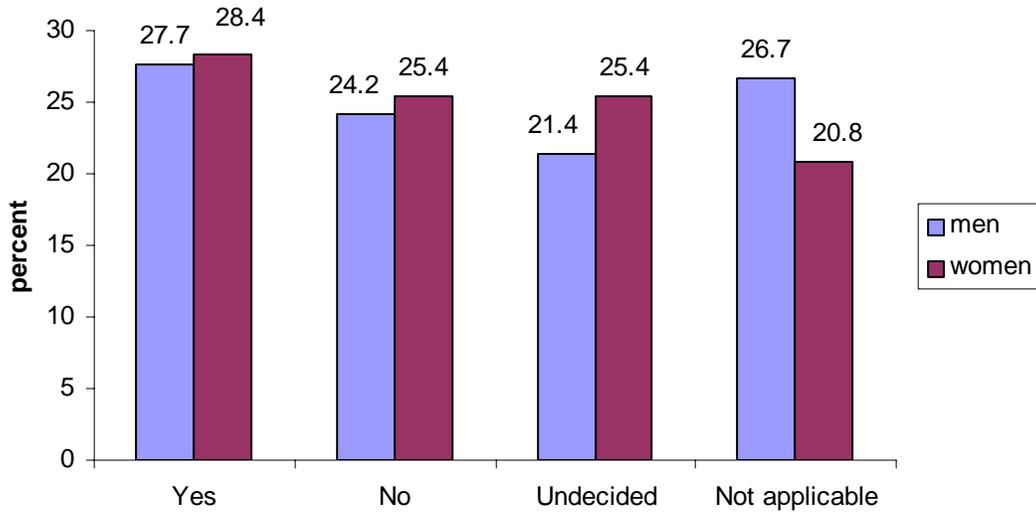
Several statements were presented in order to assess respondents' career intentions with regard to continuing their employment in the CF, including:

1. I plan to reenlist in the CF the next time I am eligible;
2. I plan to stay in the CF for the rest of my career;
3. I will only stay in the CF until I am eligible to receive my pension without penalty;
4. I will leave the CF when my obligatory service is completed; and
5. I intend to leave the CF as soon as another job becomes available.

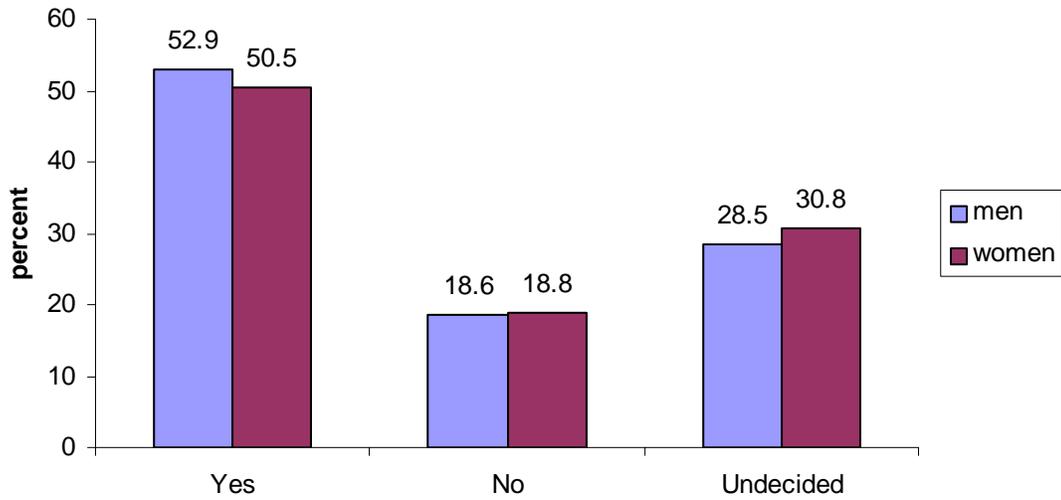
Respondents indicated 'yes,' 'no,' 'undecided,' or 'not applicable'<sup>7</sup> to each statement. As shown in Figures 14 through 18, men and women had very similar responses to these statements. In cases where some minor differences may be noted, for the most part it appears that women are more likely to remain in the CF than are men.

<sup>6</sup> The t-test is used here to assess whether the difference between the mean scores of two groups (i.e., men and women) is statistically different from each other.

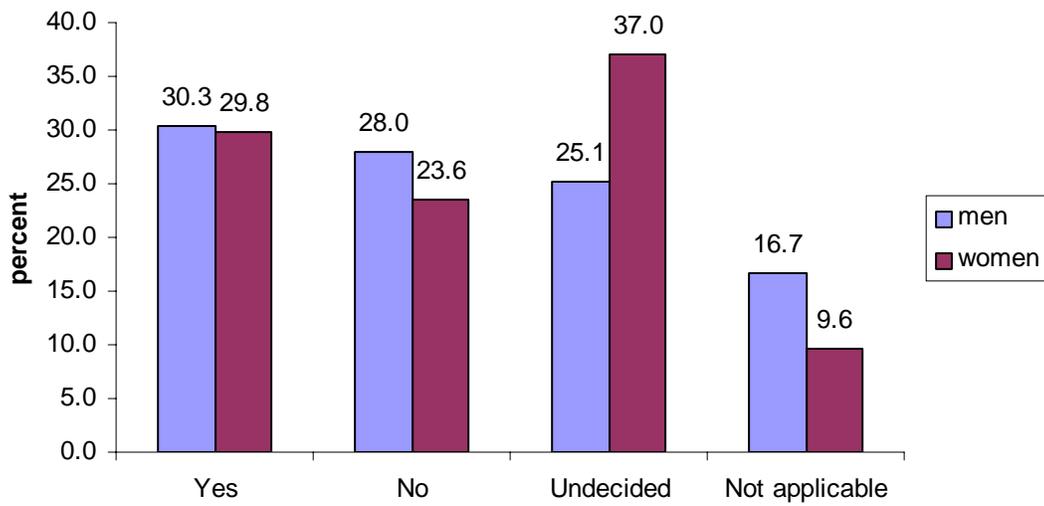
<sup>7</sup> Only an option for statements 1, 3, and 4.



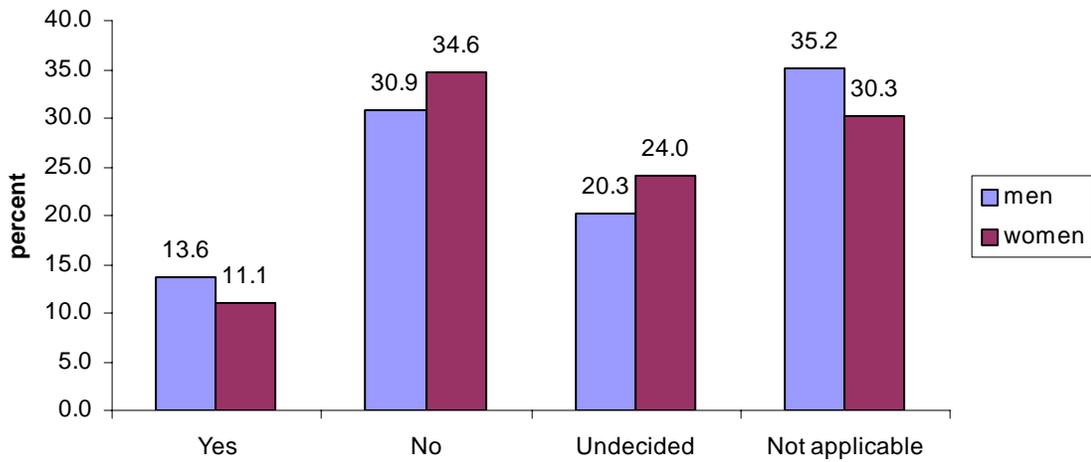
**Figure 14. Responses to the statement “I plan to reenlist in the CF the next time I am eligible” by Sex**



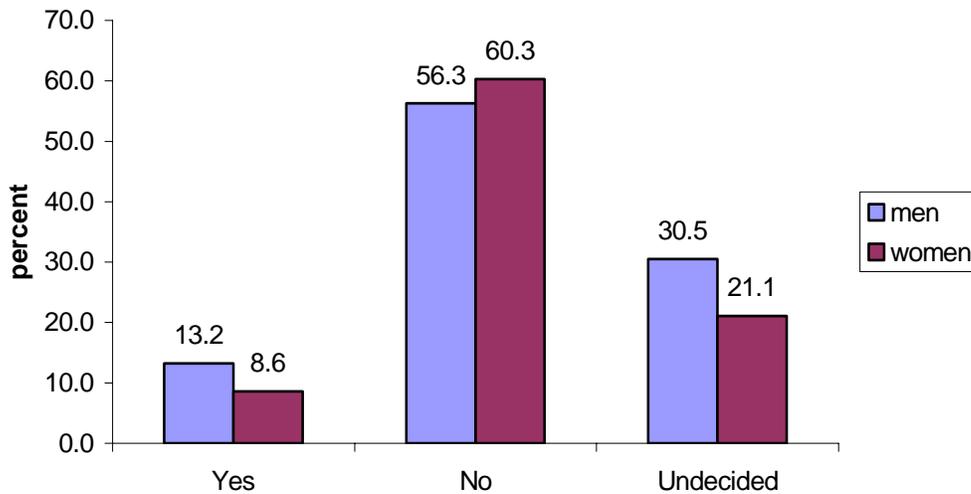
**Figure 15. Responses to the statement “I plan to stay in the CF for the rest of my career” by Sex**



**Figure 16. Responses to the statement “I will only stay in the CF until I am eligible to receive my pension without penalty” by Sex**



**Figure 17. Responses to the statement “I will leave the CF when my obligatory service is completed” by Sex**



**Figure 18. Responses to the statement “I intend to leave the CF as soon as another job becomes available” by Sex**

Respondents were also asked whether they plan to leave the CF within the next year, in the next 3 years, or in the next 5 years. Response options ranged from 1 (*probably not*) to 5 (*definitely yes*). Although the magnitudes of the differences are very small, men indicated a higher likelihood of leaving within the next year, within the next three years, and within the next five years, as shown in Table 3.

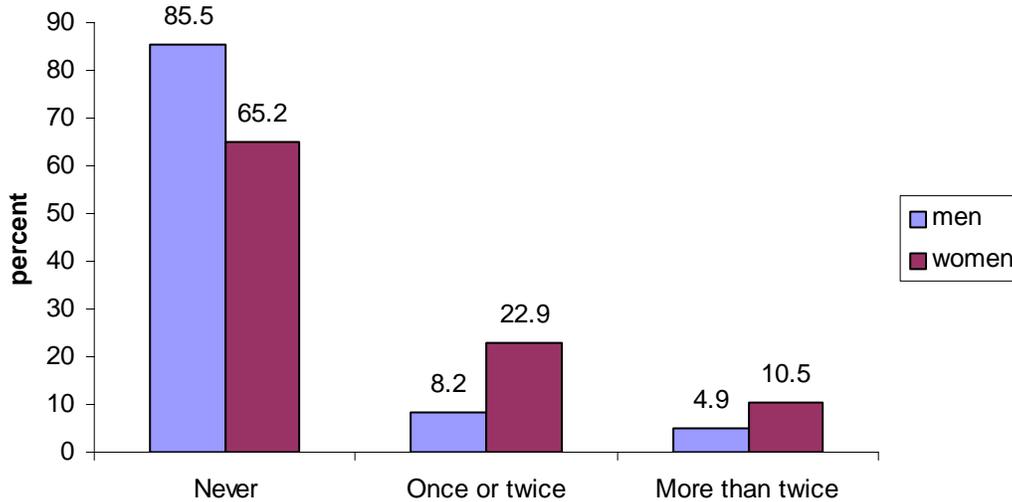
**Table 3. Means, Standard Deviations, and T-Tests for Intentions to Leave within the next year, 3 years, and 5 years**

Intentions to Leave Within:	Men		Women		T-test			
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>t-value</i>	<i>df</i>	<i>p</i> <	<i>w</i> <sup>2</sup>
<b>Next Year</b>	1.73	1.15	1.47	0.95	3.45	292	.01	.008
<b>Next 3 Years</b>	2.35	1.37	2.13	1.32	2.10	1429	.05	.002
<b>Next 5 Years</b>	3.03	1.43	2.76	1.40	2.54	1447	.05	.004

Taken together, these results indicate that women do not report having greater intentions of leaving the CF than men, and if anything, may have slightly lower intentions of leaving. These results accord with the attrition rates reported in the Annual Report on Regular Force Personnel 2004-2005 (2005), which stated that, “The attrition rate of women used to be higher than for men. Over the last five years, the total attrition rate across the CF has been equal for women and men at 6.2%” (p. 25-26).

### 3.4 Discrimination

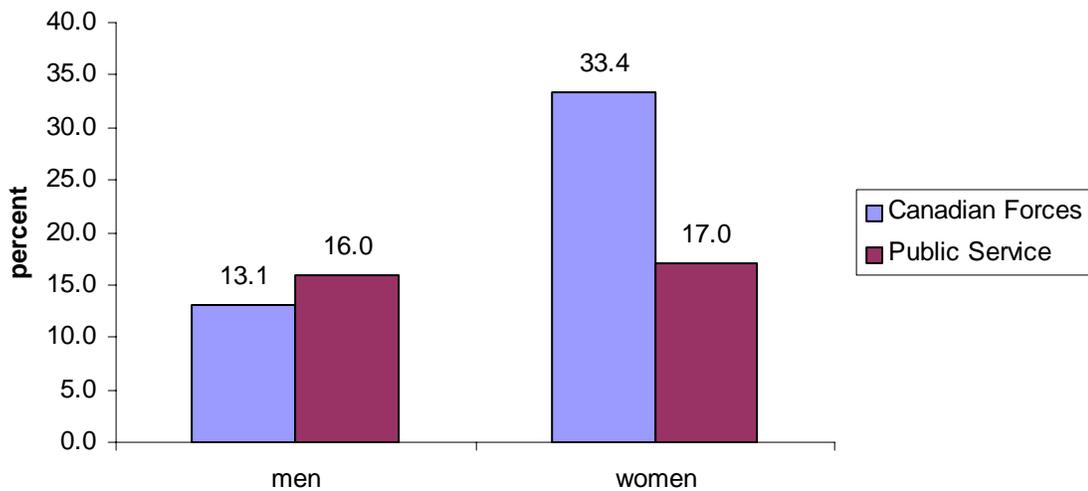
Respondents' experiences of discrimination were assessed by asking the question "In the past two years, have you been the victim of discrimination on the job?" to which respondents could indicate 'never,' 'once or twice,' or 'more than twice.' As shown in Figure 19, a greater proportion of women than men reported having experienced discrimination on the job.



**Figure 19. Experiences of Discrimination on the Job in the Past Two Years by Sex**

The question of whether respondents had experienced discrimination in the past two years was also asked in the Public Service Employee Survey (2002). Thus, it was possible to compare the responses of CF personnel to those of public servants.<sup>8</sup> Some clear differences in experiences of discrimination emerged between the CF and the public service (PS), as seen in Figure 20. In particular, although men in the PS were slightly more likely to have experienced discrimination than men in the CF, women in the CF were significantly more likely to have experienced discrimination than women in the PS.

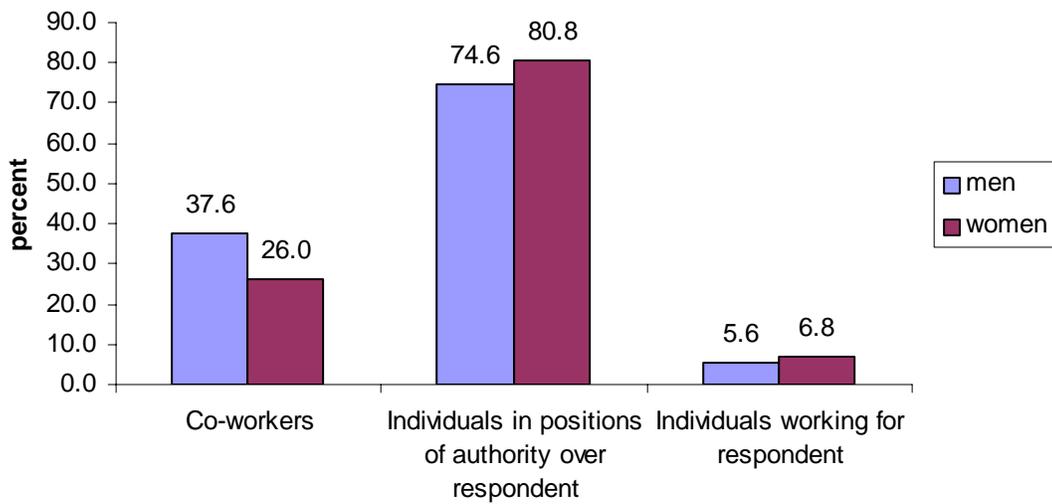
<sup>8</sup> Surveys to Public Service Employees and CF members were administered several years apart. It is assumed that experiences of discrimination would not have changed considerably in this time period.



**Figure 20. Discrimination in the Canadian Forces and in the Public Service**

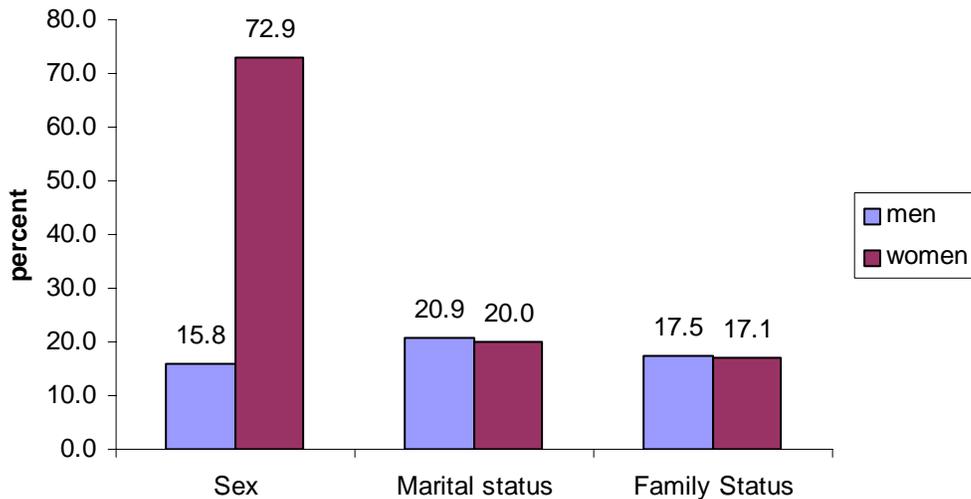
Those survey respondents who indicated that they have experienced discrimination in the past two years were further asked to specify from whom this discrimination was experienced. Response options included ‘co-workers,’ ‘individuals with authority over me,’ and ‘individuals working for me.’ Respondents were asked to mark all that apply.

Men who had experienced discrimination were more likely to have been discriminated against by their co-workers than women who had experienced discrimination. Women who had experienced discrimination were slightly more likely to have been discriminated against by those with authority over them than men who had experienced discrimination. These results are shown in Figure 21.



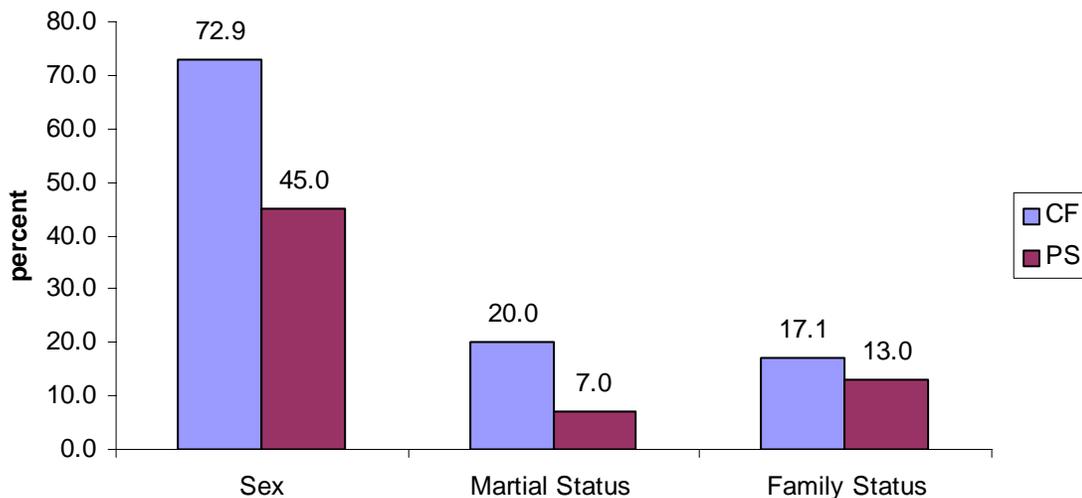
**Figure 21. Perpetrators of Discrimination by Sex**

Participants who indicated that they have experienced discrimination in the past two years were also asked to specify what type of discrimination they experienced. Women who had experienced discrimination were much more likely to have been discriminated against based on their sex as compared to men who had experienced discrimination. There was little difference between men and women in experiences of discrimination based on marital or family status, as shown in Figure 22.



**Figure 22. Type of Discrimination by Sex**

Public service employees who had experienced discrimination in the past two years were also asked what type of discrimination they had experienced. Thus, the types of discrimination experienced by women in the CF and in the PS were compared. Women who experienced discrimination in the CF were more likely than women who experienced discrimination in the PS to have been discriminated against based on sex, and marital status, as shown in Figure 23.



**Figure 23. Type of Discrimination Experienced by Women in the CF vs the PS**

Respondents who reported experiencing discrimination in the past two years were also asked whether or not they complained about discrimination in the last 12 months. Although overall, only a minority of those who had experienced discrimination complained about it in the last 12 months,<sup>9</sup> a somewhat greater proportion of women (14.4%) who had experienced discrimination made a complaint as compared to men (9.6%) who experienced discrimination.

Respondents who did not complain about discrimination were further asked why they did not complain. The following possible reasons were presented, and respondents were asked to mark all that apply:

- didn't know what to do;
- considered the incident(s) to be too minor to report;
- did not think people would believe me/take me seriously;

<sup>9</sup> although likely this is partly due to the fact that some of the complaints occurred longer than 12 months ago

- did not want to go through the complaints procedure;
- believed such a step might adversely affect my career;
- was worried that there would be recriminations from the perpetrator(s);
- thought it would cause problems in my workplace; and
- did not believe anything would be done if I did complain.

The proportion of men and women that endorsed each of these possible reasons for not complaining are presented in Table 4, with the four top reasons bolded for each group. Overall, greater proportions of women than men endorsed each of these reasons, (except that a greater proportion of men believed that their complaint would not be believed or taken seriously).

**Table 4. Reasons for Not Complaining about Discrimination by Sex**

<b>Reason</b>	<b>Males (%)</b>	<b>Females (%)</b>
Didn't know what to do	2.9	9.1
Considered incident too minor	<b>32.4</b>	<b>37.9</b>
Didn't think would be believed/taken seriously	13.9	7.6
Didn't want to go through complaints procedure	20.9	34.8
Believed would adversely affect career	<b>26.6</b>	<b>48.5</b>
Worried about recriminations from perpetrator	19.6	25.8
Feared problems in workplace	<b>25.4</b>	<b>50.0</b>
Didn't believe anything would be done	<b>41.0</b>	<b>40.9</b>

In sum, these results indicate that female respondents were more likely than male respondents to have experienced discrimination on the job, and much of this discrimination was based on sex. Women in the CF were also more likely than women in the PS to have experienced discrimination, and to have been discriminated against based on sex and marital status. This points to a need for gender sensitivity and discrimination training.

The majority of individuals who experienced discrimination did not make a complaint, although women who were discriminated against actually complained at slightly higher rates than male respondents who experienced discrimination. Respondents offered a variety of reasons for not filing a complaint. Although complainants may not necessarily encounter these issues upon filing a complaint, respondents' perceptions of them are of central importance – especially since individuals will not complain of discrimination if they feel that it will result in improper resolution or negative consequences. This information ought to be shared with the Canadian Forces Grievance Board (2003) for their consideration and action.

## **4. Summary of Results and Recommendations**

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### **4.1 Perceptions of Gender Integration in CF Employment Systems**

#### **4.1.1 Operational Assignment**

These results of this study indicate that there is some perception that gender affects occupational assignment, with approximately 30% of Regular Force members holding this belief. However, to the degree that gender does influence which military occupations CF members are assigned to, the results show that this is at least in part attributable to the different occupational preferences between men and women. That is, women indicated having lower proclivity towards the operational occupations than men.

#### **4.1.2 Training**

Although the majority of respondents did not believe that women are treated less fairly than men during training, the results of this study do support the ESR observation that there is some cause for concern in this area. In particular, 27% of women believed that they are treated less fairly than men.

#### **4.1.3 Merit Boards**

Although overall, the majority of respondents did not believe that merit boards favour men, women were more likely than men to believe that there is favoritism. Since only 37% of women disagreed that merit boards favour men, this perception requires further examination. These findings will be cross-referenced with analyses of men's and women's promotion rates, and average times in rank and years of service to promotion. If this perception is justified, areas of favoritism ought to be addressed, and if it is not justified, attention ought to be devoted to dispelling this belief.

#### **4.1.4 Maternity/Parental Leave**

The results reported in this area indicate that taking parental leave is perceived as being detrimental for future promotion opportunities. To the extent that women are more likely to take parental leave than men, this would indicate a greater barrier (or perception thereof) to the career progression of women.

#### **4.1.5 Male-Oriented Language**

As observed during the CF ESR (Ajilon, 2004), it appears that male-oriented language still tends to be used in the CF. Although both men and women believe that male-

oriented language is common, women are particularly likely to report the use of this type of language. Since women may be more in-tune to the use of male-oriented language, their perceptions of this may be particularly telling. Further, since they are the group excluded in this type of language, women may be more likely to take offense to its use, or to be otherwise affected (e.g., identify less with being a CF member due to feeling less included).

## **4.2 Women's Experiences in CF Employment Systems**

### **4.2.1 Immediate Supervisor**

Although there is always room for improvement, it is heartening that most CF members felt at least moderately satisfied with the treatment they received by, and the leadership of, their immediate supervisors. It is particularly encouraging that male and female respondents reported similarly positive perceptions in these domains.

### **4.2.2 Working Relationships**

On average, respondents reported being between 'somewhat satisfied' to 'satisfied' with their working relationships. Most importantly, men and women experienced the same level of satisfaction with their working relationships, indicating that the climate in the CF does not have adverse effects on women's relationships with their co-workers.

### **4.2.3 Career Management and Progression**

There were no significant differences between men and women in their satisfaction in any of the four areas of career management and career progression that were explored in this study: 1) career management, 2) career progression, 3) the promotion system, and 4) opportunities for professional development. Thus, although some ESR participants reported that some leaders are still insensitive to women and gender issues, leading female members to be marginalized during the PER process because of "just-like-me" attitudes and biases, and although it was suggested that women's greater likelihood to engage in 'purple jobs'<sup>10</sup> leads them to receive lower ratings on PERs because their work is less valued (Ajilon, 2004), the findings reported in this paper indicate that men and women are similarly satisfied with their career management and progression.

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<sup>10</sup> Purple jobs are support occupations that can be performed across the environmental commands (e.g., clerks, cooks).

#### **4.2.4 Retention**

By and large, men and women reported similar intentions with respect to remaining or releasing from the CF. Where minor differences in reported intentions did exist, for the most part, it appears that women are more likely to remain in the CF than are men.

Taken together, these results indicate that women do not report having greater intentions of leaving the CF than men, and if anything, may have slightly lower intentions of leaving.

### **4.3 Discrimination**

Female respondents were more likely than male respondents to have experienced discrimination on the job, and much of this discrimination was based on sex. Women in the CF were also more likely than women in the PS to have experienced discrimination, and to have been discriminated against based on sex and marital status. This points to a need for gender sensitivity and discrimination training.

The majority of individuals who experienced discrimination did not make a complaint, although women who were discriminated against actually complained at slightly higher rates than male respondents who experienced discrimination. Respondents offered a variety of reasons for not filing a complaint. In some cases these reasons may not be warranted or may be based on misconceptions, but in other cases, respondents may be quite correct in believing that complaining about discrimination could lead to negative repercussions. This information ought be shared with the Canadian Forces Grievance Board (2003), the Human Rights Section of the Directorate of Human Rights and Diversity (DMGIEE website, 2004), as well as the Director General of Alternative Dispute Resolution (2005) for their consideration and action.

### **4.4 Conclusion**

Overall, the results of this study indicate that there are still areas of perceived unfairness and cause for concern, but that overall, women are as satisfied as men with the CF employment systems.

A number of areas of concern in the reported perceptions of fairness in CF employment systems were observed. In particular, a fair proportion of members reported that gender affects occupational assignment, that maternity/parental leave are detrimental to one's career, and that male-oriented language is still common. Further, a fair proportion of women believed that women are treated less fairly during training and that merit boards favour men over women.

Nevertheless, women reported satisfaction with their experiences in CF employment systems. In particular, men and women reported being similarly satisfied with their immediate supervisors and with their working relationships, they reported being equally satisfied in all areas of career management and career progression assessed,

and women do not report having greater intentions of releasing from the CF than men. However, women did report greater experiences of discrimination on the job, and much of this discrimination was based on sex.

Acting upon the recommendations stemming from these research findings is consistent with recommendations in the CF EE Plan (Canadian Forces Employment Equity Plan – Draft, 2006), will further the CF's accordance with the Canadian Employment Equity Act (1995), and most importantly, will help to ensure the equitable treatment of men and women in uniform.

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## **Annex A - Pre-Notice Letter**

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(Annex A to follow)



18 April, 2005

Dear \_\_\_\_\_,

1. A few days from now you will receive in the mail a brief questionnaire for an important, ongoing CF research project being conducted by the Director Human Resources Research and Evaluation (DHRRE).

2. The survey concerns the effectiveness of the Department of National Defence and the Canadian Forces, as a whole, as well as your attitudes, experiences and feelings about life in the Canadian Forces. The survey will address areas such as leadership, work-life balance, level of satisfaction with various aspects of your military career, career intentions, diversity and employment equity, and other important issues.

3. I am writing in advance because we have found that many people like to know ahead of time that they will be contacted. The study is an important one that will help the Canadian Forces to better understand the attitudes and experiences of individual CF members, such as yourself.

4. Thank you for your time and consideration. Your frank answers to this questionnaire will help senior leaders to identify issues of importance to the CF and focus efforts to improve these areas.

Chef d'état major, SMA(RH-Mil)  
Major-général



Major General Jan Arp

Chief of Staff, ADM (Human Resources – Military)

Le 18 avril 2005

Cher maj Alain,

1. Dans quelques jours, vous recevrez par la poste un bref questionnaire pour un projet de recherche important et progressif, mené par le Directeur – Recherche et évaluation en ressources humaines (DRERH).

2. Ce questionnaire concerne l'efficacité de l'ensemble du ministère de la Défense nationale et des Forces canadiennes, ainsi que vos opinions, expériences et vos impressions au sujet de la vie dans les Forces. Le sondage doit traiter des domaines comme le leadership, l'équilibre travail-vie, la satisfaction envers votre carrière militaire, vos intentions professionnelles, la diversité et l'équité en matière d'emploi, et d'autres aspects importants.

3. Je vous écris à l'avance en raison du fait que bon nombre de gens souhaitent être prévenu que nous voulons communiquer avec eux. Ce sondage est important, puisqu'il aidera les Forces canadiennes à mieux comprendre les expériences et les impressions de chacun de ses membres, comme vous-même.

4. Nous vous remercions de votre temps et de votre collaboration. Vos réponses franches aideront les cadres supérieurs à identifier les enjeux importants des FC et de concentrer les efforts envers ces domaines.



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UNCLASSIFIED

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<p>1. ORIGINATOR (the name and address of the organization preparing the document. Organizations for whom the document was prepared e.g. Establishment Sponsoring a contractor's report, or tasking agency, are entered in Section 8). DHRD Department of National Defence 101 Colonel By Drive, Ottawa, ON K1A 0K2      CANADA</p>	<p>2. SECURITY CLASSIFICATION (overall security classification of the document, including special warning terms if applicable)  Unclassified</p>	
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<p>4. AUTHORS (last name, first name, middle initial)  Goldenberg, Irina PhD</p>		
<p>5. DATE OF PUBLICATION (month Year of Publication of document)  December 2006</p>	<p>6a. NO OF PAGES (total containing information. Include Annexes, Appendices, etc.)  34</p>	<p>6b. NO OF REFS (total cited in document)  10</p>
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The Your-Say Survey is administered twice a year by the Directorate of Personnel Applied Research in order to obtain information about Canadian Forces (CF) members' attitudes concerning a wide spectrum of human resource issues. The focus section of the spring 2005 administration of the Your-Say Survey concentrated on issues relating diversity, employment equity, and gender integration in the CF. This report centers on issues of gender integration in the CF. Respondents' attitudes and perceptions concerning gender integration were examined, and differences between men's and women's attitudes and experiences were assessed. Overall, the results of this study indicate that there are still areas of perceived unfairness and cause for concern, but that overall, women are as satisfied as men with the CF employment systems.

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.)

- gender integration
- employment equity
- diversity
- Your-Say survey
- women