



Diversity and Employment Equity in the CF: Results of the 2005 Your-Say Focus Section for Visible Minorities and Aboriginal People

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DRDC CORA TR 2006-22
November 2006

Defence R&D Canada
Centre for Operational Research and Analysis

Director Military Personnel Strategy
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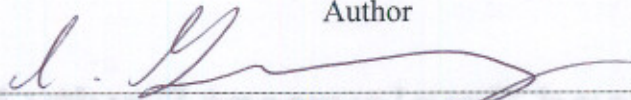
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Technical Report

DRDC CORA TR 2006-22

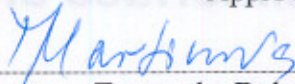
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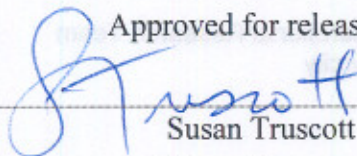
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Abstract

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 about 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 and employment equity (EE) in the CF. The survey was completed by 2021 Canadian Forces (CF) members in the Regular Force: 1592 respondents that were randomly sampled, and 429 ethnic minority respondents that were purposively over-sampled. Respondents' attitudes and perceptions concerning employment equity-related practices and policies were examined. Differences between designated group members' and non-designated group members' attitudes and experiences were assessed.

Résumé

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 et d'équité en matière d'emploi (EE) dans les FC. Quelque 2021 militaires de la Force régulière des FC ont répondu au questionnaire. De ce nombre, 1592 répondants ont été échantillonnés au hasard et 429 répondants de minorités ethniques ont été délibérément suréchantillonnés. On a analysé les attitudes et les perceptions des répondants à l'égard des pratiques et des politiques relatives à l'équité en matière d'emploi. On a ensuite évalué les différences entre les attitudes et les expériences des répondants du groupe désigné et celles des autres répondants.

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Executive summary

Introduction

The Your-Say Survey is administered twice per year 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 and employment equity (EE) in the CF.

Methodology

The survey was completed by 2021 Canadian Forces (CF) members in the Regular Force.

The participants came from two different samples: 1592 respondents that were randomly sampled, and 429 ethnic minority respondents that were purposively over-sampled (in order to obtain sufficient numbers of these low incidence groups).

The EE focus items were used to learn about various aspects of employment equity and diversity in the CF. Some items came from standardized scales while others were created specifically for this survey. Particular 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 EE perspective by comparing the responses of designated group members (DGMs) and non-DGMs.

Results

Perceptions of Employment Equity in CF Employment Systems

On average, CF personnel hold mildly to moderately positive attitudes towards cultural diversity, but clearly there is room for improvement. In addition, although multicultural attitudes improved between 1996 and 1999, there has not been further improvement between 1999 and 2005. This points to the continued need for education aimed at acceptance and appreciation of cultural and ethnic diversity.

Approximately 50% of the general CF population either agreed or strongly agreed that the CF is devoting too much effort in recruiting visible minorities and Aboriginal people, whereas 18% either disagreed or strongly disagreed. The findings in this area suggest that better information is needed regarding the reasons for the CF's goals and efforts in recruiting DGMs.

CF members, including visible minority and Aboriginal respondents, do not believe that visible minorities and Aboriginal personnel have less access to training opportunities or are treated less fairly during training, although respondents from the

two ethnic minority groups are more likely than those from the general CF population to report concerns in this area.

Regular Force members do not feel that ethnic minority background has a negative effect on career progression. However, although their overall level of concern in these areas is not very strong either, similar to responses related to training, members from the two racial/ethnic designated groups are more likely than those from the general CF population to report that ethnic background affects access to career development opportunities, that non-white members have to work harder to receive career recognition, and that merit boards treat members differently depending on their ethnic background.

Overall, CF personnel, including Aboriginal and visible minority respondents, believe that it is easy for non-Christians to practice their religion/spirituality in the CF. Similarly, personnel believe that CF policies allow members to dress in a way that meets their cultural/ethnic backgrounds. Although visible minority and Aboriginal personnel are less likely to agree that policies are flexible enough in this regard, overall, they too report that the policies allow them to dress in a way that meets their cultural/ethnic background needs. However, there is at least mild agreement that the CF is putting too much effort into helping non-Christian members practice their religion. This finding points to the need for educating personnel regarding the types of efforts that are being made, and the reasons for and benefits of these efforts.

Although there were many ethnic group differences in the perceptions of EE in CF employment systems, these differences were generally small in magnitude. However, although not large, these differences were systematic. In particular, there was a tendency for respondents from the two ethnic minority groups, particularly visible minorities, to have somewhat lower perceptions of fairness and equality in CF employment systems as compared to white respondents, and to have more positive attitudes towards supporting EE.

In regard to rank, a number of rank group differences in the perceptions of EE in CF employment systems were found in the analyses. However, these differences were generally small in magnitude. One systematic difference was that senior Officers were most likely to recognize issues with EE in CF employment systems, to appreciate the benefits of ethnic and cultural diversity, and to have more positive attitudes with respect to supporting EE as compared to NCMs and junior Officers. There were also some differences between Officers and NCMs in general, although this pattern was not particularly strong.

Experiences of Visible Minority and Aboriginal Members

The majority of personnel from the two EE designated groups do not report that their CF experience is difficult or that they feel isolated as a result of separation from their ethnic community or from others of a similar ethnic background.

By and large, visible minority and Aboriginal respondents shared positive views of their immediate supervisors with white respondents. In addition, the majority of

visible minority and Aboriginal members reported being completely satisfied, satisfied, or somewhat satisfied with their working relationships in the CF. Nevertheless, Aboriginal and visible minority respondents did report somewhat less satisfaction with their working relationships than white respondents. This finding suggests that they may have somewhat different experiences with their peers than their white counterparts.

Aboriginal respondents reported greater dissatisfaction with the four surveyed areas of career management and career progression than white and visible minority respondents. Further, although visible minority respondents did not report being particularly dissatisfied with their career management and progression, they tended to report more moderate feelings in these areas than the other two groups.

With respect to retention, Aboriginal and visible minority respondents did not report having greater intentions of leaving the CF than white members. Furthermore, visible minority respondents actually indicated less likelihood to leave within the next three, and particularly the next 5 years.

It was found that visible minority and Aboriginal respondents were more likely than white respondents to report experiences of discrimination on the job, and much of this discrimination was based on race and ethnic origin (as well as colour in the case of visible minorities). Further, respondents from these two groups reported experiencing much more discrimination from co-workers and individuals working for them than their white counterparts. These findings point to a need for diversity training, and that such training needs to be offered to members at all rank levels.

Conclusion

Overall, the results of this study indicated that the CF has made good progress in relation to EE in many areas, but also highlighted some areas in need of improvement. There is a continued need for training that can influence attitudes towards ethnic and racial diversity at all ranks. Such training is included in the EE Plan (Canadian Forces Draft Employment Equity Plan, 2006), and there are currently a number of such initiatives underway.

Sommaire

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 et d'équité en matière d'emploi (EE) dans les FC.

Méthodologie

Quelque 2021 militaires de la Force régulière des Forces canadiennes ont répondu au questionnaire.

De ce nombre, 1592 répondants ont été échantillonnés au hasard et 429 répondants de minorités ethniques ont été délibérément suréchantillonnés (afin de recueillir l'opinion d'un nombre suffisant de participants dans ces groupes de faible incidence).

Les questions du thème de l'EE ont permis d'en apprendre davantage sur différents aspects de la diversité et de l'équité en matière d'emploi dans les FC. Certaines de ces questions provenaient d'échelles normalisées tandis que d'autres ont été spécifiquement créées pour cette enquête. Certaines questions ont été conçues dans le but de « contrevalider » de manière quantitative certaines 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. D'autres questions de la section « principale » du questionnaire « Votre opinion » ont été analysées sous l'angle de l'EE en comparant les réponses des membres des groupes désignés (MGD) avec celles des non-MGD.

Résultats

Perceptions de l'équité en matière d'emploi dans les systèmes d'emploi des FC

En moyenne, le personnel des FC observe une attitude allant de légèrement à modérément positive vis-à-vis de la diversité culturelle, mais il y a matière à amélioration. En outre, bien que les attitudes envers le multiculturalisme aient évolué vers le mieux entre 1996 et 1999, on ne note pas d'amélioration additionnelle entre 1999 et 2005. Cela fait ressortir la nécessité de poursuivre les efforts d'éducation pour favoriser l'acceptation et l'appréciation de la diversité culturelle et ethnique.

Environ la moitié de la population générale des FC est d'accord ou fortement d'accord avec l'énoncé selon lequel les FC déploient trop d'efforts pour recruter des Autochtones et des membres de minorités visibles, tandis que 18 % en disconviennent ou sont fortement en désaccord avec cet énoncé. Les constatations effectuées à cet égard donnent à penser qu'il faudrait expliquer davantage et de façon plus détaillée les raisons qui incitent les FC à recruter des MGD.

Les membres des FC, y compris les répondants de minorités visibles et autochtones, ne croient pas que les Autochtones et les membres de minorités visibles aient un accès limité aux occasions de formation, ni qu'ils soient traités de manière moins équitable pendant ces activités de formation, quoique les répondants provenant de ces deux groupes de minorités ethniques soient plus susceptibles que les membres de la population générale des FC de faire état de leurs préoccupations dans ce domaine.

Les membres de la Force régulière n'ont pas l'impression que le fait d'appartenir à une minorité ethnique ait pu avoir une influence négative sur leur avancement professionnel. Il faut toutefois noter que leur niveau général de préoccupation dans ce domaine n'est pas très élevé non plus, et comme cela a été observé pour la formation, les membres des deux groupes raciaux/ethniques désignés sont plus susceptibles que ceux de la population générale des FC de signaler que leur origine ethnique les empêche d'accéder à des occasions de perfectionnement professionnel, que les militaires non blancs doivent travailler plus dur pour obtenir des promotions et que les conseils de promotion au mérite traitent les membres différemment en fonction de leur origine ethnique.

Dans l'ensemble, le personnel des FC, y compris les répondants de minorités visibles et autochtones, estiment que les non-chrétiens ne rencontrent pas de difficulté lorsqu'il s'agit de pratiquer leur religion ou leur spiritualité au sein des FC. Le personnel croit également que les politiques des FC permettent aux militaires de se vêtir de manière à respecter leur origine culturelle/ethnique. Bien que les répondants de minorités visibles et autochtones soient moins susceptibles de convenir que les politiques sont suffisamment souples dans ce domaine, dans l'ensemble, ils rapportent que les politiques des FC leur permettent de se vêtir de manière à respecter leur origine culturelle/ethnique. On note cependant une certaine unanimité quant au fait que les FC déploient trop d'efforts pour aider les militaires non chrétiens à pratiquer leur religion. Cette constatation démontre la nécessité d'éduquer le personnel sur le type de mesures que les FC prennent en cette matière et les raisons et avantages qui les justifient.

Certes, on a observé de nombreuses différences entre les groupes ethniques pour ce qui des perceptions de l'EE au sein des systèmes d'emploi des FC, mais ces différences étaient en général mineures. Il faut cependant signaler que s'il ne s'agit pas de grosses différences, elles sont quand même systématiques. On a noté, en particulier, chez les répondants des deux groupes ethniques, et surtout chez les groupes de minorités visibles, une tendance à moins être convaincus de l'équité et de la justice dans les systèmes d'emploi des FC et à se montrer plus favorables aux politiques d'EE par rapport aux répondants blancs.

En ce qui a trait aux militaires du rang, les analyses ont montré des différences de perceptions parmi les groupes du rang pour ce qui est de l'EE dans les systèmes d'emploi des FC. Ces différences étaient cependant d'importance mineure. De façon systématique, on a noté la différence suivante : les officiers supérieurs étaient plus susceptibles de pointer les problèmes d'EE dans les systèmes d'emploi des FC, de reconnaître les bienfaits de la diversité ethnique et culturelle et de se montrer plus favorables aux politiques d'EE que les militaires du rang (MR) subalternes et les officiers subalternes. On a également observé certaines différences entre les officiers et

les militaires du rang subalternes en général, même si ce schéma ne se détachait pas de manière manifeste.

Expériences des membres de minorités visibles et autochtones

Selon la majorité des militaires des deux groupes désignés en matière d'EE, leur expérience au sein des FC n'est pas particulièrement difficile et ils ne se sentent pas isolés du fait d'être séparés de leur collectivité ethnique ou exclus par rapport à ceux qui sont unis par une autre origine ethnique commune.

Dans l'ensemble, les répondants de minorités visibles et autochtones comme les répondants blancs ont une opinion positive de leurs superviseurs immédiats. Qui plus est, la majorité des membres autochtones et de minorités visibles ont déclaré être totalement satisfaits, satisfaits ou assez satisfaits de leurs relations de travail au sein des FC. Le taux de satisfaction des répondants dans cette catégorie est cependant inférieur à celui des répondants blancs. Cette constatation donne à penser qu'ils ont peut-être vécu avec leurs collègues des expériences différentes de celles de leurs homologues blancs.

Les répondants autochtones ont déclaré éprouver une insatisfaction plus grande que les répondants blancs et ceux de minorités visibles dans les quatre domaines de l'enquête relatifs à la gestion de carrière et à l'avancement professionnel. En outre, quoique les répondants de minorités visibles n'aient pas déclaré être particulièrement insatisfaits de leur gestion de carrière et de leur avancement professionnel, leur sentiment à cet égard avait tendance à être plus modéré que celui des deux autres groupes.

Pour ce qui est du maintien de l'effectif, les répondants autochtones et de minorités visibles ne semblent pas avoir davantage l'intention de quitter les FC que leurs homologues blancs. Il faut ajouter que les répondants de minorités visibles semblent être moins enclins à quitter les FC au cours des trois prochaines années, et plus particulièrement au cours des cinq prochaines années.

On a constaté que les répondants de minorités visibles et autochtones avaient plus tendance que les répondants blancs à signaler des expériences de discrimination dans le cadre du travail et que la plupart des marques de cette discrimination étaient fondées sur la race et l'origine ethnique (de même que sur la couleur dans le cas des minorités visibles). En outre, les répondants des deux groupes ont déclaré avoir subi davantage de marques de discrimination de la part de leurs collègues et de personnes travaillant pour eux que de la part de leurs homologues blancs. Ces constatations soulignent la nécessité d'offrir une formation sur la diversité et de dispenser cette formation aux membres du rang de tous les échelons.

Conclusion

Dans l'ensemble, les résultats de cette étude révèlent que les FC ont réalisé des progrès au plan de l'équité en matière d'emploi dans beaucoup de secteurs, mais soulignent également la nécessité d'apporter des améliorations dans d'autres secteurs. On constate la nécessité continue de dispenser une formation susceptible d'influencer de manière positive les attitudes envers la diversité ethnique et raciale à tous les échelons des FC. Une formation de ce type est prévue dans le Plan d'EE (le Plan d'équité en matière d'emploi des Forces canadiennes – Ébauche, 2006) et un certain nombre d'initiatives de cet ordre sont déjà en cours.

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1. Introduction

1.1 Background

The Your-Say Survey, formerly known as the Continuous Attitude Survey, is administered twice per year 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 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 administration of the Your-Say survey to provide means for 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 Survey concentrated on issues relating to diversity and employment equity (EE) in the CF.

A number of the questions in the EE focus section were designed to quantitatively cross-validate some of the observations reported in the CF Employment Systems Review (Ajilon Consulting, 2004). The ESR is a review of all employment systems, policies, and practices in order to identify employment barriers to DGMs in the CF. However, the ESR is a distinctly qualitative piece of research, and was based largely on consultations with available individuals within the CF, with small samples of Aboriginal and visible minority personnel. 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 difficult to appreciate the severity and prevalence with which these issues were occurring. As a result, a quantitative follow-up was warranted.

1.2 Aim

This investigation aimed to¹:

1. Assess CF members' general attitudes about ethnic and cultural diversity;
2. Assess CF members' attitudes and perceptions about employment equity in CF employment systems, including selection, training, career development, retention, as well as accommodation;
3. Compare the attitudes and opinions of designated group members (DGMs) from minority ethnic backgrounds (i.e., visible minorities and Aboriginal people) and white members regarding EE in CF employment systems;

¹ A report detailing findings pertaining to women and persons with disabilities will be presented under different covers.

4. Assess visible minority and Aboriginal members' experiences within CF employment systems (e.g., treatment by supervisors, career management, retention);
5. Quantitatively cross-validate some of the qualitative observations reported in the CF Employment Systems Review (CF ESR) (Ajilon Consulting, 2004); and
6. Assess visible minority and Aboriginal members' experiences of discrimination in the CF.

2. Methodology

2.1 Sampling

The survey participants came from two different samples: a general sample and a DGM over-sample. Different sampling methodologies were used to obtain these two respective samples.

2.2 General Sample

2.2.1 Population of Interest and Sampling Frame

The target population was CF 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 individuals². This resulted in a sampling frame of 47,537 Regular Force personnel from which the sample was selected, using the sampling method described below.

2.2.2 Sampling Method

The general sample was selected using stratified random sampling, with sample strata assigned using the square-root of N-proportional allocation (see Annex A for greater detail). 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.

Two characteristics were used to stratify the sample: (1) Level One(L1) organization and (2) rank. L1 organizations used in the stratification were the following: 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), ADM (Material), ADM (Information Management) or ADM (IM), and Other³. The following rank categories within each L1 were

² These personnel came from the following MOCs: 116, 117, 118, 121, 135, 207, 334, 161, and 164.

³ 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),
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further used to stratify the survey sample: Junior Non-Commissioned Members (NCMs), Senior NCMs, Junior Officers, and Senior Officers⁴.

The response rate was estimated to be 35% based on other recent and comparable studies in the Department. Therefore, it was decided to survey 3, 000 personnel in order to achieve an overall margin of error of $\pm 3\%$ for the actual sample with 95% confidence in the results of the survey, meaning the results to be correct 19 times out of 20.

2.3 Designated Group Member Over-Sampling

2.3.1 Populations of Interest

For some analyses it was necessary to examine the responses of DGMs in order to assess their experiences within CF employment systems, and to compare their responses to those of non-DGMs. However, visible minorities and Aboriginal people are 'low incidence groups' with respect to their representation in the CF (i.e., there were 1162 visible minorities and 1008 Aboriginal people in the CF when the sample frames for the survey were drawn⁵). Thus, the number of individuals from these three groups that would be selected for the sample if the stratified random sampling technique (used for selecting the general sample) were used, would be too low to conduct meaningful analyses. Therefore, it was necessary to purposively over-sample personnel from these two groups, to allow for generalizing the survey results to the population of interest – that is, to all visible minorities and Aboriginal people in the Regular Force.

2.3.2 Sampling Frames and Sampling Method

The sampling frames for the over-sampling of visible minorities and Aboriginal people were initially comprised of all personnel from these groups that self-identified as belonging to each respective group⁶ on the Canadian Forces Self-Identification Census (DMGIEE website, 2005) and that indicated that their responses could be used for human resource planning purposes. Then, because it was also necessary to over-sample visible minorities and Aboriginal people for another research investigation (i.e., the Diversity Climate Survey) (Goldenberg, 2005), the initial sampling frames for these two groups were randomly divided in two, with one random half from each group serving as the sampling frame for that group.

Chief Review Services (CRS), Chief Military Judge (CMJ), ADM (HR-Civilian), National Defence Headquarters (NDHQ).

⁴ Junior NCMs included Private/Ordinary Seaman/Able Seaman, Corporal/Leading Seaman, and Master Corporal/Master Seaman; Senior NCMs included Sergeant/ Petty Officer 2nd Class, Warrant Officer/Petty Officer 1st Class, Master Warrant Officer/Chief Petty Officer 2nd Class, and Chief Warrant Officer/Chief Petty Officer 1st Class; Junior Officers included 2nd Lieutenant/Acting Sub-Lieutenant, Lieutenant/Sub-Lieutenant, and Captain/Lieutenant(Navy); Senior Officers included Major/Lieutenant Commander, Lieutenant Colonel/Commander, Colonel/Captain (Navy), General/Flag Officer.

⁵ As of 6 April 2005 when the sample frames were drawn

⁶ It is possible for individuals to self-identify as belonging to more than one designated group.

Furthermore, these over-sample sampling frames were cross-checked with the general sampling frame so as not to include individuals in both samples and to avoid mailing respondents more than one survey. Individuals who were in both sampling frames (n = 28) were retained in the general sample sampling frame, but were removed from the over-sample sampling frames. In this way the proportions of visible minorities and Aboriginal people in the general sample would be similar to the proportions of these groups in the overall Regular Force CF population, so that results from the general sample would be representative of this population.

This resulted in sampling frames of 397 visible minority personnel, 366 Aboriginal personnel, and 9 personnel who were both visible minority and Aboriginal. Because the resultant number of individuals in the sampling frames for the visible minorities and Aboriginal people were relatively small, and only 35% of these individuals were expected to respond to the survey⁷, a simple purposive sampling approach was used. Specifically, all personnel from these respective sampling frames were sampled (i.e., mailed the Your-Say Survey).

2.4 Response Rates

2.4.1 General Sample

The overall response rate for the general sample was 50.9%, which was quite a bit higher than the projected response rate of 35.0%, and higher than the 44.7% response rate obtained in the previous phase of the Your-Say, which was administered in June of 2004 (Norton, 2005). The overall margin of error was $\pm 2.4\%$ with 95% confidence in the survey results, which provided more precise estimates than were originally sought. The highest response rate was amongst Senior Officers, followed by Senior NCMs, and Junior Officers, while Junior NCMs had the lowest response rate (Table 1). The same pattern of response rate by rank category was found in the June 2004 administration of the survey. The reason for the lower than the average, and lower than projected, response rates among Junior NCMs is unclear, but is consistent with other recent DND/CF studies (Norton, 2005). Further, in terms of L1 organizations, only CMP had a lower than projected response rate, and even this rate was only lower by .01%. Again consistent with the previous phase, CMP had the lowest response rate in the June 2004 administration, with Junior NCMs in CMP, in particular, having the lowest response rates in both this phase and the June 2004 administration of the Your-Say.

⁷ There was no a priori reason to expect that the response rates of DGMs would differ from those of non-DGMs.

Table 1. Response Rate by L1 Organization and Rank Group (%)

	Junior NCM	Senior NCM	Junior Officer	Senior Officer	Total
CLS	34.6	60.6	71.2	72.5	51.5
CAS	47.3	67.4	59.3	70.1	57.7
CMS	27.6	54.8	46.8	73.0	44.6
CMP	13.7	40.0	38.3	58.4	34.9
DCDS	43.8	48.5	54.8	73.8	54.5
ADM (Material)	34.7	63.9	62.0	76.0	59.8
ADM (IM)	27.7	51.9	60.0	72.4	47.7
Other	53.7	97.8	56.4	55.9	64.8
Total	34.9	58.9	56.6	68.5	50.9

2.4.2 Designated Group Member Over-Sample

Of the 772 individuals from the DGM over-sample sampling frame that were mailed surveys, 429 responded, for a response rate of 55.6% . However, it is not possible to calculate the response rates for each of the individual designated groups because some individuals identified themselves as belonging to more than one designated group on the Your-Say. Moreover, not all individuals who were selected for this survey through their responses on the CF Self-Identification Census still identified themselves as DGMs on the Your-Say. Of the 429 DGM respondents, 160 identified themselves as visible minorities, 146 self-identified as Aboriginal, and 18 reported belonging to both groups. Only individuals that self-identified as being a member of one of these designated groups on the Your-Say were included in subsequent analyses.

2.5 Sample Used Based on Type of Analysis

Visible Minorities and Aboriginal People. When analyses entailed making comparisons between DGMs and non-DGMs, all respondents who self-identified as being a member of one of the DGMs on the Your-Say, regardless of whether they were drawn from the general sample or through the DGM over-sampling, were considered DGMs and were included in the analyses. Given that a purposive approach was used to sample DGMs in the first place, this does not compromise the randomness of the DGM subsamples, since the majority of them (i.e., those drawn from the DGM over-sample sampling frames) were not selected randomly in the first place. In addition, this helped to increase the sample sizes for these two groups.

In addition to the respondents from the over-sample who self-identified as belonging to each of these two designated groups, an additional 37 respondents from the general sample identified as being a visible minority and 47 identified as Aboriginal⁸. Thus, a total of 197 individuals self-identified as being visible minority and 193 individuals self-identified as Aboriginal on the Your-Say.

⁸ One respondent identified as belonging to both groups.

General CF Sample. When analyses entailed making observations about the overall attitudes, perceptions, and/or experiences of CF Regular Force members in general, only individuals from the general sample, selected using the stratified random sampling approach, were included. This helped to maintain the representativeness of the general sample and allowed for the findings to be generalized to the overall CF Regular Force population.

2.6 Sample Characteristics

The characteristics of the general sample and the visible minority and Aboriginal focus samples are presented in Table 2. Analyses of the overall CF population, based on the general sample, were weighted by L1 and rank group to ensure representative proportions of these groups. The proportions of respondents from the general and focus samples within the L1 organizations and the rank categories are not directly comparable, due to the different sampling methodologies that were used to select these respective samples (i.e., the general sample was allocated using the square-root of N-proportional allocation in order to maximize the precision of the estimates within each of the strata on these two variables). The proportion of the respondents by environment and by sex do not appear to be markedly different between the 3 samples, but those in the two DGM focus samples are somewhat more likely to report English as their first official language than those in the general sample.

Table 2. Sample Characteristics⁹

Characteristic	General Sample (N = 1592)		Visible Minorities (N = 197)		Aboriginal People (N = 193)	
	#	%	#	%	#	%
L1 Organization						
CLS	366	24.0	63	33.0	67	37.2
CAS	338	22.1	46	24.1	39	21.7
CMS	219	14.3	28	14.7	23	12.8
CMP	135	8.8	9	4.7	14	7.8
DCDS	132	8.6	9	4.7	8	4.4
ADM (Material)	125	8.2	10	5.2	8	4.4
ADM (IM)	84	5.5	6	3.1	7	3.9
Other	129	8.4	20	10.4	13	6.7
Rank						
Junior NCM	432	27.3	97	49.5	98	50.8
Senior NCM	486	30.7	41	20.9	52	26.9
Junior Officer	321	20.3	40	20.4	27	14.0
Senior Officer	345	21.8	18	9.2	16	8.3
Environment						
Land	684	43.3	104	53.3	102	52.8
Air	598	37.9	59	30.3	59	30.6
Sea	296	18.8	32	16.4	32	16.6
Sex						
Male	1359	86.6	164	83.2	155	80.3
Female	210	13.4	33	16.8	38	19.7
First Official Language						
English	1089	68.8	161	82.6	164	85.0
French	494	31.2	34	17.4	29	15.0

2.7 Questionnaire

In general, the EE focus items were used to learn about various aspects of employment equity and diversity 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 DGMs and non-DGMs.

⁹ Valid percent was used as the percentage per group due to missing data. From the general sample, 64 cases were missing L1 Organization, 8 were missing rank category, 14 were missing environment, 23 were missing sex, and 9 were missing first official language. From the visible minority focus sample, 6 cases were missing L1 Organization, 1 was missing rank category, 2 were missing environment, and 2 were missing first official language. From the Aboriginal focus sample, 13 cases were missing L1 Organization.

A number of the 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 in order to identify employment barriers to DGMs in the CF. However, the ESR is a distinctly qualitative piece of research, and was based largely on consultations with available individuals within the CF. Further, it was based on small samples of Aboriginal (N = 28) and visible minority (N = 61) personnel. 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 difficult to appreciate 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.

2.7.1 Multicultural Attitudes Scale

The Multicultural Attitudes Scale (MAS) (Berry & Kalin, 1989) is a standardized measure originally developed for research on multiculturalism in the civilian (Canadian) population. The Multicultural Ideology subscale (8 items) and the Tolerance subscale (7 items) of the MAS were included in the EE and diversity focus section of the Your-Say to assess CF members' general attitudes about ethnic and cultural diversity. The MAS was also included in the 1996 and 1999 administrations of the Canadian Forces Diversity Climate Surveys (Pike, MacLennan, & Perron, 2000), allowing for some comparative analyses of changes in attitudes over time. Respondents were asked to report their degree of agreement with each item on a scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*). Appropriate items¹⁰ were reverse-coded so as to make them consistent with the rest of the items and with the direction of 1996 and 1999 responses to these items. Higher scores indicated more negative attitudes towards diversity.

2.7.2 Attitudes about EE and Diversity in the CF

A number of questions focused on assessing attitudes and perceptions of CF members regarding EE and diversity in CF employment systems. These included items assessing CF members' opinions regarding the amount of effort being devoted to the recruitment of visible minorities and Aboriginal people, whether or not ethnic background affects occupational assignment, the effects of cultural diversity on operational effectiveness, perceptions of fairness towards DGMs in training and career progression, and opinions regarding accommodation of DGMs based on ethnic/racial background.

2.7.3 Experiences of Visible Minority and Aboriginal Members

A number of questions focused specifically on the perceptions and experiences of visible minority and Aboriginal members. These included items asking how

¹⁰ This included all MAS items except 36b, 36f, 36g, 36j, and 36o..64
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important it is for these individuals to be around others of similar backgrounds, items assessing their working relationships in the CF, and items assessing their experiences with/perceptions of career management and progression.

2.7.4 Immediate Supervisor

The core section of the Your-Say Survey 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 with 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 the perceptions of white respondents, visible minority respondents, and Aboriginal respondents.

The ten items on the treatment by one's supervisor 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 $\alpha = .94$), particularly for a measure with so few items. 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.

2.7.5 Career Intentions

Several statements were presented to assess respondents' career intentions with regard to continuing their employment in the CF. For example, "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'¹¹, 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*).

2.7.6 Discrimination

A number of questions were presented to assess respondents' experiences of discrimination. First, respondents were asked whether they have been the 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:

¹¹ Only an option for statements 1, 3, and 4.

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 further asked:

- from whom 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 discrimination experienced, why did they not complain.

2.8 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 B. Several weeks after the mailing of the pre-notice letter, all individuals in the three sampling frames described above were mailed the Your-Say Survey to complete and return.

3. Results

Means, standard deviations, and analyses of variance of individual items for the three ethnic groups (whites, visible minorities, and Aboriginals) are presented in Annex C.

3.1 Multicultural Attitudes

This section speaks to CF members' general attitudes about multiculturalism in Canada, such as whether it is beneficial for Canada to have a variety of ethnic and cultural groups, and whether Canada should be accommodating to helping those of different ethnic and cultural backgrounds retain their culture. In order to assess multicultural attitudes, responses to the 8-item Multicultural Ideology subscale and the 7-item Tolerance subscale of the MAS were examined. Responses to each item ranged from 1 to 7, with higher scores indicating more positive attitudes towards multicultural diversity.

The mean score¹² on the Multicultural Ideology subscale was between 'neutral' and 'somewhat agree', which indicates mildly positive support of ethnic and cultural diversity (Table 3). The mean score on the Tolerance subscale was between 'somewhat agree' and 'agree', which indicates fairly positive tolerance towards diversity. Overall, these results indicate that, although on average CF personnel hold mildly to moderately positive attitudes towards cultural diversity, there is room for improvement, particularly in the area of multicultural ideology.

The MAS was also administered in 1996 and 1999 as part of the Diversity Climate Survey (Pike et al., 2000). Thus, average scores on the Multicultural Ideology and Tolerance subscales of the MAS were compared with average scores on these subscales in 1996 and 1999. Although there was some improvement in attitudes towards multicultural ideology and greater tolerance between 1996 and 1999 (Pike et al., 2000), attitudes stayed about the same between 1999 and 2005.

Table 3. Multicultural Attitudes Scale Scores in 1996, 1999, and 2005

	1996			1999			2005		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Multicultural Ideology	3.98	1.1	2597	4.34	1.2	1861	4.44	1.06	1492
Tolerance	5.15	0.9	2600	5.22	0.9	1859	5.17	0.90	1501

One-way ANOVAs were performed to compare the MAS responses of white, visible minority, and Aboriginal personnel¹³ (Table 4). Attitudes on both the Multicultural Ideology subscale and the Tolerance subscale were found to differ by ethnic group. In

¹² Due to reverse coding, higher scores indicate greater support and tolerance towards diversity.

¹³ Nineteen individuals who self-identified as being both visible minority and Aboriginal were not included in this analysis and in subsequent analyses which entailed comparing the responses of white, visible minority, and Aboriginal personnel.

particular, follow-up contrasts indicated that whites had lower scores, indicating more negative attitudes and lower tolerance than visible minorities on both MAS subscales [$t(208) = -3.99, p < .001$ and $t(1949) = -3.10, p < .01$, for the Multicultural Ideology and Tolerance subscales, respectively]. However, the proportion of variability in multicultural attitudes that is explained by ethnic group is extremely small for both Multicultural Ideology (0.9%) and Tolerance (0.4%). Thus, although the difference in attitudes between white members and visible minority members was not likely to have come about by chance, and would therefore likely be demonstrated in other similar samples of respondents, the actual magnitude of this difference is small.

Table 4. Means, Standard Deviations, and One-Way ANOVAs for MAS Subscales by Race/Ethnicity

MAS Subscale	White		Visible Minority		Aboriginal		ANOVA		
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>F</i>	<i>p</i>	<i>w</i> ²
Multicultural Ideology	4.52	1.02	4.86	1.10	4.65	1.14	(2,1936) 9.62	.001	.009
Tolerance	5.23	0.87	5.48	0.92	5.32	0.90	(2,1949) 4.90	.01	.004

One-way ANOVAs¹⁴ were performed to assess whether there were rank group differences in mean scores to the MAS subscales (Table 5). Indeed, attitudes on both the Multicultural Ideology subscale and the Tolerance subscale were found to differ by rank group. Follow-up analyses indicated that NCMs had more negative attitudes than Officers on both subscales, but that the attitudes of Junior NCMs were not significantly different from those of Senior NCMs, and the attitudes of Junior Officers were not significantly different from those of Senior Officers¹⁵.

¹⁴ For all ANOVAs in which the assumption of homogeneity of variances was violated, a more conservative alpha level of .001 was used to test for statistical significance.

¹⁵ Results of multiple comparisons using Bonferroni correction were as follows:

		Multicultural Ideology		Tolerance	
		Mean Difference	<i>p</i>	Mean Difference	<i>p</i>
Junior NCM	Senior NCM	.03	ns	.08	ns
	Junior Officer	.25	.01	.40	.001
	Senior Officer	.25	.01	.47	.001
Senior NCM	Junior Officer	.28	.05	.32	.001
	Senior Officer	.28	.05	.40	.001
Junior Officer	Senior Officer	.00	ns	.08	ns

The Bonferroni correction is a multiple-comparison correction used when several dependent or independent statistical tests are being performed simultaneously (since while a given alpha value α may be appropriate for each individual comparison, it is not for the set of *all* comparisons). In order to avoid a lot of spurious positives, the alpha value needs to be lowered to account for the number of comparisons being performed (Wolfram, 2006).

Table 5. Means, Standard Deviations, and One-Way Analyses of Variance (ANOVAs) for MAS Subscales by Rank Group

MAS Subscale	Junior NCM		Senior NCM		Junior Officer		Senior Officer		ANOVA		
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>F</i>	<i>p</i>	<i>w</i> ²
Multicultural Ideology	4.43	1.05	4.40	1.03	4.68	0.96	4.68	0.98	(3,1564) 9.11	.001	.015
Tolerance	5.06	0.92	5.15	0.88	5.46	0.80	5.53	0.79	(3,1575) 27.98	.001	.049

Although, on average, CF personnel hold mildly to moderately positive attitudes towards cultural diversity, there is room for improvement, particularly for white personnel and NCMs. In addition, although multicultural attitudes improved between 1996 and 1999, there has not been further improvement between 1999 and 2005. This points to the continued need for education aimed at acceptance and appreciation of cultural and ethnic diversity. The ESR reported that “overall, training in EE and diversity is much needed in the CF” (Ajilon, 2004, p. 22).

3.2 Perceptions of Employment Equity in CF Employment Systems

This section examines CF members’ attitudes and perceptions of employment equity in the CF. This includes an examination of both perceptions of how accommodating CF employment systems are of ethnic and cultural diversity, as well as attitudes and opinions of how accommodating CF employment systems should be. Rank analyses, including means, standard deviations and analyses of variance of these items, are presented in Annex D.

3.2.1 Recruitment

The CF has devoted much attention and effort to the recruitment of DGMs in recent years (Directorate of Human Rights and Diversity, 2005). It is useful to assess CF members’ concurrence with these recruitment efforts directed towards DGMs because there may be lack of understanding and/or agreement among CF personnel in this regard. Thus, survey respondents were asked to indicate their degree of agreement with the statement: “The CF is trying too hard to recruit Aboriginal Peoples and Visible Minorities.” The average level of agreement on a scale of 1 (*strongly disagree*) to 5 (*strongly agree*) was 3.55 (*SD* = 1.16) indicating agreement with this statement. As shown in Figure 1, 50.6% of the general CF population either agreed or strongly agreed that the CF is devoting too much effort in recruiting visible minorities and Aboriginal people, whereas only 17.5% either disagreed or strongly disagreed (31.9% either responded that they did not know or were neutral in their level of agreement). These results point to the need for better information regarding the reasons for the CF’s goals and efforts in recruiting DGMs, and/or for diversity training.

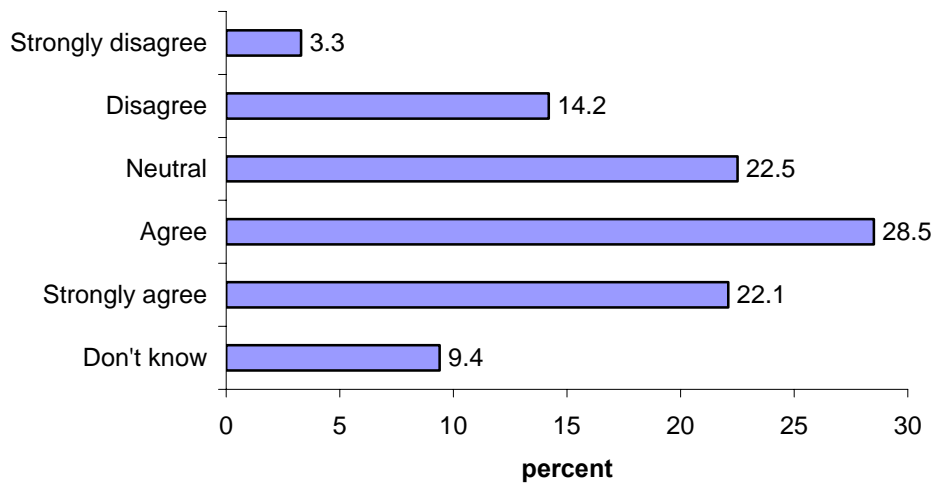


Figure 1. Level of Agreement with the Statement: The CF is trying too hard to recruit Aboriginal Peoples and Visible Minorities

As can be seen in Figure 2, the greatest proportion of white respondents agreed or strongly agreed that too much effort is being devoted to recruiting Aboriginal People and visible minorities, followed by agreement to this by Aboriginal respondents. Visible minority respondents were the least likely to agree with this statement. Conversely, the greatest proportion of visible minority respondents disagreed or strongly disagreed that too much effort is being devoted to recruiting Aboriginal People and visible minorities, followed by disagreement by Aboriginal respondents, with white respondents being the least likely to disagree that too much effort is being devoted to this objective.

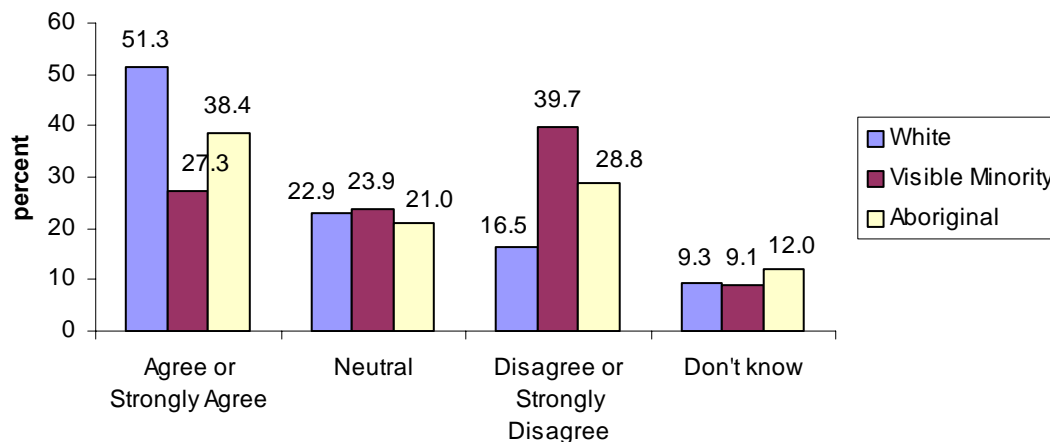


Figure 2. Level of Agreement by Ethnic Group: The CF is trying too hard to recruit Aboriginal Peoples and Visible Minorities

3.2.2 Occupational Assignment

Some CF personnel who were interviewed for the ESR indicated that they believed ethnic background affects which military occupation CF members are assigned to. Some Aboriginal and visible minority respondents indicated that they were encouraged to enter traditional, stereotypical occupations based on their background and culture (Ajilon, 2004). As a follow-up to assess what proportion of CF members believe that ethnicity affects occupational assignment, these ESR observations were presented as questions to the random sample of respondents using this survey.

Respondents were asked to indicate their degree of agreement with the statement “Ethnic background affects which military occupation CF members are assigned to.” The average score on a scale of 1 (*strongly disagree*) to 5 (*strongly agree*) was 2.60 ($SD = 1.07$), indicating a mild disagreement with this statement, on average. As shown in Figure 3, 44.7% of the general CF Regular Force population either disagreed or strongly disagreed that ethnicity affects occupational assignment, whereas only 12.7% either agreed or strongly agreed (42.5% either responded that they did not know or were neutral in their level of agreement). Thus, overall, there does not seem to be a strong perception that ethnic background affects occupational assignment.

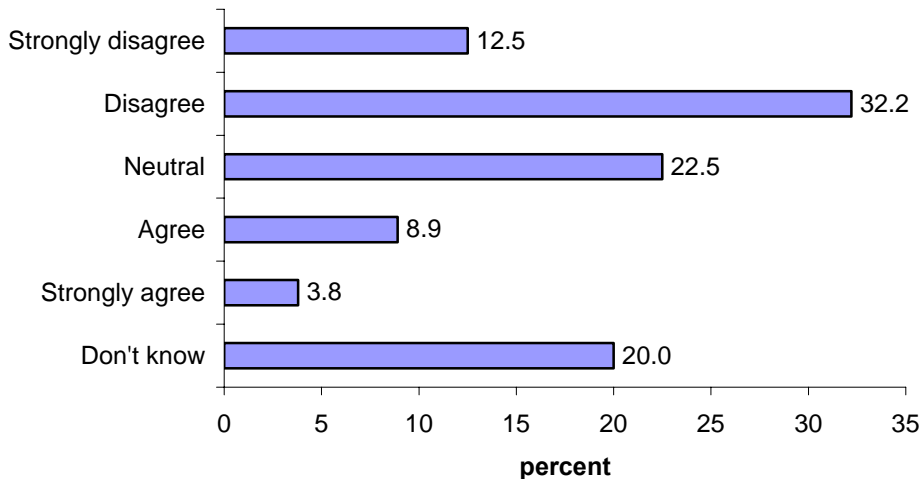


Figure 3. Level of Agreement with the Statement: Ethnic background affects which military occupation CF members are assigned to

Further, the proportions of respondents from each of the three ethnic groups who tended to agree, have a neutral opinion, or to disagree with this statement, differed very little, as illustrated in Figure 4.

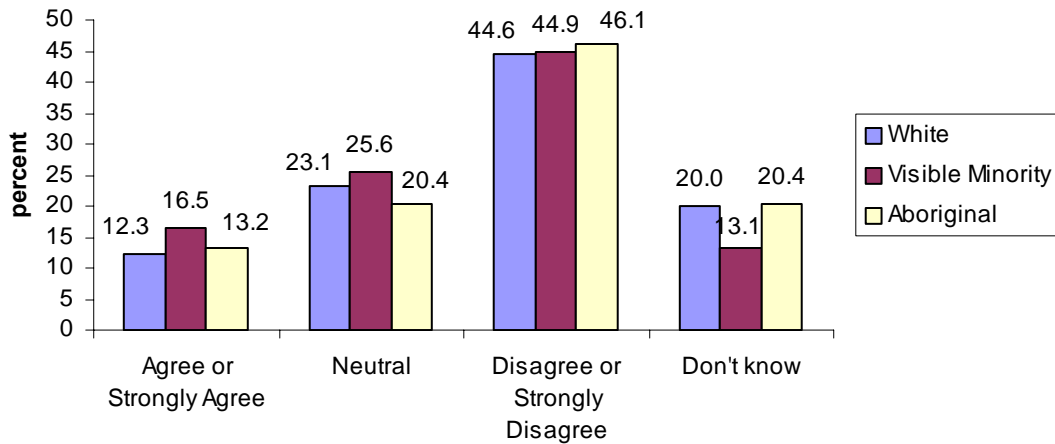


Figure 4. Level of Agreement by Ethnic Group: Ethnic background affects which military occupation CF members are assigned to

3.2.3 Operational Effectiveness

The issue that ethnic and cultural diversity may interfere with the CF's operational effectiveness was raised in the focus groups during the ESR. In order to quantitatively follow up on these qualitative observations, several questions about cultural and ethnic diversity and operational effectiveness were included in this survey.

First, survey respondents were asked to indicate their degree of agreement with the statement: "Ethnic and cultural diversity interferes with our operational effectiveness." The average level of agreement on a scale of 1 (*strongly disagree*) to 5 (*strongly agree*) was 2.89 ($SD = 1.22$), indicating slight disagreement with this statement. As shown in Figure 5, 40.7% of the general CF population either disagreed or strongly disagreed that diversity interferes with operational effectiveness. However, 28.2% of respondents indicated that they either agreed or strongly agreed that ethnic and cultural diversity interferes with operational effectiveness, pointing to the continued need for attitude change and greater cultural sensitivity amongst some CF members, as well as increased awareness regarding how ethnic and cultural diversity may enhance operational effectiveness.

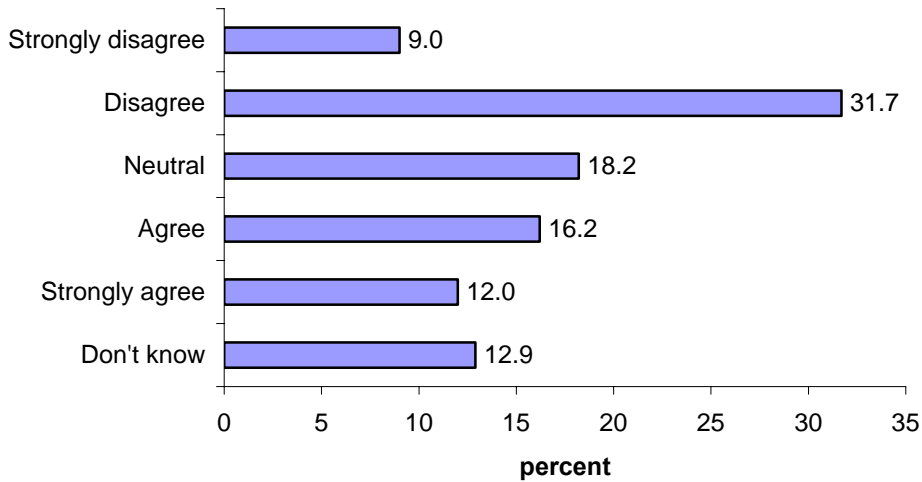


Figure 5. Level of Agreement with the Statement: Ethnic and cultural diversity interferes with our operational effectiveness

As can be seen in Figure 6, the greatest proportion of visible minority respondents either disagreed or strongly disagreed that diversity interferes with operational effectiveness, followed by white respondents. Aboriginal respondents were the least likely to disagree, and most likely to agree, that diversity interferes with operational effectiveness.

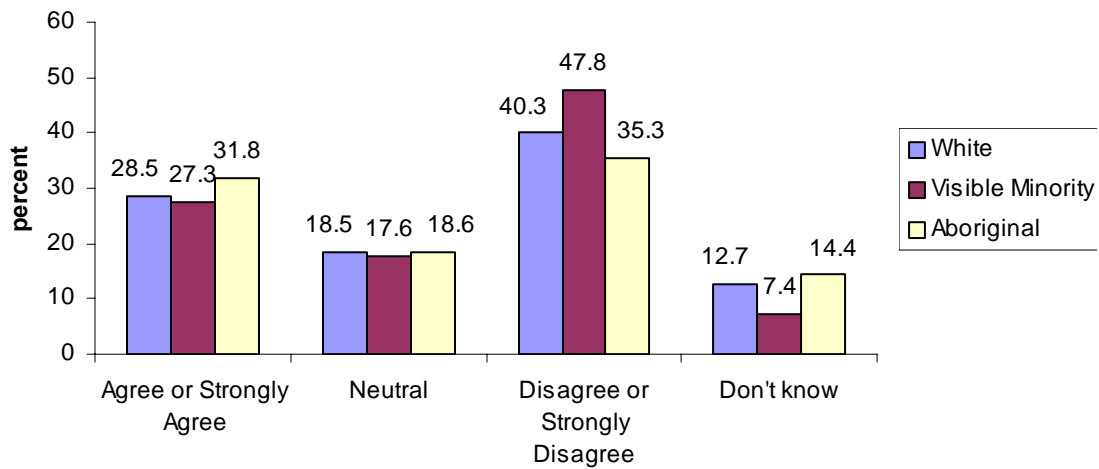


Figure 6. Level of Agreement by Ethnic Group: Ethnic and cultural diversity interferes with our operational effectiveness

Survey respondents were also asked to indicate their degree of agreement with the statement: “Ethnic and cultural diversity improves the CF’s capability to perform peacekeeping duties.” The average level of agreement on a scale of 1

(*strongly disagree*) to 5 (*strongly agree*) was 3.55 ($SD = 1.04$), indicating a moderate degree of agreement with this statement. As shown in Figure 7, 56.0% of the CF population either agreed or strongly agreed that diversity improves the CF's capability to perform peacekeeping duties, whereas only 13.9% of respondents indicated that they either disagreed or strongly disagreed.

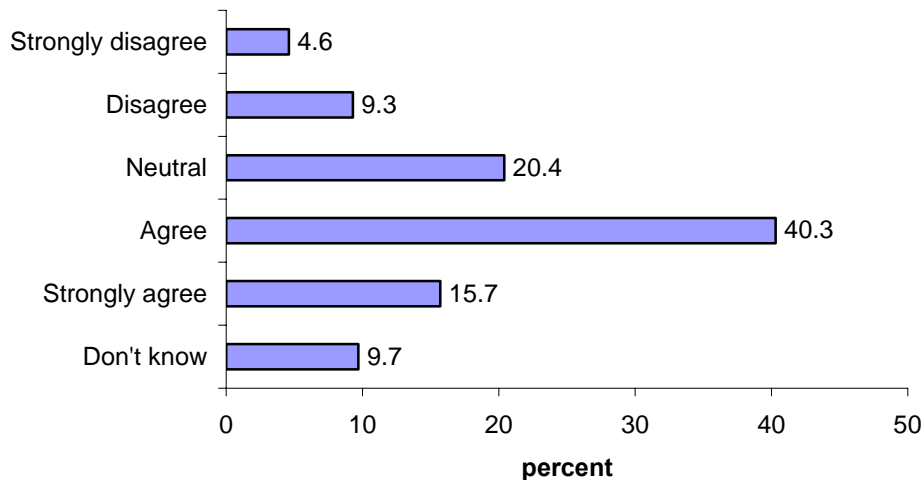


Figure 7. Level of Agreement with the Statement: Ethnic and cultural diversity improves the CF's capability to perform peacekeeping duties

It appears that the value of ethnic and cultural diversity is perceived more favourably in relation to operational effectiveness in peacekeeping than in relation to operational effectiveness more generally. It may be beneficial to emphasize this contribution to operational effectiveness during diversity training and education.

As illustrated in Figure 8, a greater proportion of visible minority respondents agreed or strongly agreed that diversity is beneficial to the performance of peacekeeping duties, as compared to the other two ethnic groups.

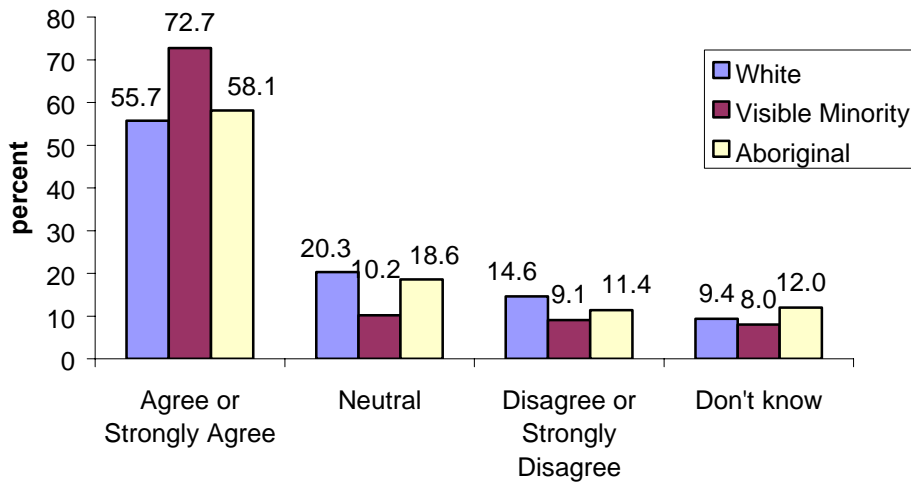


Figure 8. Level of Agreement by Ethnic Group: Ethnic and cultural diversity improves the CF's capability to perform peacekeeping duties

3.2.4 Training

The ESR report noted that “While there is general consensus that over the past ten years access to training has become more equitable, based on merit and potential, there remain elements of bias and the ‘just-like-me’ syndrome that favours white male applicants who are assessed and proposed for training, especially for leadership or other courses key to promotion in NCM ranks. In short, we were told that ‘dinosaurs’ can still use the training system to reward those who belong to the same cultural group and to not reward those who come from other cultures” (Ajilon, 2004, p. 56). Several questions were posed to Your-Say Survey respondents to quantitatively assess their perceptions of fairness in the area of training within the CF.

Survey respondents were asked to indicate their degree of agreement with the statement: “White members have better chances than members from other ethnic backgrounds to get the best training opportunities.” The average level of agreement on a scale of 1 (*strongly disagree*) to 5 (*strongly agree*) was 1.69 ($SD = 0.82$), indicating disagreement with this statement. As shown in Figure 9, approximately 82.2% of CF Regular Force respondents either disagreed or strongly disagreed that white members have better access to the best training opportunities, whereas only 3.3% indicated that they either agreed or strongly agreed.

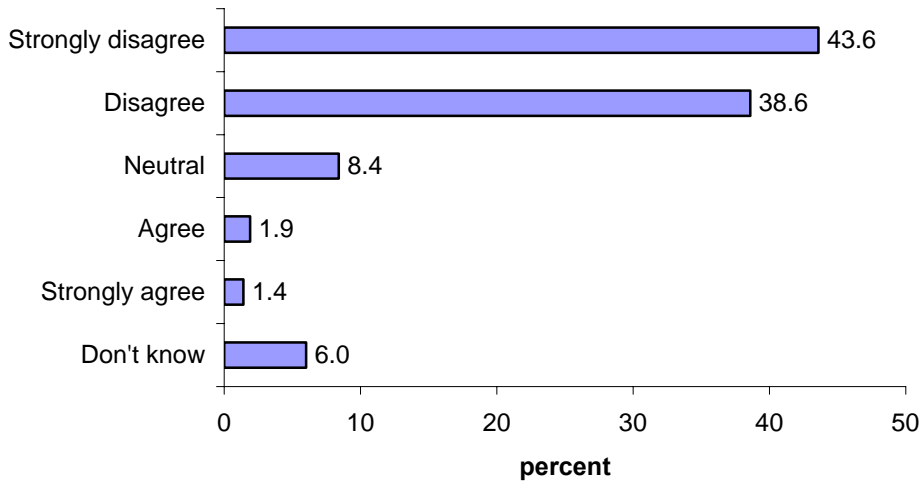


Figure 9. Level of Agreement with the Statement: White members have better chances than members from other ethnic backgrounds to get the best training opportunities

Visible minority respondents were the most likely to agree or strongly agree that white members have better access to training, followed by Aboriginal respondents. White respondents were the least likely to agree with this statement (Figure 10). By contrast, visible minority respondents were the least likely to disagree or strongly disagree that white CF members have better access to training, followed by Aboriginal respondents. White respondents were the most likely to disagree.

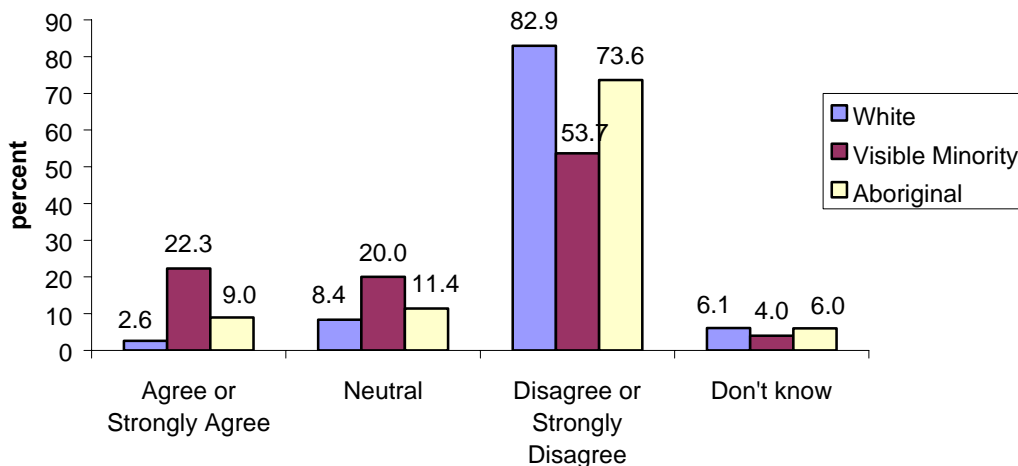


Figure 10. Level of Agreement by Ethnic Group: White members have better chances than members from other ethnic background to get the best training opportunities

Respondents were also asked to indicate their degree of agreement with the statement: "Non-white members are treated less fairly than white members

during training.” The average level of agreement on a scale of 1 (*strongly disagree*) to 5 (*strongly agree*) was 1.85 ($SD = 0.86$), indicating disagreement with this statement. As shown in Figure 11, 75.6% of the general sample either disagreed or strongly disagreed that non-white members are treated less fairly during training, whereas only 3.4% of respondents indicated that they either agreed or strongly agreed.

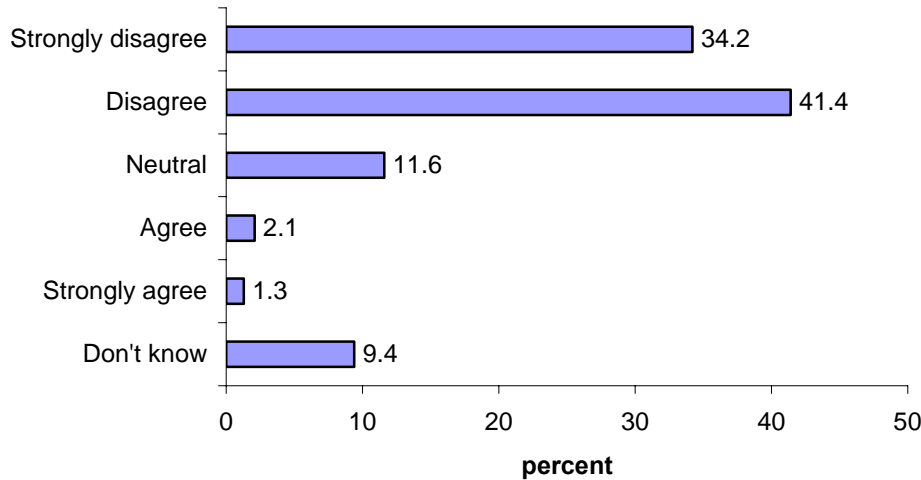


Figure 11. Level of Agreement with the Statement: Non-white members are treated less fairly than white members during training

As compared to white respondents and Aboriginal respondents, a greater proportion of visible minority respondents either agreed or strongly agreed that non-white members are treated less fairly during training, and visible minority respondents were the least likely to either disagree or strongly disagree with this statement (Figure 12).

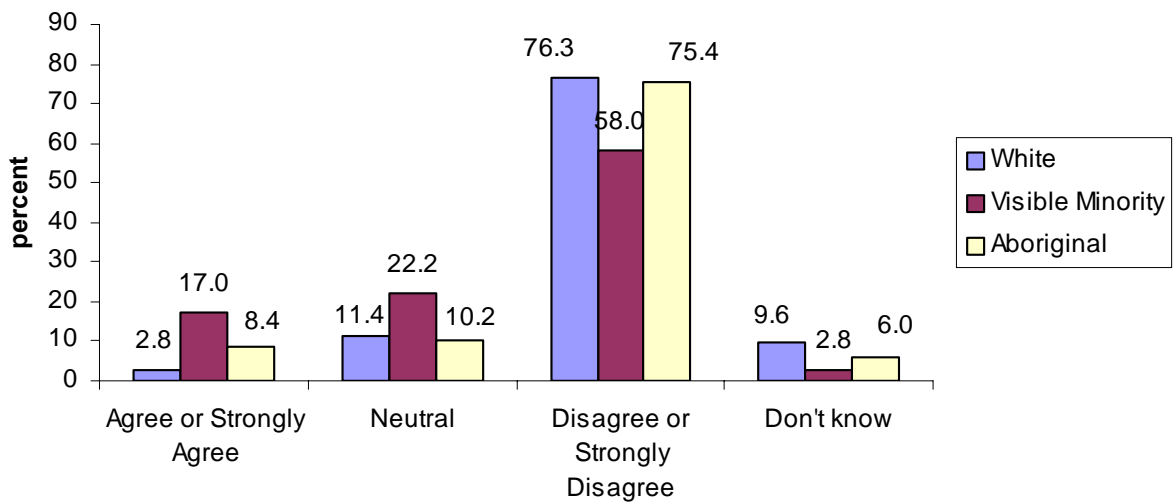


Figure 12. Level of Agreement by Ethnic Group: Non-white members are treated less fairly than white members during training

Responses to the previous two questions indicate that, overall, CF members do not believe that visible minorities and Aboriginal personnel have less access to training opportunities or are treated less fairly during training. However, members from the two racial/ethnic designated groups, particularly visible minorities, reported greater concerns in these areas than did white personnel. Since individuals from these two groups are perhaps the best source of information in this regard, their responses are of particular import. However, it should be noted that although visible minority and Aboriginal members are more likely to believe that non-whites have poorer access to training, and visible minority members are more likely to believe that non-whites are treated less fairly during training, their average level of agreement to such statements is still fairly low.

3.2.5 Career Progression

ESR observations noted that there may be barriers in the career progression of Aboriginal and visible minority members. For example, it was noted that military leaders/supervisors are often not aware of or sensitive to visible minority and Aboriginal cultural dynamics that may impact on assessment of accomplishments, particularly in the Personnel Development Review (PDR). Further, it was observed that some Aboriginal and visible minority members feel that they are hurt in the Performance Evaluation Report (PER) process because of ‘just-like-me’ attitudes and biases of leaders/managers. It was also suggested that there is a need to introduce special measures for the advancement of visible minority and Aboriginal officers to Canadian Forces Command and Staff Course, similar to the measure that currently exists for allocating up to five additional seats for merited women officers (Ajilon, 2004).

Several questions were posed to survey respondents to quantitatively assess their perceptions of fairness in the area of career progression within the CF.

Survey respondents were asked to indicate their degree of agreement with the statement: “All CF members receive the same career development opportunities regardless of ethnic background.” The average level of agreement on a scale of 1 (*strongly disagree*) to 5 (*strongly agree*) was 3.83 (*SD* = 1.23), indicating general agreement with this statement. As shown in Figure 13, 72% of the general sample either agreed or strongly agreed that ethnic background does not affect access to career opportunities, although 14.2% of respondents indicated that they either disagreed or strongly disagreed.

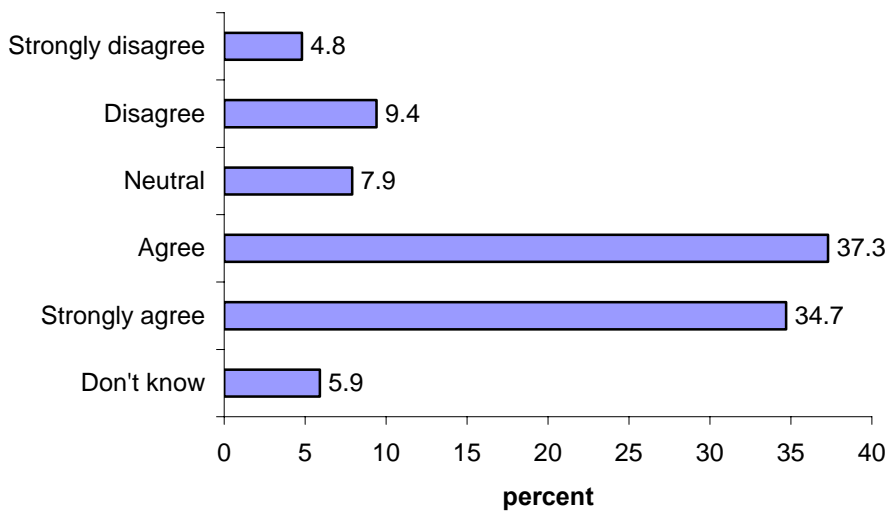


Figure 13. Level of Agreement with the Statement: All CF members receive the same career opportunities regardless of ethnic background

As compared to visible minority and Aboriginal respondents, a greater proportion of white respondents either agreed or strongly agreed that all CF members receive the same career opportunities regardless of ethnic background. White respondents were the least likely to either disagree or strongly disagree with this statement (Figure 14). Further, a greater proportion of Aboriginal respondents than visible minority respondents either agreed or strongly agreed that all CF members receive the same career opportunities regardless of ethnic background.

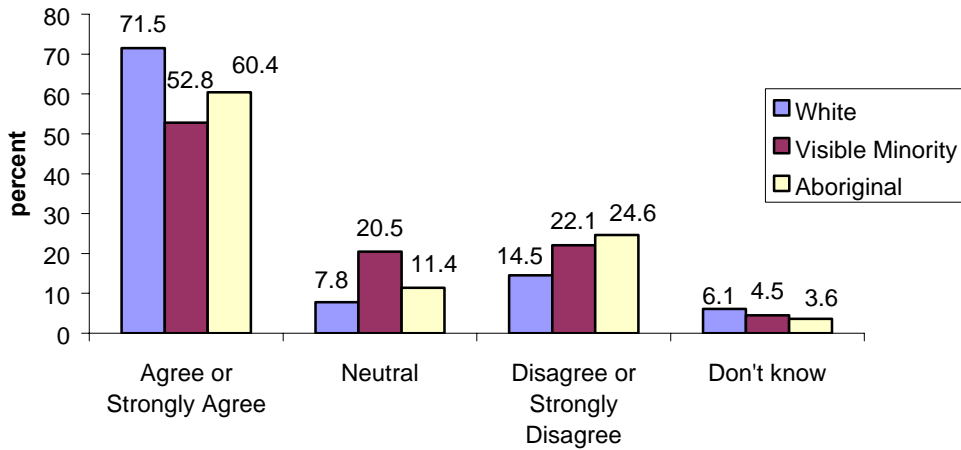


Figure 14. Level of Agreement by Ethnic Group: All CF members receive the same career opportunities regardless of ethnic background

Respondents were also asked to indicate their degree of agreement with the statement: “Non-white members have to work harder than white members to receive career recognition.” The average level of agreement on a scale of 1 (*strongly disagree*) to 5 (*strongly agree*) was 1.75 ($SD = 0.84$), indicating general disagreement with this statement. As shown in Figure 15, 77.7% of Regular Force respondents either disagreed or strongly disagreed that non-white members have to work harder to receive career recognition, whereas only 3.9% of respondents indicated that they either agreed or strongly agreed.

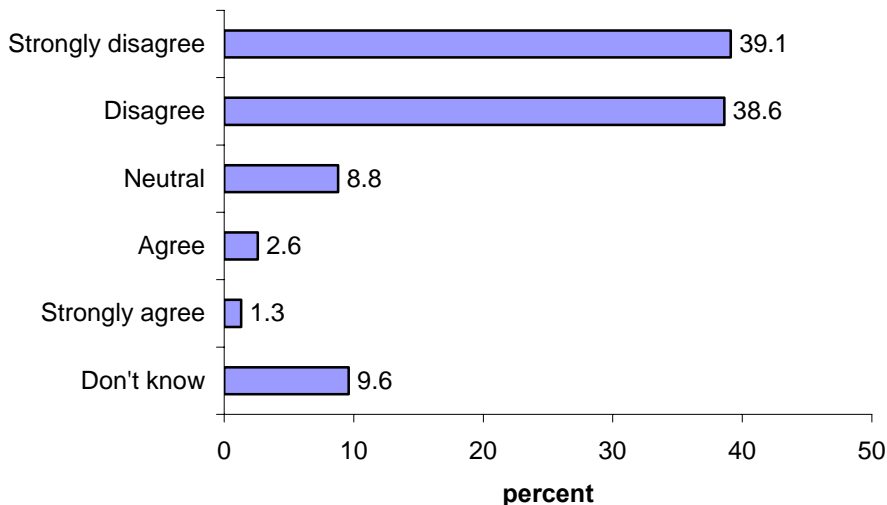


Figure 15. Level of Agreement with the Statement: Non-White members have to work harder than white members to receive career recognition

As illustrated in Figure 16, of the three ethnic groups, the greatest proportion of visible minority respondents, followed by Aboriginal respondents either agreed or strongly agreed, that non-white members have to work harder to receive career recognition, and the fewest proportion of visible minority respondents, followed by Aboriginal respondents, either disagreed or strongly disagreed with this statement.

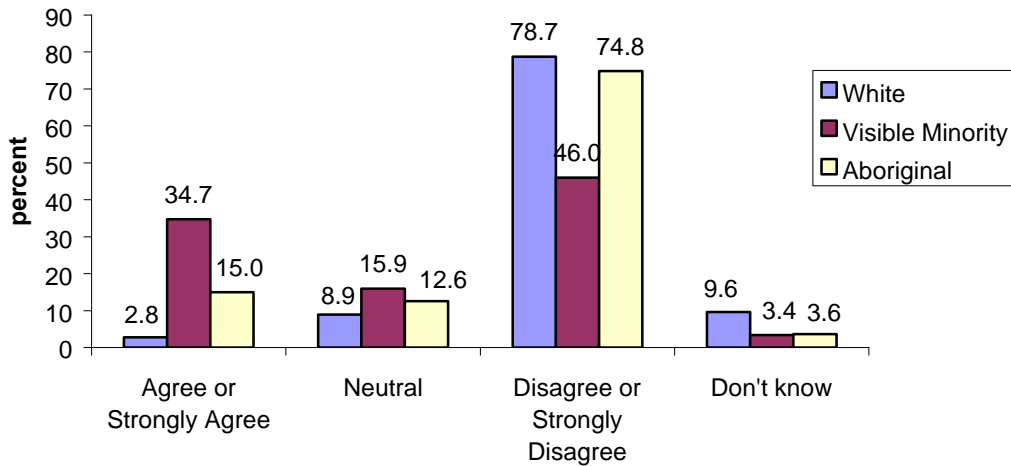


Figure 16. Level of Agreement by Ethnic Group: Non-White members have to work harder than white members to receive career recognition

Respondents were asked to indicate their degree of agreement with the statement: “Merit boards treat all CF members equally, regardless of their ethnic backgrounds.” The average level of agreement on a scale of 1 (*strongly disagree*) to 5 (*strongly agree*) was 3.73 ($SD = 1.27$), indicating general agreement with this statement. As shown in Figure 17, 62.2% of Regular Force respondents either agreed or strongly agreed that ethnic background does not affect access to career opportunities, although 13.5% of respondents indicated that they either disagreed or strongly disagreed.

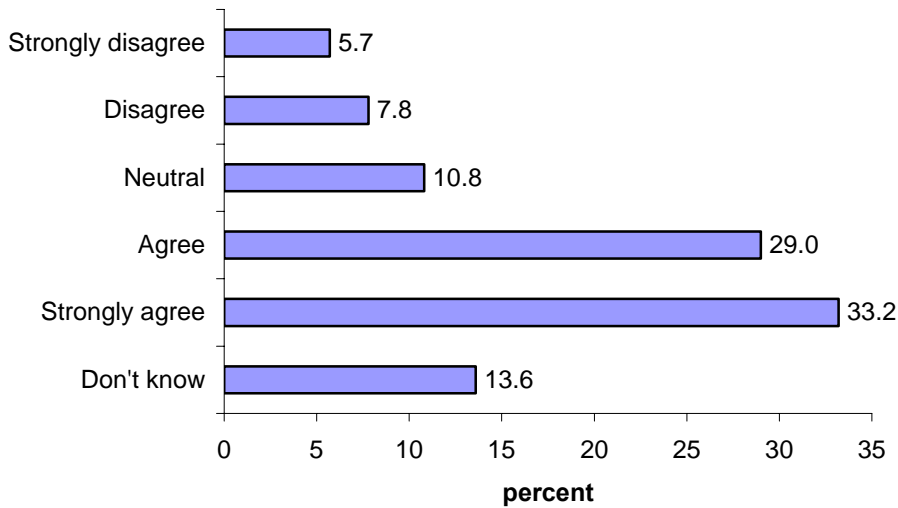


Figure 17. Level of Agreement with the Statement: Merit boards treat all CF members equally regardless of their ethnic backgrounds

As shown in Figure 18, a greater proportion of white respondents than visible minority or Aboriginal respondents either agreed or strongly agreed that all CF members are treated equally regardless of ethnic background.

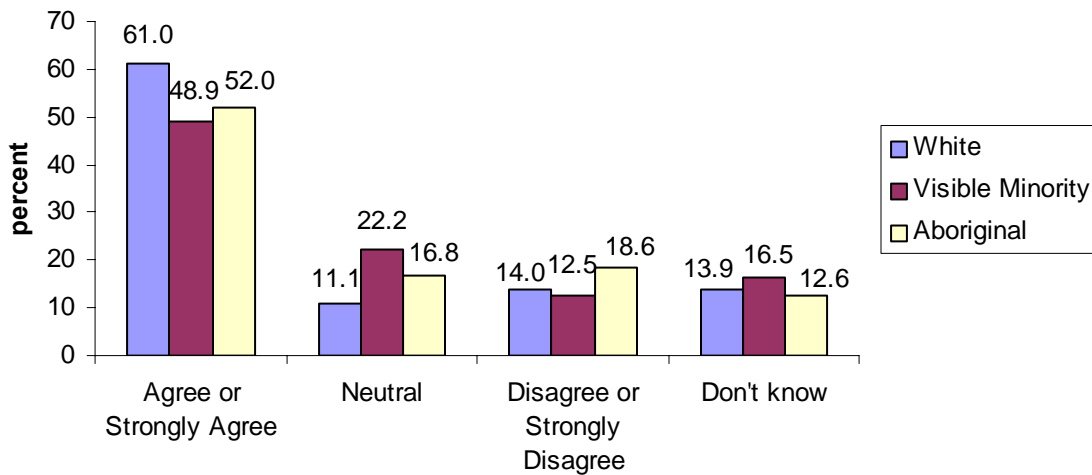


Figure 18. Level of Agreement by Ethnic Group: Merit boards treat all CF members equally regardless of their ethnic backgrounds

In general, these results indicate that CF Regular Force members do not feel that ethnic minority background has a negative effect on career progression. However, members from the two racial/ethnic designated groups are more likely

than those from the general CF population to report that ethnic background affects access to career development opportunities, that non-white members have to work harder to receive career recognition, and that merit boards treat members differently depending on their ethnic background. Again, perceptions of individuals from these two groups may be more informative than those from the general CF population. Nonetheless, it should be noted that although visible minority and Aboriginal members report greater concerns in these domains of career progression than white members report, overall, many Aboriginal and visible minority respondents expressed the opinion that career practices are equitable, regardless of DGM status.

3.2.6 Accommodation

ESR consultations highlighted some issues with respect to accommodation¹⁶ in the CF. For example, it was noted that although “The CF has made some strides in accommodating religious requirements in dress standards and uniforms, for example, the wearing of turbans and beards...in some instances, there are inconsistencies and difficulties in the application of dress accommodation policies. Requests for uniform accommodation are not always handled consistently, and responses can range from rejection to sensitivity and support” (Ajilon, 2004, p. 73-74). In regard to the accommodation policy that permits Aboriginal members to wear braids, consultations indicated that, “Aboriginal members are often ridiculed and mocked, and some non-Aboriginal members make comments that they too should be allowed to wear braids or adopt other religious and cultural accommodations that have been included in the Dress Manual policies” (Ajilon, 2004, p. 58-59). ESR observations also indicated that some Aboriginal members said that “they are treated differently and that the religious accommodation policy is unfairly applied to them. For example, if an Aboriginal member wants to engage in a spiritual activity, he or she must write a memo to the supervisor for permission to participate. In practice, such seeking of permission is not required of members of some other faiths” (Ajilon, 2004, p. 59).

Several questions were posed to survey respondents to quantitatively assess their perceptions of fairness in the area of reasonable accommodation in the CF.

Survey respondents were asked to indicate their degree of agreement with the statement: “It is easy for non-Christian members to practice their religion/spirituality in the CF.” The average level of agreement on a scale of 1 (*strongly disagree*) to 5 (*strongly agree*) was 3.25 ($SD = 0.98$), indicating agreement with this statement. Many respondents were not knowledgeable on this issue or did not have a strong opinion one way or another – 41% of the respondents reported that they did not know whether it is easy for non-Christian members to practice their religion/spirituality within the CF and 22.8% were ‘neutral’ in their agreement to this statement (Figure 19). Approximately 25% of respondents agreed or strongly agreed that it is easy for non-Christian members

¹⁶ Employers have the duty to accommodate DGMs unless a bona fide occupational requirement applies and cannot be met because of undue hardship to the employer [Canada School of Public Service (2004). Orientation to Employment Equity and Diversity].

to practice their religion/spirituality, whereas 11% either disagreed or strongly disagreed.

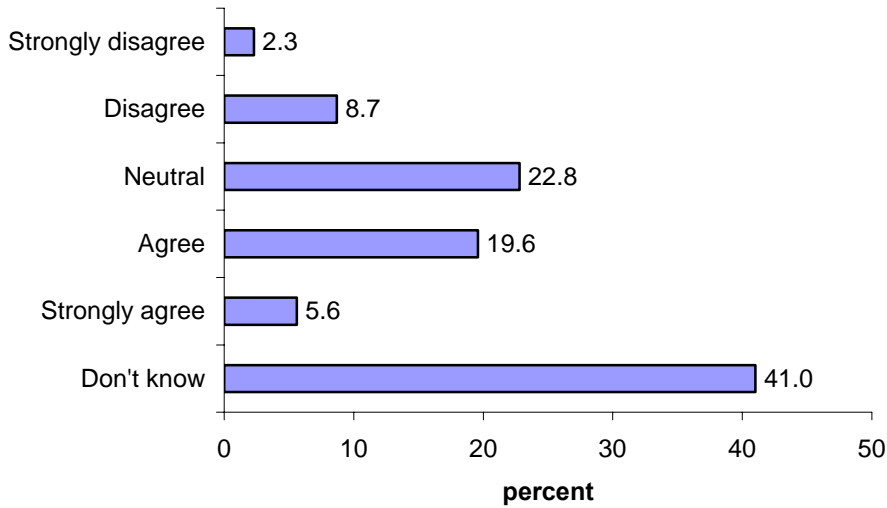


Figure 19. Level of Agreement with the Statement: It is easy for non-Christian members to practice their religion/spirituality in the CF

As shown in Figure 20, visible minority respondents were the most likely to disagree or strongly disagree that it is easy for non-Christians to practice their religion/spirituality. Further, white respondents were the most likely, and visible minority respondents were the least likely, to indicate that they ‘don’t know.’

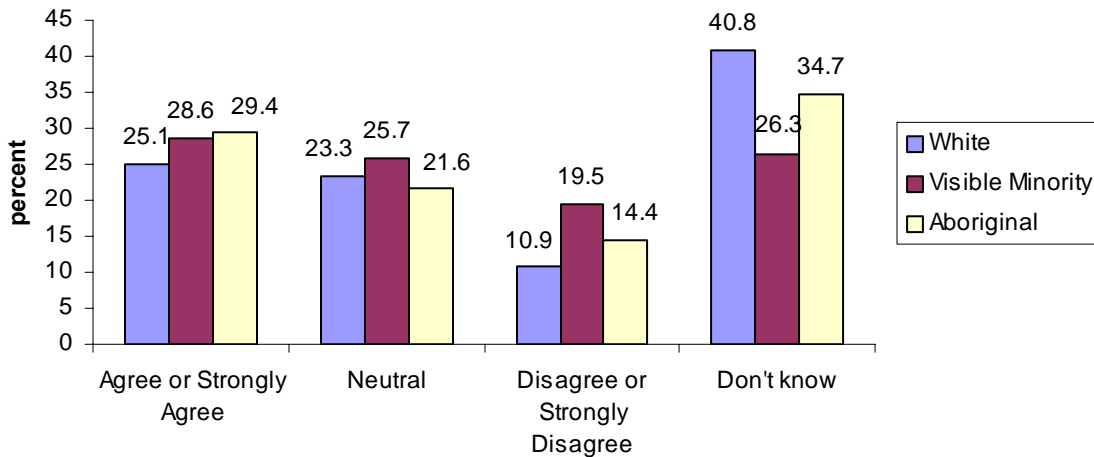


Figure 20. Level of Agreement by Ethnic Group: It is easy for non-Christian members to practice their religion/spirituality in the CF

Survey respondents were also asked to indicate their degree of agreement with the statement: “The CF puts too much effort into helping non-Christian members

practice their religion/spirituality.” The average level of agreement on a scale of 1 (*strongly disagree*) to 5 (*strongly agree*) was 2.98 (*SD* = 1.09), indicating neither agreement nor disagreement with this statement. Again, many respondents from the general CF population were not knowledgeable on this issue or did not have a strong opinion one way or another – 32.2% of respondents from the general population reported that they did not know whether the CF is putting too much effort into helping non-Christian members practice their religion/spirituality and approximately 26.6% were ‘neutral’ in their agreement to this statement (Figure 21). Approximately 16% of respondents agreed or strongly agreed that the CF is devoting too much effort into helping non-Christian members practice their religion/spirituality, whereas approximately 25.5% either disagreed or strongly disagreed.

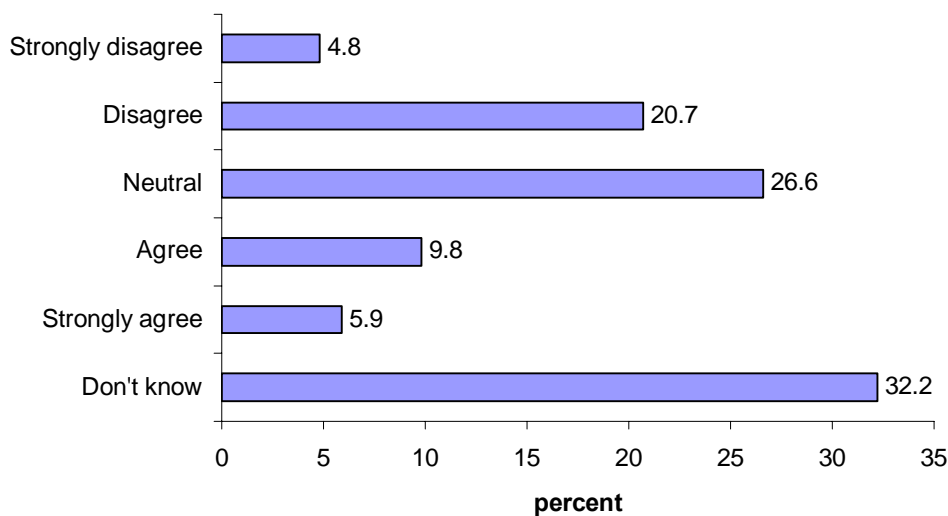


Figure 21. Level of Agreement with the Statement: The CF puts too much effort into helping non-Christian members practice their religion/spirituality

As illustrated in Figure 22, visible minority respondents were the most likely, followed by Aboriginal respondents, to either disagree or strongly disagree that the CF is putting too much effort into helping non-Christians practice their religion/spirituality.

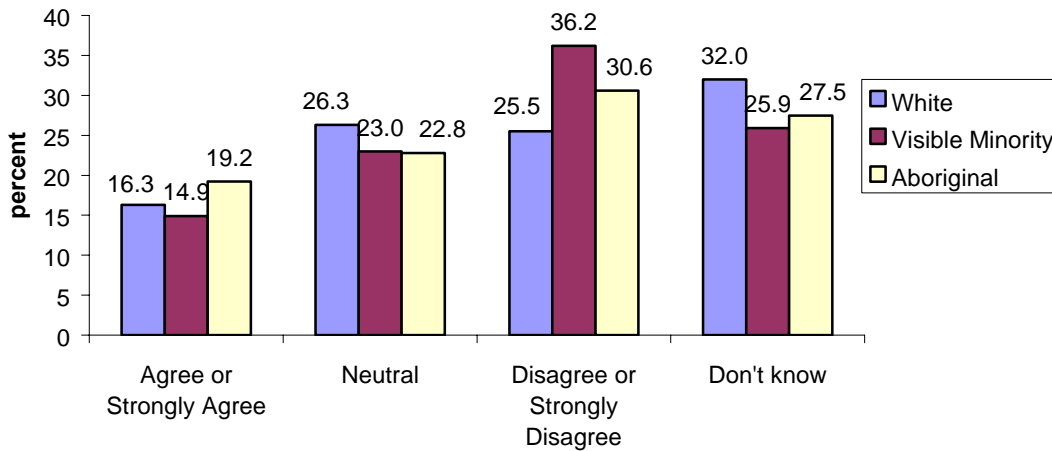


Figure 22. Level of Agreement by Ethnic Group: The CF puts too much effort into helping non-Christian members practice their religion/spirituality

Survey respondents were also asked to indicate their degree of agreement with the statement: “Current CF policies allow members to dress in a way that meets their cultural/ethnic background needs.” The average level of agreement on a scale of 1 (*strongly disagree*) to 5 (*strongly agree*) was 3.64 ($SD = 0.97$), indicating agreement with this statement. Approximately 53% of respondents agreed or strongly agreed CF policies allow members to dress in a way that meets their cultural/ethnic needs, whereas only 6.4% either disagreed or strongly disagreed (41.1% either responded that they did not know or were neutral in their level of agreement) (Figure 23).

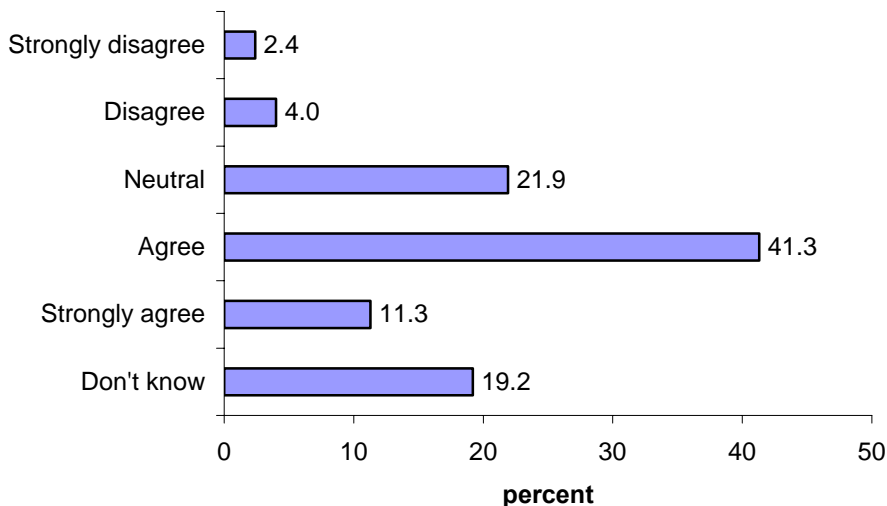


Figure 23. Level of Agreement with the Statement: Current CF policies allow members to dress in a way that meets their cultural/ethnic background needs

As illustrated in Figure 24, of the three ethnic groups, visible minority respondents were the least likely to either agree or strongly agree that CF policies allow members to dress in a way that meets their cultural/ethnic needs. Visible minority respondents were also the most likely to either disagree or strongly disagree with this statement.

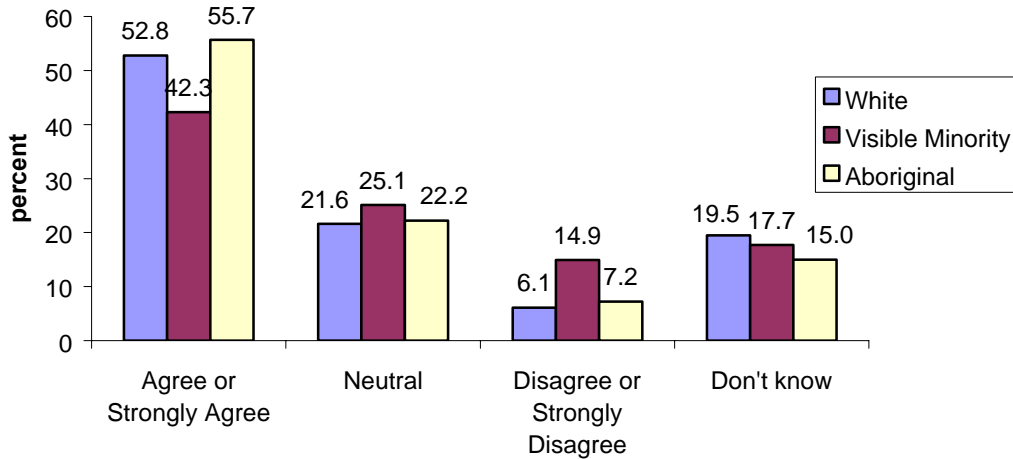


Figure 24. Level of Agreement by Ethnic Group: Current CF policies allow members to dress in a way that meets their cultural/ethnic background needs

Finally, survey respondents were asked to indicate their degree of agreement with the statement: “All CF members should have the same uniform regardless of ethnic background.” The average level of agreement on a scale of 1 (*strongly disagree*) to 5 (*strongly agree*) was 4.40 ($SD = 0.98$), indicating strong agreement with this statement. Approximately 79% of respondents agreed or strongly agreed that all CF members should have the same uniform, whereas 10.8% either disagreed or strongly disagreed (Figure 25).

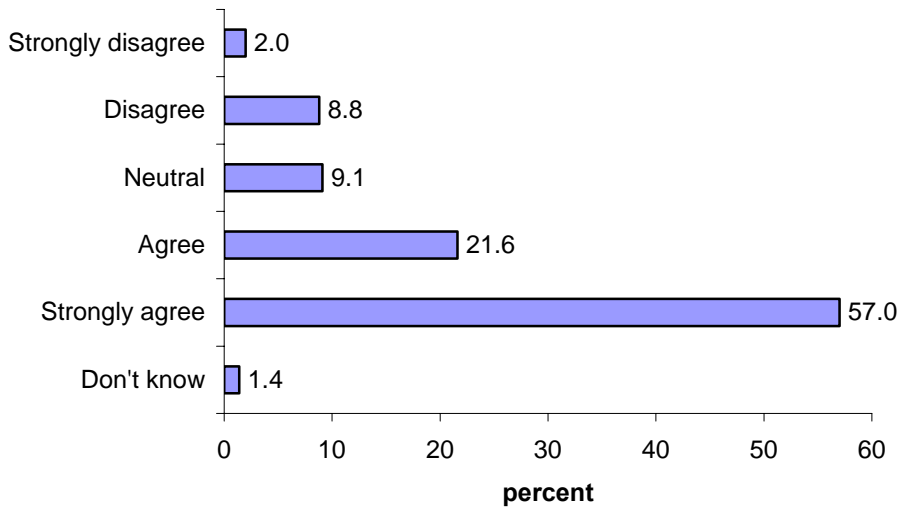


Figure 25. Level of Agreement with the Statement: All CF members should have the same uniform regardless of ethnic background

Approximately equal proportions of respondents from each of the three ethnic groups indicated agreement and disagreement with this statement (Figure 26).

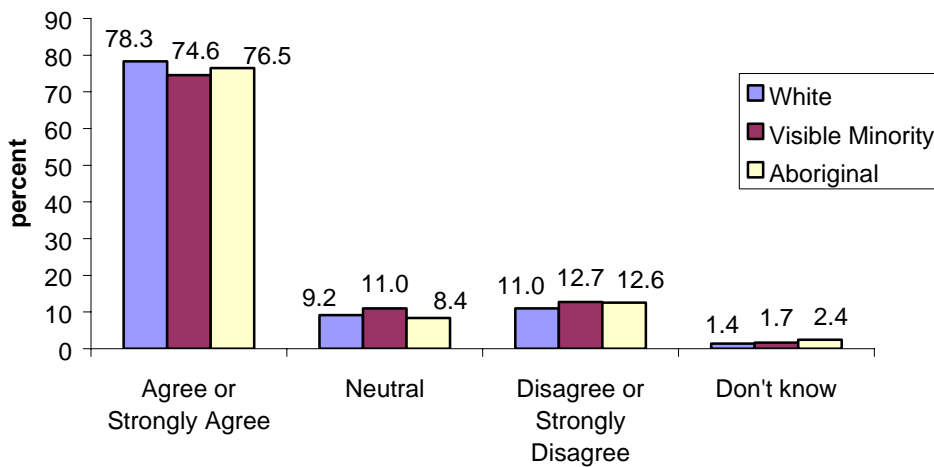


Figure 26. Level of Agreement by Ethnic Group: All CF members should have the same uniform regardless of ethnic background

It is encouraging that, overall, CF personnel believe that it is easy for non-Christians to practice their religion/spirituality in the CF, and particularly, that members from the two ethnic designated groups also hold this belief, and to the same degree as do white personnel. Similarly, it is encouraging that personnel

believe that CF policies allow members to dress in a way that meets their cultural/ethnic backgrounds. Although visible minority and Aboriginal personnel are less likely than white personnel to agree that policies are flexible enough in this regard, overall, they too report that the policies allow them to dress in a way that meets their cultural/ethnic background needs.

However, it is disconcerting that there is at least neutral agreement with the idea that the CF is putting too much effort into helping non-Christian members practice their religion, and points to the need for educating personnel regarding the types of efforts that are being made, and the reasons and benefits for these efforts. Similarly, the strong agreement that all CF members should have the same uniform regardless of ethnic background seems to indicate a need for educating members regarding accommodation policy (particularly that based on ethnic, cultural and religious grounds) and the benefits of, and reasons behind this. However, it is possible that there may have been some misinterpretation of this question – perhaps using the phrase ‘have the same uniform’ primed respondents to report the perception that generally, all personnel should be treated equally, and did not properly cue respondents to consider uniform modifications needed for the accommodation of ethnic/cultural needs. Indeed, the fact that visible minority and Aboriginal respondents were as likely as white respondents to report that all CF personnel ought to have the same uniform, regardless of ethnic/cultural background, points to the possibility that this question may have been misinterpreted.

3.3 Experiences of Visible Minority and Aboriginal Members

This section focuses on the encounters and perceptions reported by visible minority and Aboriginal members with respect to their personal experiences in CF employment systems. These responses will be compared to those of white CF members to assess whether the experiences and perceptions of visible minority and Aboriginal respondents differed from those of their white counterparts.

3.3.1 Presence of Others from Similar Ethnic Background

It has been suggested that separation from one’s cultural or ethnic community and being away from others of similar background may impede the recruitment of visible minorities and Aboriginal people and/or contribute to lower retention of personnel from these groups (Ajilon, 2004). For example, it was noted that, “Training often takes recruits to highly homogeneous communities (Wainwright was frequently cited as an example) that have few members of visible minorities both within the CF and in the community-at-large. Extended training periods often occur early in the career of recruits before they have become accustomed to the CF and its overall culture. Members of visible minorities experience isolation from their community and culture, and discomfort in a setting where they may be the sole individual or family from their culture in a ‘white’ community” (Ajilon, 2004, p. 70). Several questions were presented to respondents in order to follow-up on these ESR observations.

First, respondents were asked to indicate their degree of agreement with the statement: “Being around people of similar ethnic background is important to me.” On average, there was disagreement with this statement ($M = 2.33$ on a scale of 1 to 5, $SD = 0.92$). Further, there are not particularly pronounced differences between the three ethnic groups with respect to the reported importance of being around people of similar ethnic backgrounds, but visible minorities do put slightly more import on this (Figure 27).

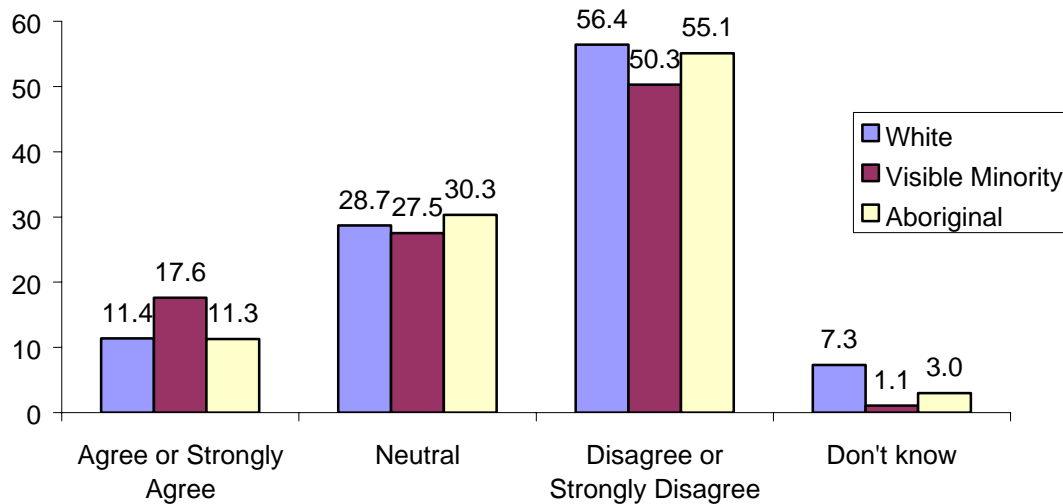


Figure 27. Level of Agreement by Ethnic Group: Being around people of similar ethnic background is important to me

Next, respondents were asked to indicate their degree of agreement with the statement: “It was difficult for me to move away from my ethnic community when I joined the CF.” Again, overall, respondents tended to disagree with this statement ($M = 2.33$ on a scale of 1 to 5, $SD = 0.90$).

Although average level of agreement did not differ by ethnic group, some ethnic group differences were observed. As can be seen in Figure 28, white respondents were the most likely to indicate that they ‘don’t know’ and a slightly greater proportion stated being neutral regarding whether it was difficult for them to move away from their ethnic community, whereas greater proportions of visible minority and Aboriginal respondents expressed an opinion on the matter. Compared to white respondents, greater proportions of visible minority and Aboriginal respondents stated both agreement and disagreement with this statement. These results make conceptual sense, in that, members of the two ethnic minority designated groups are more likely to perceive having an ethnic community to move away from and would therefore be more likely to render an opinion, one way or the other. It is encouraging that the majority of respondents from both of these groups did not report having difficulty moving away from their ethnic community, although 9.6% of Aboriginal people and 15.3% of visible minorities did report having difficulty with this.

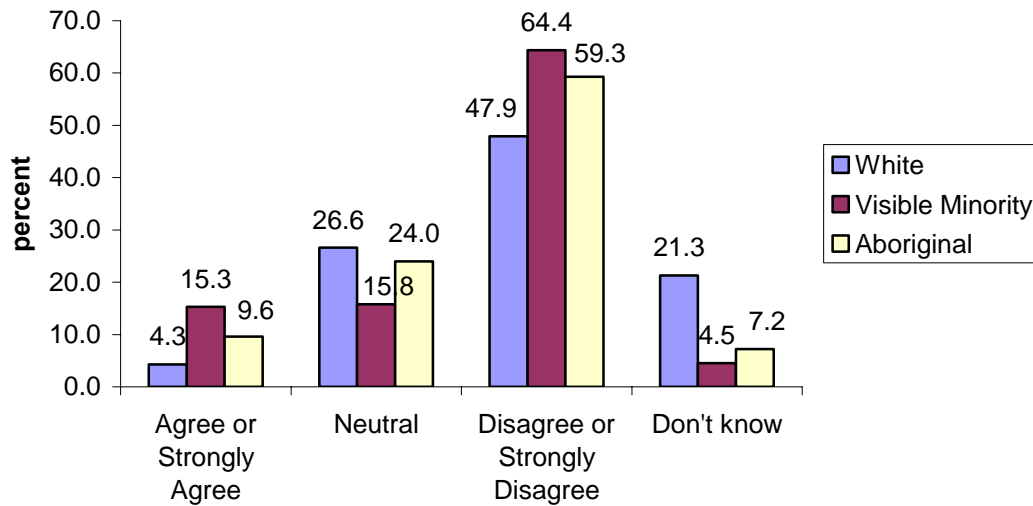


Figure 28. Level of Agreement by Ethnic Group: It was difficult for me to move away from my ethnic community when I joined the CF

Finally, respondents were asked to indicate their degree of agreement with the statement: “I feel isolated during training because it takes me away from people of similar ethnic background.” Once again, on average, respondents did not agree with this statement ($M = 1.94$ on a scale of 1 to 5, $SD = 0.86$).

As can be seen in Figure 29, as compared to White personnel, a greater proportion of visible minority and Aboriginal respondents expressed an opinion on the matter, and were both more likely to state agreement and to state disagreement. Again, these results make conceptual sense in that members of the two ethnic minority designated groups are more likely to be in the minority during training, and therefore more likely to render an opinion, one way or the other. It is encouraging that the majority of respondents from both of these groups did not report feeling isolated during training due to being away from others of similar backgrounds, although 7.2% of Aboriginal people and 11.4% of visible minorities did report having difficulty with this.

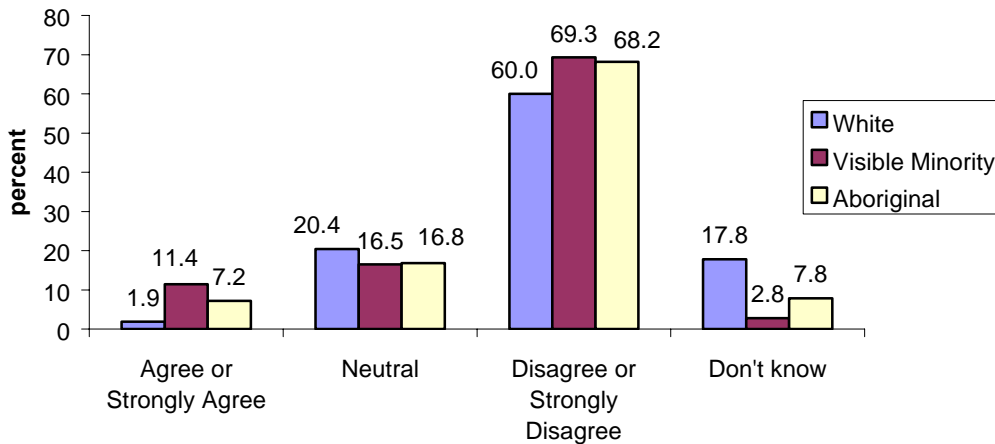


Figure 29. Level of Agreement by Ethnic Group: I feel isolated during training because it takes me away from people of similar ethnic background

In sum, these results indicate that the majority of personnel from the two ethnic designated groups are not particularly troubled by not being around others of similar ethnic backgrounds as a result of their employment in the CF. This is heartening since it will take time for the CF to reach its representation goals of these groups, and it would not be desirable for CF personnel from these two groups to feel distressed by being separated from others of similar ethnicity, and perhaps to release for reasons related to this.

However, it should be noted that these results do not speak directly to whether potential recruits would view this issue to be a serious consideration when contemplating enrolling. In order to assess this properly it would be necessary to query an appropriate sample of potential recruits, rather than individuals who are already in the organization.

3.3.2 Immediate Supervisor

Ten items spoke directly to treatment by one's immediate supervisor. Respondents were asked to indicate their level of agreement to 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 these 10 items into a composite index termed 'supervisor treatment.' There were no significant differences in the average scores of white, visible minority, and Aboriginal respondents on this index (Table 6), indicating that the perceptions of the quality of treatment they receive from their immediate supervisors did not differ.

Table 6. Means, Standard Deviations, and One-Way ANOVA by Racial Ethnicity: Supervisor Treatment

White		Visible Minority		Aboriginal		ANOVA	
<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>F</i>	<i>p</i>
3.69	0.79	3.64	0.82	3.57	0.80	(2,1944) 2.08	ns

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). Respondents from the three ethnic groups had similar degrees of satisfaction with the leadership of their supervisors, although a slightly greater proportion of the white respondents indicated being ‘satisfied’ and ‘completely satisfied’ as compared to the other two groups (Figure 30).

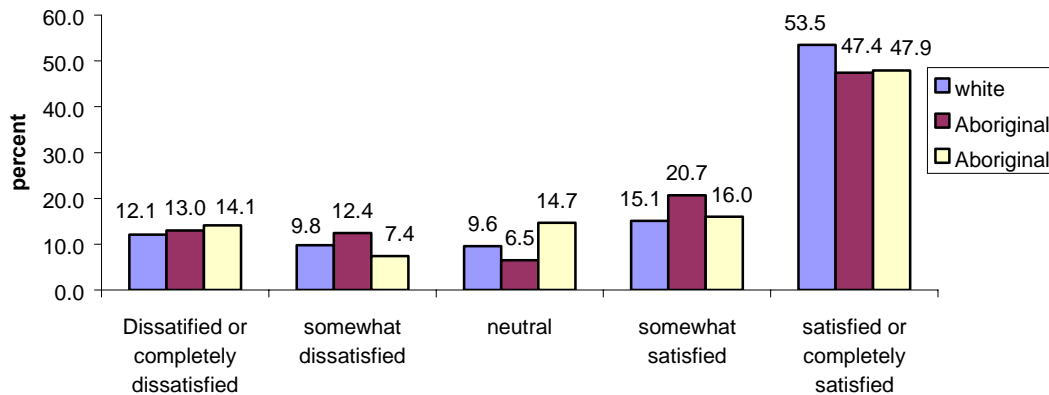


Figure 30. Level of Satisfaction with Supervisor Leadership by Ethnic Group

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, by and large, visible minority and Aboriginal respondents reported similarly positive perceptions in these domains as their white counterparts. Initiatives such as the Employment Equity Workshop for Managers and Supervisors offered annually by the Directorate of Human Rights and Diversity and the Directorate of Diversity and Well-Being are delivered for the purpose of raising managers’ and supervisors’ awareness of diversity issues.

3.3.3 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 majority of respondents from all three groups were either satisfied or completely satisfied with their working relationships. However, a greater proportion of white respondents indicated being ‘satisfied’ or ‘completely satisfied’ as compared to visible minority and Aboriginal respondents (Figure 31).

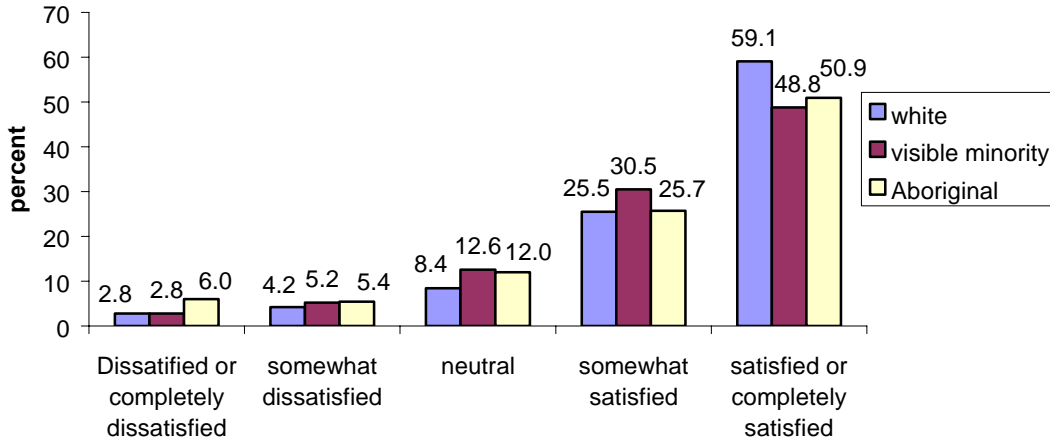


Figure 31. Level of Satisfaction with Working Relationships by Ethnic Group

It is encouraging that the majority of visible minority and Aboriginal members report being satisfied or completely satisfied with their working relationships in the CF, and that another large proportion report being at least somewhat satisfied. However, respondents from these two ethnic groups do report somewhat less satisfaction with their working relationships than white respondents, indicating that they may have somewhat different experiences with their peers than their white counterparts, and highlighting the need for diversity training.

Sensitivity training aimed at improving CF members’ attitudes regarding ethnic diversity may also be useful enhancing working relationships with individuals from minority ethnic and cultural backgrounds. Results of CF members’ general attitudes regarding multiculturalism in Canada, reported earlier, indicated that on average, CF personnel hold mildly to moderately positive attitudes towards cultural diversity, but that there is still room for improvement in this regard.

3.3.4 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 Figure 32, the proportions of respondents from each of the 3 ethnic groups that expressed the different levels of satisfaction with career management in the CF did not differ a great deal. However, it seems that a greater proportion of Aboriginal respondents indicated being dissatisfied or completely dissatisfied with career management in the CF, whereas greater proportions of respondents from the other two groups indicated being somewhat satisfied.

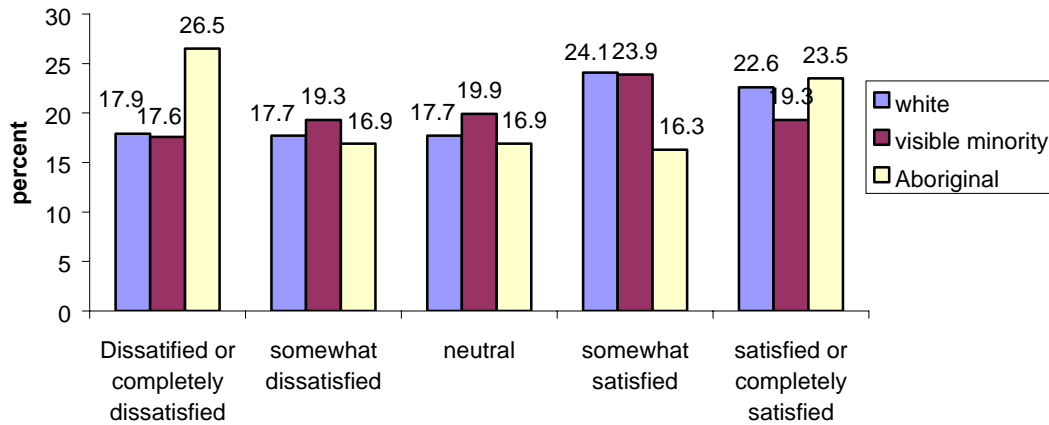


Figure 32. Level of Satisfaction with Career Management by Ethnic Group

Further, a greater proportion of Aboriginal respondents indicated being dissatisfied or completely dissatisfied with their career progression, and a smaller proportion indicated being somewhat satisfied as compared to white and visible minority respondents (Figure 33). In addition, a smaller proportion of visible minority respondents indicated being satisfied or completely satisfied with their career progression than white and Aboriginal respondents.

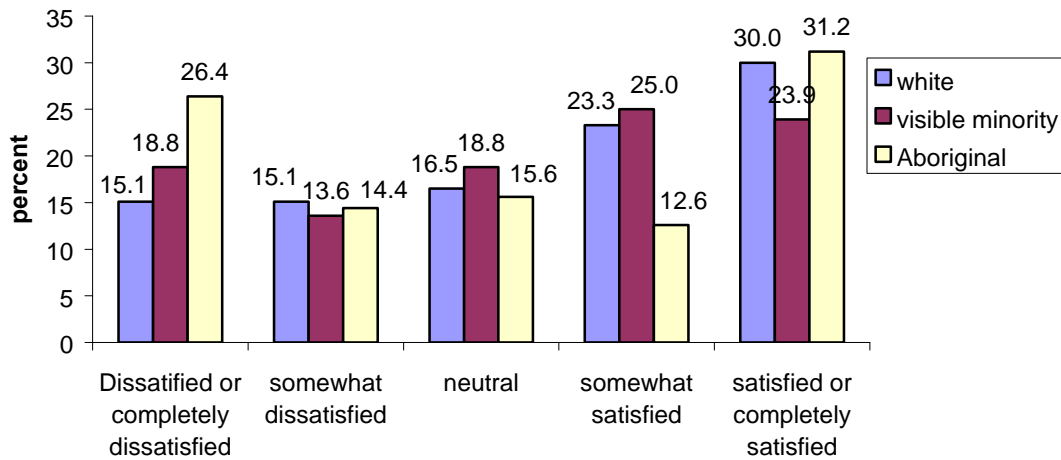


Figure 33. Level of Satisfaction with Career Progression by Ethnic Group

Very similar to the pattern found for career progression, Aboriginal respondents were the most likely to indicate being dissatisfied or completely dissatisfied with the CF promotion system, and a smaller proportion indicated being somewhat satisfied as compared to white and visible minority respondents (Figure 34). In addition, a smaller proportion of visible minority respondents indicated being satisfied or completely satisfied with their career progression as compared to the other two groups.

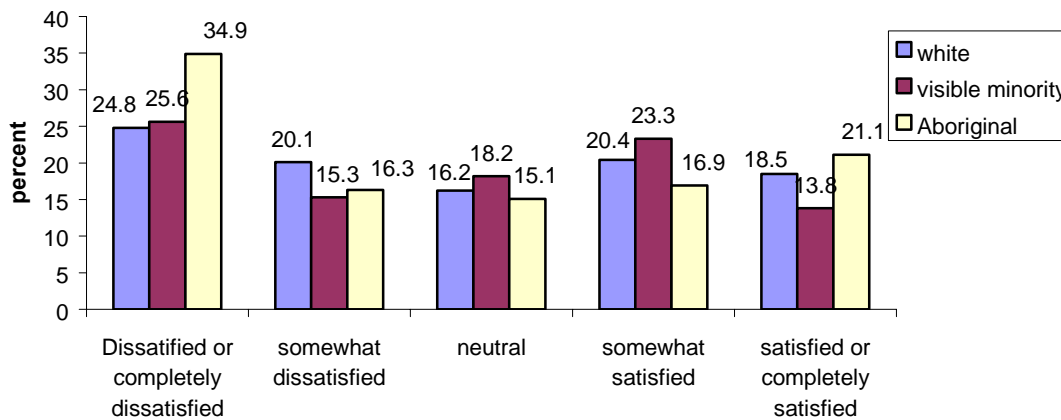


Figure 34. Level of Satisfaction with the Promotion System by Ethnic Group

With respect to satisfaction with professional development opportunities, again, the greatest proportion of Aboriginal members reported being dissatisfied or completely dissatisfied as compared to the other two groups (Figure 35).

Furthermore, a smaller proportion of both visible minority and Aboriginal respondents reported being satisfied or completely satisfied as compared to their white counterparts.

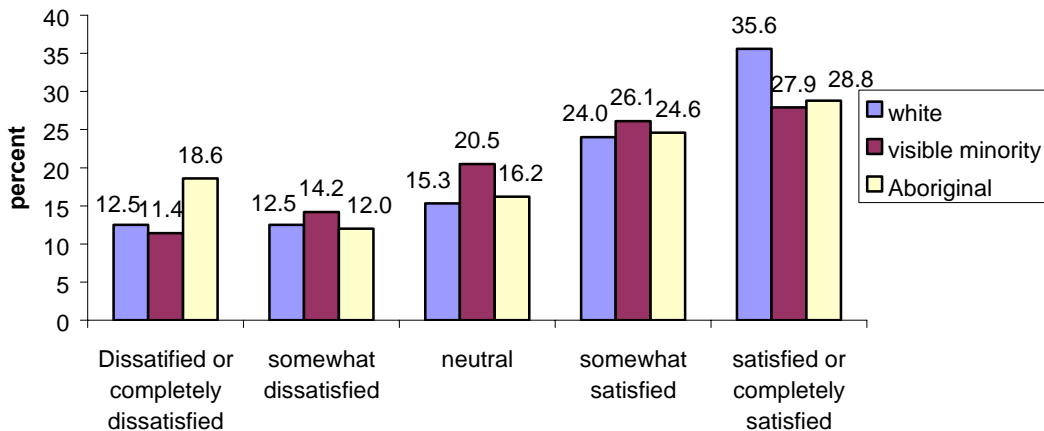


Figure 35. Level of Satisfaction with the Opportunities for Professional Development by Ethnic Group

Overall, these results indicate that a greater proportion of Aboriginal respondents reported being dissatisfied or completely dissatisfied with all four areas of career management and career progression, as compared to white and visible minority respondents. Between 18.6% and 34.9% of Aboriginal respondents reported being dissatisfied or completely dissatisfied, depending on the career area assessed, as compared to between 12.5% and 24.8% of white respondents and between 11.4% and 25.6% of visible minority respondents.

There was also reason for concern with respect to the satisfaction with career management and career progression of visible minorities. In particular, a smaller proportion of visible minority respondents reported being satisfied or completely satisfied in each of the four areas, as compared to the other two ethnic groups. Thus, although visible minority respondents did not report being particularly dissatisfied, they tended to have more moderate feelings, and were not as likely as the other two groups to feel particularly satisfied. Although these differences in satisfaction were somewhat less pronounced than the differences in dissatisfaction reported by Aboriginal respondents (between 13.8% and 27.9% of visible minority respondents reported being satisfied or completely satisfied, depending on the area, as compared to between 18.5% and 35.6% of white respondents and 21.1% and 31.2% of Aboriginal respondents), the consistent pattern across all four areas indicates that there may be cause for concern.

The reasons behind these ethnic group differences in satisfaction with career management and career progression need further examination. These findings will be shared with the Desk Officer for Visible Minorities and the Desk Officer for Aboriginal People in the Directorate of Human Rights and Diversity (DHRD) for further consideration.

3.4 Retention

Several statements were presented in order to assess respondents' career intentions with regard to continuing their service 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
5. I intend to leave the CF as soon as another job becomes available

Respondents indicated 'yes,' 'no,' 'undecided,' or 'not applicable'¹⁷ to each statement. As shown in Figures 36 through 40, white, visible minority, and Aboriginal members had similar responses to these statements.

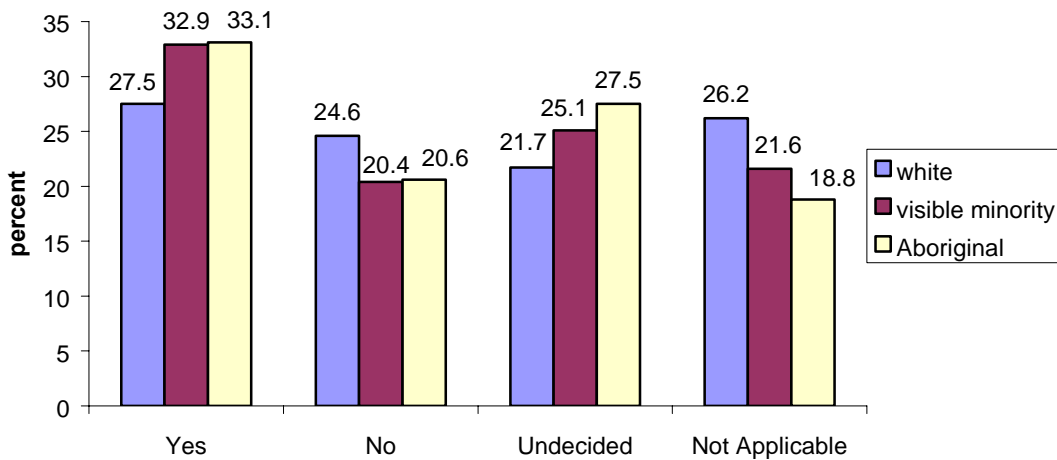


Figure 36. Responses to the statement "I plan to reenlist in the CF the next time I am eligible" by Ethnic Group

¹⁷ Only an option for statements 1, 3, and 4.
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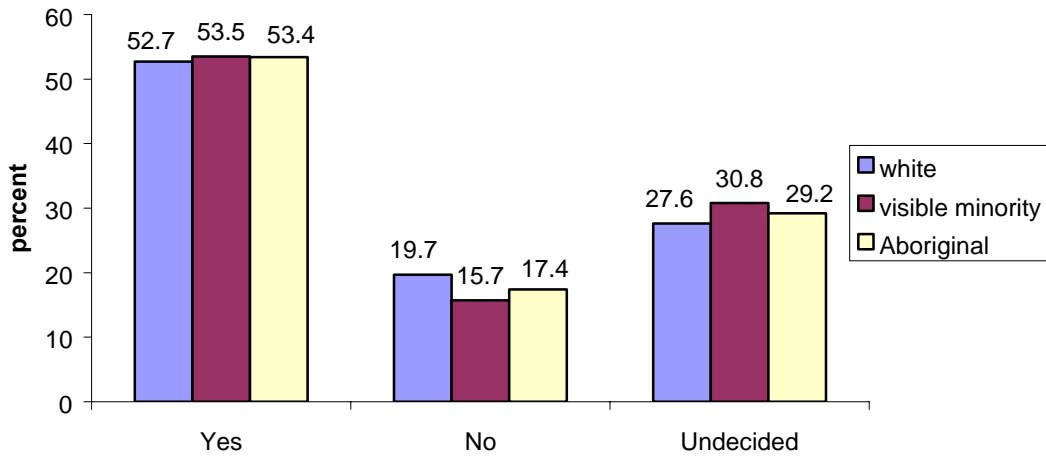


Figure 37. Responses to the statement “I plan to stay in the CF for the rest of my career” by Ethnic Group

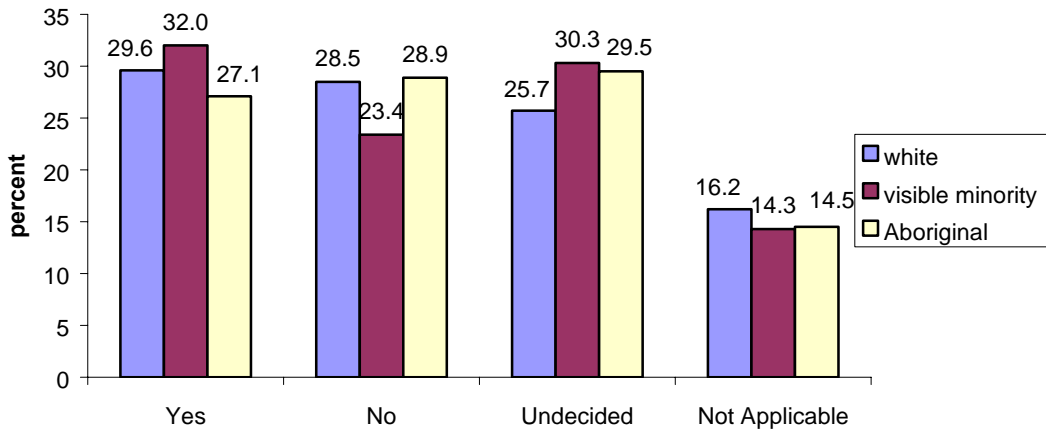


Figure 38. Responses to the statement “I will only stay in the CF until I am eligible to receive my pension without penalty” by Ethnic Group

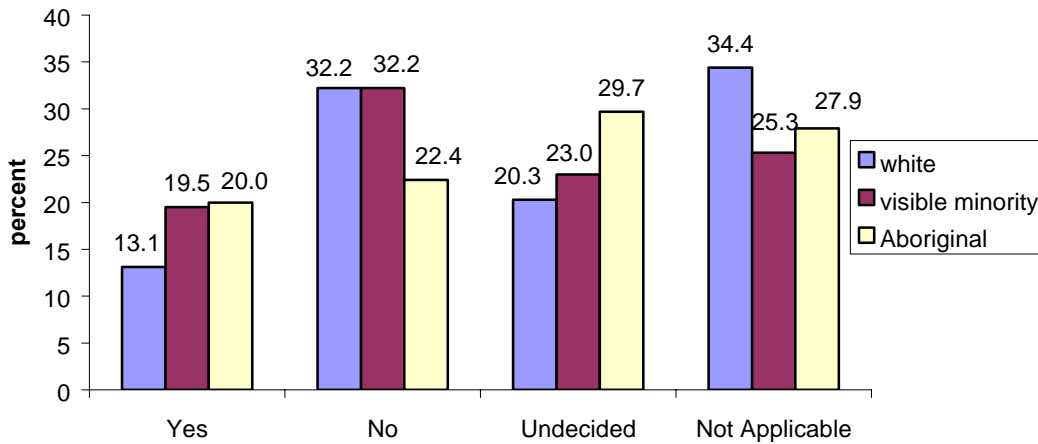


Figure 39. Responses to the statement “I will leave the CF when my obligatory service is completed” by Ethnic Group

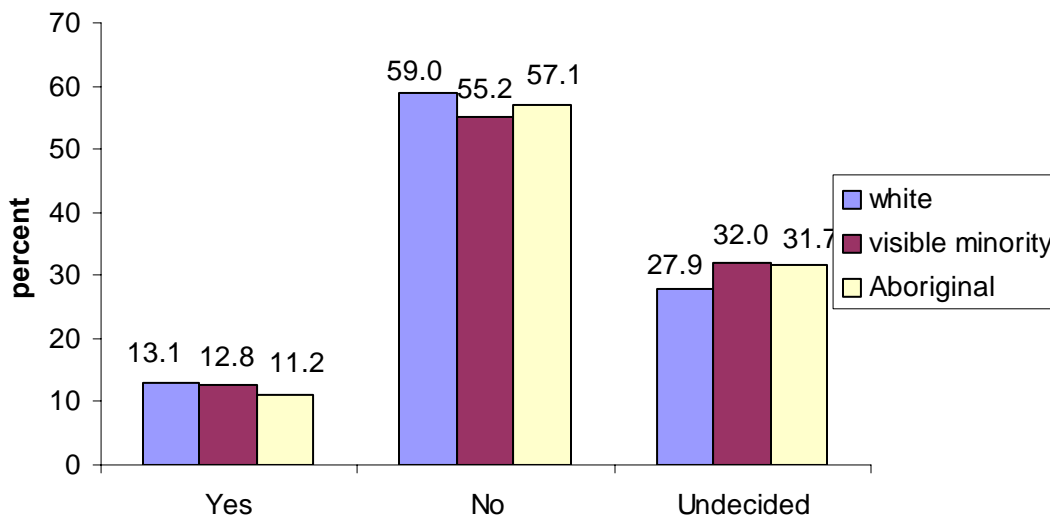


Figure 40. Responses to the statement “I intend to leave the CF as soon as another job becomes available” by Ethnic Group

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*).

Fairly equal *proportions* of respondents from each of the three ethnic groups indicated that they would probably or definitely not leave the CF in the next year, although the proportion of visible minority respondents that indicated this was slightly higher than the proportion of white and Aboriginal respondents (Figure 41).

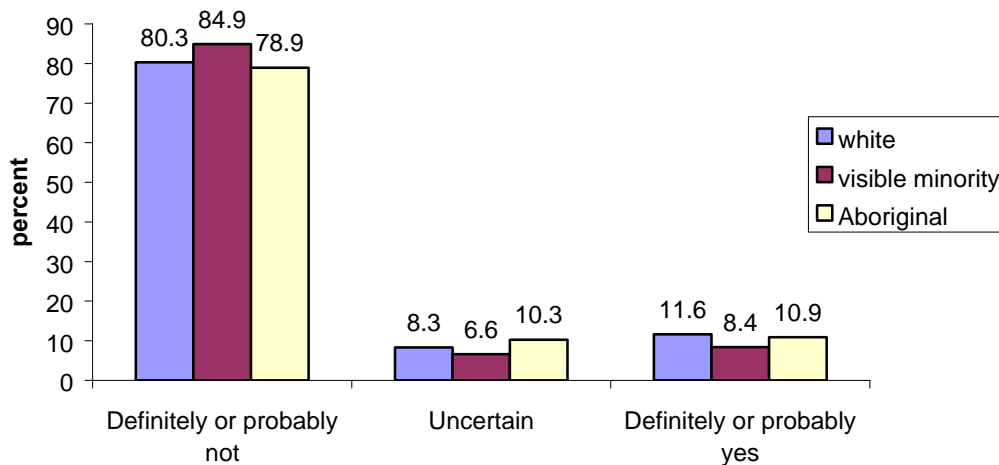


Figure 41. Intentions to Leave the CF within the Next Year by Ethnic Group

However, examining intentions to leave within the next three years, the difference between the release intentions of visible minority respondents become even more divergent from the other two groups. As compared to white and Aboriginal respondents, approximately 10% more visible minority respondents indicated that they would probably or definitely not leave the CF within the next three years (Figure 42).

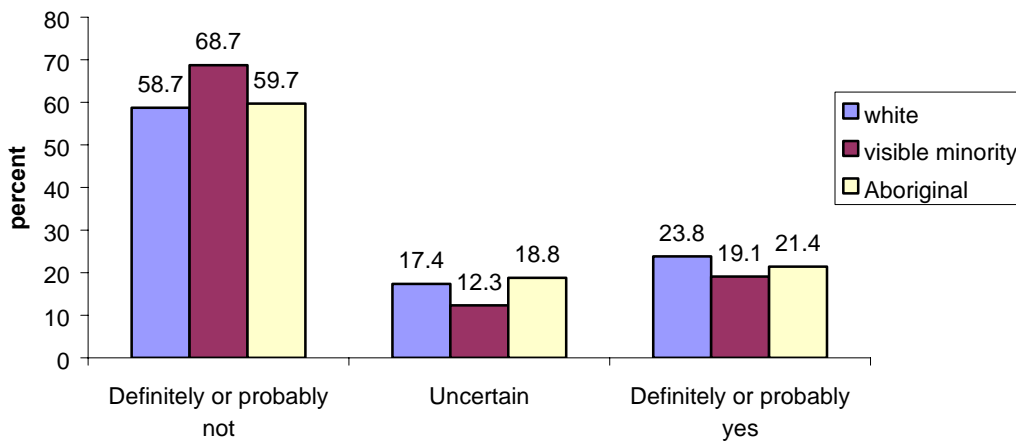


Figure 42. Intentions to Leave the CF within the Next 3 Years by Ethnic Group

This difference is even more pronounced when intentions to leave within the next five years are examined, an even greater proportion of visible minorities indicate they will probably or definitely not leave the CF within this timeframe as compared to the other two groups (Figure 43).

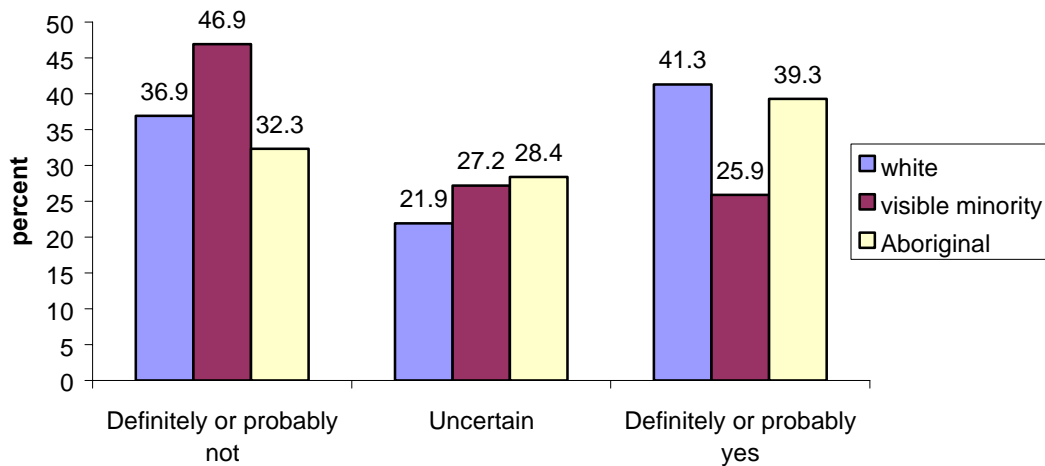


Figure 43. Intentions to Leave the CF within the Next 5 Years by Ethnic Group

Taken together, these results indicate that Aboriginal and visible minority respondents do not report having greater intentions of leaving the CF than white members. These results on visible minority and Aboriginal members’ reported intentions to leave are consistent with the results of analyses comparing the actual rates of release among these groups (Goldenberg, 2006). In particular, release analyses for the 2004-2005 fiscal year indicated that rates of release of visible minority Officers and NCMs did not exceed expected rates in most military occupational groups in the Regular Force. In addition, these analyses indicated that Aboriginal release rates did not exceed expected rates for most Officer occupational groups in the Regular Force. The findings were more mixed for Aboriginal NCMs, with greater than expected release rates for some occupational groups but not for others.

3.5 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 44, a greater proportion of visible minority and Aboriginal respondents experienced discrimination on the job as compared to white respondents. Further, a slightly higher proportion of Aboriginal respondents reported having experienced discrimination in the past two years as compared to visible minority respondents.

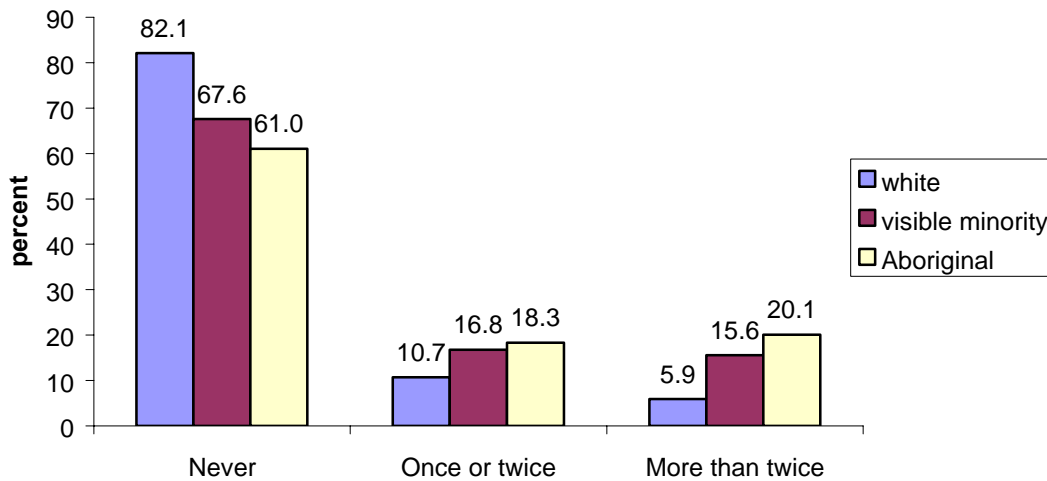


Figure 44. Experiences of Discrimination on the Job in the Past Two Years by Ethnic Group

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 servants¹⁸. Although there was almost no difference in the proportion of visible minorities who had experienced discrimination in the CF as compared to the public service (PS), a higher proportion of Aboriginal personnel experienced discrimination in the CF, as compared to Aboriginal employees in the PS (Figure 45).

¹⁸ Surveys to Public Service Employees and CF members were administered several years apart. It is assumed that experiences of discrimination would not have changed drastically in this time period.

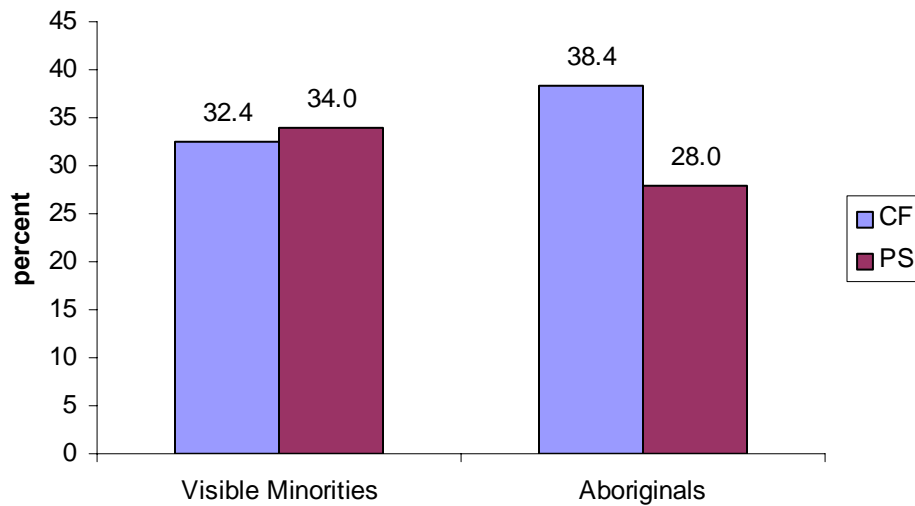


Figure 45. Discrimination of Visible Minorities and Aboriginal People in the CF and in the PS

Those participants who reported experiencing discrimination in the past two years in the CF 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.

The greatest proportion of discrimination victims in all three ethnic groups had experienced discrimination from those in positions of authority (Figure 46). However, visible minority and Aboriginal respondents were more likely than white respondents to have experienced discrimination from co-workers and from individuals working for them. Visible minority respondents were slightly more likely than Aboriginal respondents to have experienced discrimination from co-workers, while Aboriginals were slightly more likely than visible minorities to have experienced discrimination from individuals working for them.

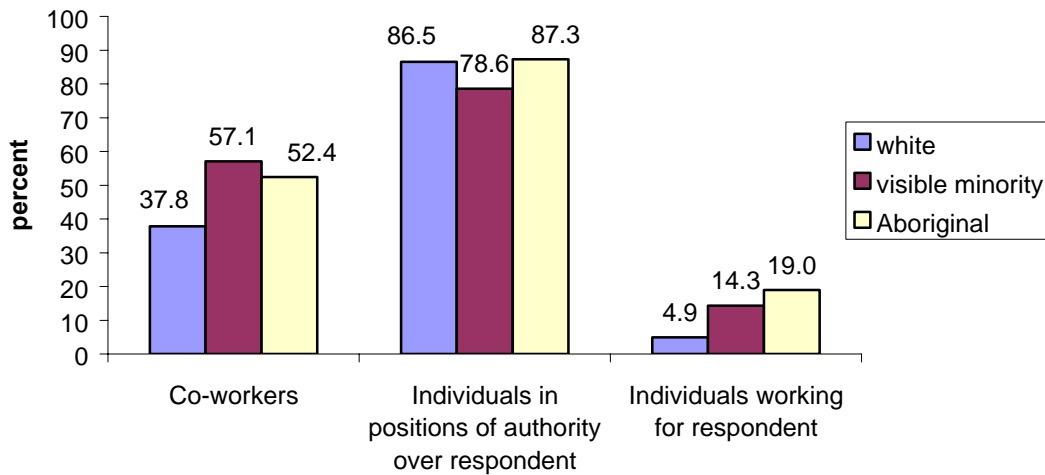


Figure 46. Perpetrators of Discrimination by Ethnic Group

Participants who indicated experiencing discrimination in the past two years were also asked to specify what type of discrimination they experienced. Visible minorities who had experienced discrimination were more likely than white and Aboriginal respondents, who had been discriminated against, to have experienced discrimination due to their race, national/ethnic origin, colour, and religion (Figure 47). Aboriginal respondents who had experienced discrimination were more likely than white respondents to have been discriminated against based on their race and ethnic origin, and slightly more likely than white respondents to have experienced discrimination based on their colour.

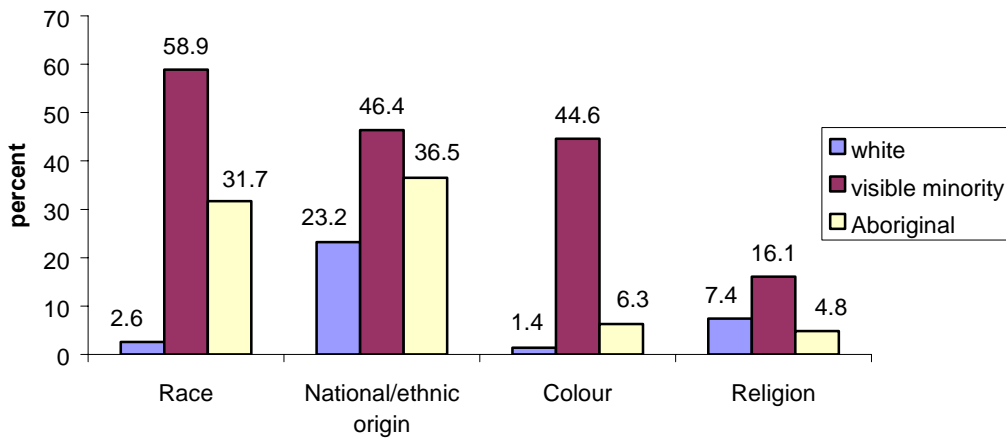


Figure 47. Type of Discrimination by Ethnic Group

Public service employees who had experienced discrimination in the past two years were also asked what type of discrimination they had experienced, thus allowing comparisons of the types of discrimination experienced by visible minorities and Aboriginals in the CF and in the PS. Visible minorities that experienced discrimination in the CF were slightly more likely than visible minorities that experienced discrimination in the PS to have been discriminated against based on national/ethnic origin, colour, and religion (Figure 48).

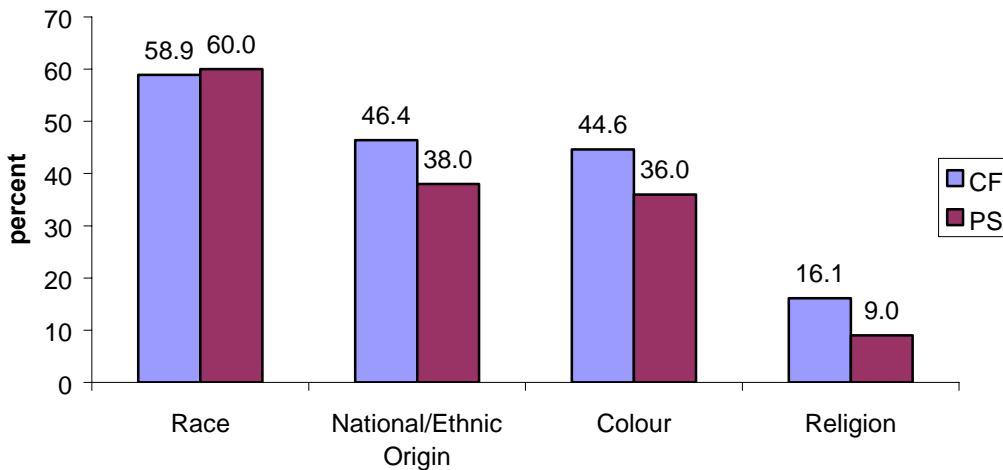


Figure 48. Type of Discrimination Experienced by Visible Minorities in the CF vs the PS

Aboriginals who had experienced discrimination in the CF were more likely than Aboriginals who had experienced discrimination in the PS to have been discriminated

against based on their national/ethnic origin, but less likely to have been discriminated against based on their race (Figure 49).

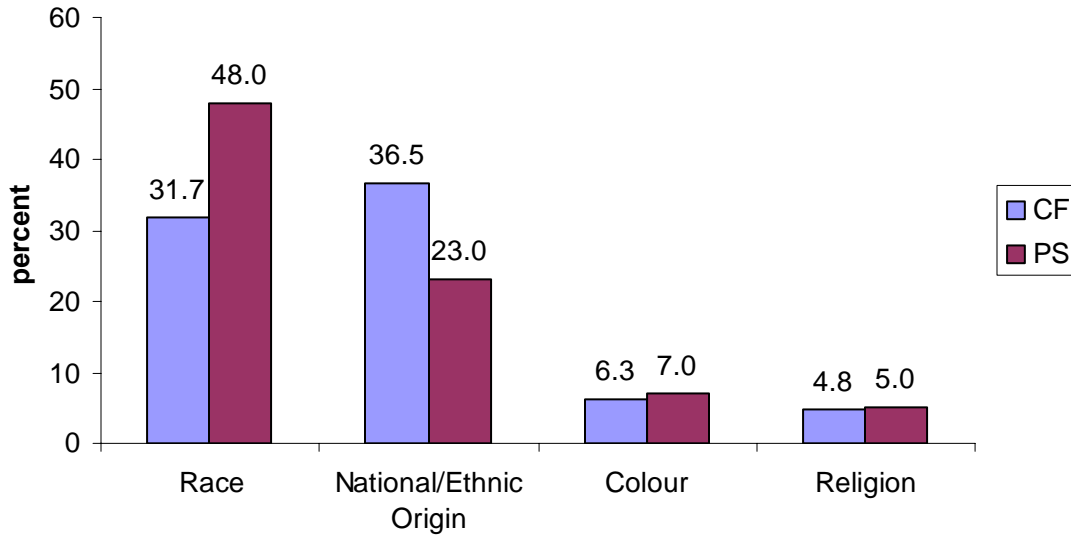


Figure 49. Type of Discrimination Experienced by Aboriginals in the CF vs the PS

All respondents were asked whether they know where to get information about the CF complaints procedure for discrimination. The majority of respondents did know where to obtain this information, although a somewhat smaller proportion of visible minority respondents reported knowing where this information may be obtained (Figure 50). Overall, 27.3% of all respondents either did not know or were not sure where to obtain such information.

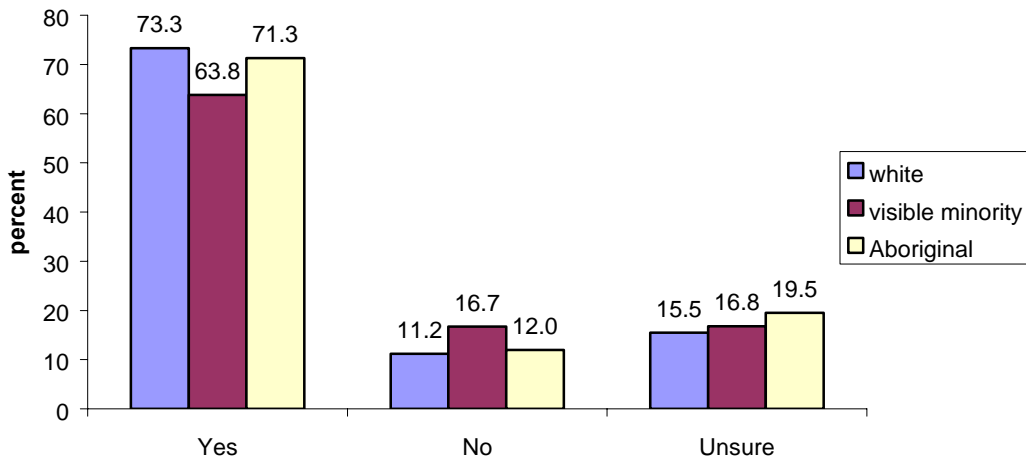


Figure 50. Knowledge of Where to Obtain Information about CF Discrimination Complaints Procedure by Ethnic Group

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. As shown in Figure 51, only a small minority of individuals (15.7% in total) who experienced discrimination complained about this in the last 12 months (although likely this is partly due to the fact that some of the complaints occurred longer than 12 months ago). A somewhat greater proportion of visible minority and Aboriginal respondents who had experienced discrimination made a complaint in the last 12 months as compared to white respondents who experienced discrimination.

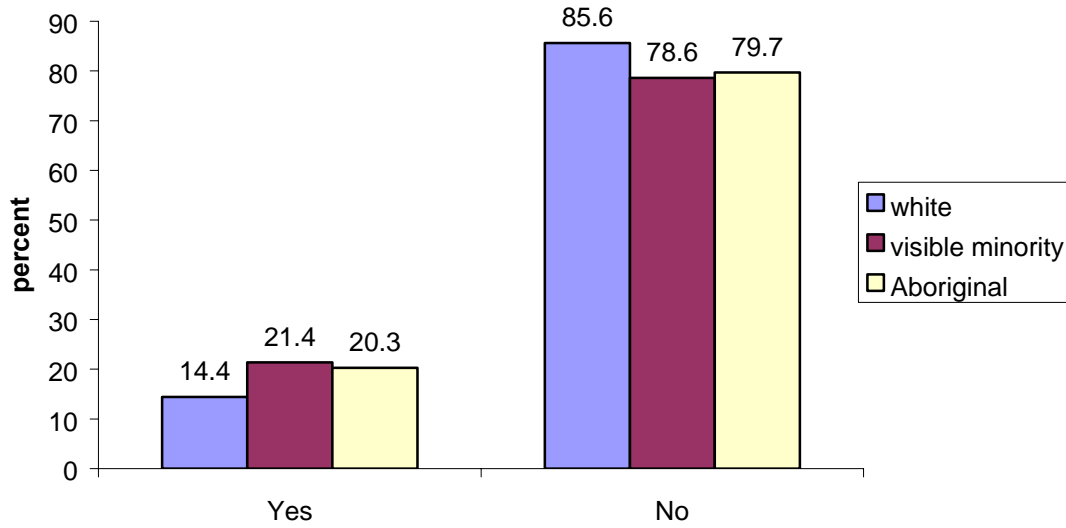


Figure 51. Discrimination Complaints within the Last 12 Months by Ethnic Group

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;
- 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 respondents from each of the three ethnic groups that endorsed each of these possible reasons for not complaining are presented in Table 7, with the four top reasons bolded for each group. Overall, greater proportions of visible minority and Aboriginal respondents, than white respondents, endorsed these reasons.

Table 7. Reasons for Not Complaining About Discrimination by Ethnic Group

Reason for Not Complaining	Whites	Visible Minorities	Aboriginal People
Didn't know what to do	6.1%	15.9%	5.9%
Considered the incident(s) to be too minor to report	35.1%	59.1%	39.2%
Did not think people would believe me/take me seriously	22.9%	20.5%	31.4%
Did not want to go through the complaints procedure	26.4%	43.2%	37.3%
Believed such a step might adversely affect my career	42.0%	50.0%	60.8%
Was worried that there would be recriminations from the perpetrator(s)	24.7%	29.5%	47.1%
Thought it would cause problems in my workplace	39.8%	63.6%	52.9%
Did not believe anything would be done if I did complain	50.2%	50.0%	56.9%

In sum, these results indicate that visible minority and Aboriginal respondents were more likely than white respondents to have experienced discrimination on the job, and much of this discrimination was based on race and ethnic origin (as well as colour in the case of visible minorities). Further, respondents from these two groups tended to experience much more discrimination from co-workers, as well as from individuals working for them. This points to a need for diversity training, and that such training needs to be offered to members at all rank levels.

Aboriginal respondents reported having experienced discrimination slightly more often than visible minority respondents. In addition, a greater proportion of Aboriginal respondents in the CF than in the public service experienced discrimination, whereas for visible minorities there was little difference in experiences of discrimination in the CF as compared to the public service. In light of these findings, it seems that one important focus of diversity training programs should be education concerning Aboriginal culture and traditions.

Approximately 27% of all respondents were not sure where to obtain information about the CF complaints procedure for discrimination. This points to the need for greater communication to CF members in regard to where this information may be obtained. Indeed, the majority of individuals who experienced discrimination did not make a complaint, although visible minorities and Aboriginal respondents who were discriminated against actually complained at slightly higher rates than white respondents who experienced discrimination. Respondents offered a variety of reasons for not filing a

complaint. Given that these reasons were based on respondents' perceptions, in some cases there may be a need for better communicating the process and outcomes of filing a complaint, but in other cases, respondents' concerns that complaining about discrimination could lead to negative repercussions need to be explored and addressed. 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. Summary of Results and Recommendations

4.1 General Attitudes

On average, CF personnel hold mildly to moderately positive attitudes towards cultural diversity, but clearly there is room for improvement. In addition, although multicultural attitudes improved between 1996 and 1999, as measured by the Multicultural Attitudes Scale there has not been further improvement between 1999 and 2005. This points to the continued need for education aimed at acceptance and appreciation of cultural and ethnic diversity.

4.2 Perceptions of Employment Equity in CF Employment Systems

Recruitment

Approximately 50% of the general CF population either agreed or strongly agreed that the CF is devoting too much effort in recruiting visible minorities and Aboriginal people, whereas only 18% either disagreed or strongly disagreed. These results point to the need for better information regarding the reasons for the CF's goals and efforts in recruiting DGMs, and/or for diversity training.

Occupational Assignment

Approximately 45% of the general CF Regular Force population did not believe that ethnicity affects occupational assignment, whereas only 13% believed that it did (with the remainder of respondents indicating that they did not know or being neutral in their level of agreement). Thus, overall, there does not seem to be a strong perception that ethnic background affects occupational assignment. Further, responses of the 3 ethnic groups differed very little.

Operational Effectiveness

Although approximately 41% of the general CF population did not believe that diversity interferes with operational effectiveness, a large minority (28%) of respondents believe that it does, pointing to the continued need for attitude change and greater cultural sensitivity amongst some CF members, as well as increased awareness regarding how ethnic and cultural diversity may enhance operational effectiveness.

With respect to peacekeeping, 56% of the CF population believed that diversity improves the CF's capability to perform peacekeeping duties, whereas only 14% of respondents disagreed. It appears that the value of ethnic and cultural diversity is perceived more favourably in relation to operational effectiveness in peacekeeping than in relation to operational effectiveness more generally. It may be beneficial to emphasize this contribution to operational effectiveness during diversity training and education.

Training

Overall, CF members do not believe that visible minorities and Aboriginal personnel have less access to training opportunities or are treated less fairly during training. However, members from the two racial/ethnic designated groups, particularly visible minorities, reported greater concerns in these areas than white personnel. Since individuals from these two groups are perhaps the best source of information in this regard, their responses are of particular import.

However, it should be noted that although visible minority and Aboriginal members are more likely than white members to believe that non-whites have poorer access to the best training opportunities, and visible minority respondents are more likely than the white and Aboriginal respondents to report that non-whites are treated less fairly during training, their average level of agreement to such statements is still fairly low (i.e., in the ‘disagree’ range for Aboriginal respondents and in the ‘neutral’ range for visible minority respondents).

Career Progression

In general, these results indicate that Regular Force CF members do not feel that ethnic minority background has a negative effect on career progression. However, as with training, members from the two racial/ethnic designated groups are more likely than those from the general CF population to report that ethnic background affects access to career development opportunities, that non-white members have to work harder to receive career recognition, and that merit boards treat members differently depending on their ethnic background. Again, perceptions of individuals from these two groups may be more informative than those from the general CF population. Nonetheless, it should be noted that although visible minority and Aboriginal members report greater concerns in these domains of career progression than white members report, overall, their level of concern in these areas, similar to training concerns, is not very strong.

Accommodation

It is encouraging that, overall, CF personnel believe that it is easy for non-Christians to practice their religion/spirituality in the CF, and particularly, that members from the two ethnic designated groups also hold this belief, and to the same degree as do white personnel. Similarly, it is encouraging that personnel believe that CF policies allow members to dress in a way that meets their cultural/ethnic backgrounds. Although visible minority and Aboriginal personnel are less likely than white personnel to agree that policies are flexible enough in this regard, overall, they too report that the policies allow them to dress in a way that meets their cultural/ethnic background needs.

However, it is disconcerting that there is at least mild agreement with the idea that the CF is putting too much effort into helping non-Christian members practice their religion, and points to the need for educating personnel regarding the types of efforts that are being made, and the reasons for and benefits of these efforts. Similarly, the strong agreement that all CF members should have the same uniform regardless of ethnic background seems to indicate a need for educating members regarding accommodation policy (particularly policy based on ethnic, cultural and religious grounds) and the benefits of, and reasons behind this. However, it is possible that there may have been some misinterpretation of this question – perhaps using the phrase ‘have the same uniform’ primed respondents to report the perception that generally, all personnel should be treated equally, and did not

properly cue respondents to consider uniform modifications needed for the accommodation of ethnic/cultural needs. The fact that visible minority and Aboriginal respondents were as likely as white respondents to report that all CF personnel ought to have the same uniform, regardless of ethnic/cultural background, points to the possibility that this question may have been misinterpreted.

Differences in Responses based on Ethnic Group

Differences between the responses of white, visible minority, and Aboriginal survey participants were examined for each of the above-noted questions tapping into perceptions of EE and fairness in CF employment systems. Although there were many ethnic group differences in the perceptions of EE in CF employment systems, these differences were generally small in magnitude. However, although these differences were not large, they were systematic. In particular, there was a tendency for respondents from the two ethnic minority groups, particularly visible minorities, to have somewhat lower perceptions of fairness and equality in CF employment systems as compared to white respondents (e.g., to agree more with statements like “white CF members have better access to the best training opportunities”), and to have more positive attitudes towards supporting EE (e.g., to disagree more with statements like “the CF is putting too much effort into recruiting Aboriginal people and visible minorities”).

4.3 Experiences of Visible Minority and Aboriginal Members

Presence of Others from Similar Ethnic Background

These results indicate that the majority of personnel from the two ethnic designated groups are not particularly troubled by not being around others of similar ethnic backgrounds as a result of their employment in the CF. It is unlikely, therefore, that isolation and separation from ethnic communities and those of similar ethnicity contributes to the attrition of visible minority and Aboriginals members from the CF.

It should be noted, however, that these results do not speak directly to whether potential recruits would view this issue of being in the presence of others from similar ethnic backgrounds to be a serious consideration when contemplating enrolling. In order to assess this properly it would be necessary to query an appropriate sample of potential recruits, rather than individuals who are already in the organization.

Immediate Supervisor

A slightly greater proportion of white respondents indicated being satisfied and completely satisfied with their supervisor’s leadership, than visible minority and Aboriginal respondents. However, overall, visible minority and Aboriginal respondents also reported positive perceptions in this domain.

Working Relationships

The majority of visible minority and Aboriginal members report being satisfied or completely satisfied with their working relationships in the CF, and another large minority report being at least somewhat satisfied. However, respondents from these two ethnic

groups do report somewhat less satisfaction with their working relationships than white respondents, indicating that they may have somewhat different experiences with their peers than their white counterparts.

Sensitivity training aimed at improving CF members' attitudes regarding ethnic diversity may be useful in enhancing working relationships with individuals from minority ethnic and cultural backgrounds. Indeed, results of CF members' general attitudes regarding multiculturalism in Canada indicated that on average, CF personnel hold mildly to moderately positive attitudes towards cultural diversity, but that there is still room for improvement in this regard.

Career Management and Career 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.

Overall, these results indicate that a greater proportion of Aboriginal respondents reported being dissatisfied or completely dissatisfied with all four areas of career management and career progression, as compared to white and visible minority respondents.

There was also reason for concern with respect to the satisfaction of visible minority members with their career management and career progression. In particular, a smaller proportion of visible minority respondents reported being satisfied or completely satisfied in each of the four career areas, as compared to the other two ethnic groups. Thus, although visible minority respondents did not report being particularly dissatisfied, they tended to have more moderate feelings, and were not as likely as the other two groups to feel particularly satisfied. Although these differences in career satisfaction were somewhat less pronounced than the differences in career dissatisfaction reported by Aboriginal respondents, the consistent pattern across all four career areas warrants further attention. These findings will be shared with the Desk Officer for Visible Minorities and the Desk Officer for Aboriginal People in the Directorate of Human Rights and Diversity (DHRD) for further consideration.

4.4 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
5. I intend to leave the CF as soon as another job becomes available

Overall, white, visible minority, and Aboriginal members had very similar responses to these statements.

In addition, 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. Visible minority and Aboriginal respondents did not indicate a greater likelihood of leaving within these respective time periods, and visible minority respondents actually indicated less likelihood than the other two groups to leave within the next three, and particularly the next 5, years.

Taken together, these results indicate that Aboriginal and visible minority respondents do not report having greater intentions of leaving the CF than white members.

The results regarding visible minority and Aboriginal members' reported intentions to leave the CF are consistent with analyses comparing the actual rates of release among these groups (Goldenberg, 2006).

4.5 Discrimination

It was found that visible minority and Aboriginal respondents were more likely than white respondents to report having experienced discrimination on the job. Much of the reported discrimination was based on race and ethnic origin (as well as colour in the case of visible minorities). Further, respondents from these two groups tended to experience much more discrimination from co-workers, as well as from individuals working for them. This points to a need for diversity training, and that such training needs to be offered to members at all rank levels.

Approximately 27% of all respondents were not sure where to obtain information about the CF complaints procedure for discrimination. This points to the need for greater communication to CF members in regard to where this information may be obtained. Indeed, the majority of individuals who experienced discrimination did not make a complaint, although visible minorities and Aboriginal respondents who were discriminated against actually complained at slightly higher rates than white respondents who experienced discrimination. Respondents offered a variety of reasons for not filing a complaint. Given that these reasons were based on respondents' perceptions, in some cases there may be a need for better communicating the process and outcomes of filing a complaint, but in other cases, respondents' concerns that complaining about discrimination could lead to negative repercussions need to be explored and addressed. This information ought be shared with the Canadian Forces Grievance Board, the Human Rights Section of the Directorate of Human Rights and Diversity, as well as the Director General of Alternative Dispute Resolution, for their consideration and action.

4.6 Conclusion

Overall, the results of this study indicated that the CF has made good progress in relation to EE in many areas, but also highlighted some areas in need of improvement.

The current environment and CF employment systems are largely perceived as fair, as illustrated by the predominant perceptions that ethnic minority personnel have equal access to training and

are treated fairly during training, that ethnic minority background does not have a negative effect on career progression, that it is easy for non-Christians to practice their religion and for personnel to dress in a way that meets their cultural/ethnic needs, and that ethnicity does not affect occupational assignment.

Many of the reported experiences of visible minorities and Aboriginal members also indicated that the current environment and CF employment systems are fair for ethnic and racial minorities. For example, like white respondents, the majority of visible minorities and Aboriginals also report that ethnic minority personnel have equal access to training and are treated fairly during training, that ethnic minority background does not have a negative effect on career progression, that it is easy for non-Christians to practice their religion and for personnel to dress in a way that meets their cultural/ethnic needs, and that ethnicity does not affect occupational assignment. Further, visible minority and Aboriginal personnel reported being as satisfied with their immediate supervisors as white members, being satisfied with their working relationships and their career management and progression, and report being at least as likely to continue their service in the CF as white personnel.

However, a number of areas of concern were also observed. In particular, CF personnel reported having only mildly to moderately positive attitudes towards cultural diversity, indicating that there is clearly room for improvement in this regard. In addition, respondents did not report strong support for EE-related policies. For example, many respondents believed that the CF is devoting too much effort in recruiting visible minorities and Aboriginal people, and that the CF is putting too much effort into helping non-Christians practice their religion.

The perceptions and experiences reported by visible minority and Aboriginal personnel further indicate that more progress is needed. For example, although overall visible minority and Aboriginal personnel reported being satisfied with their working relationships and with career management and career progression, their reported levels of satisfaction in these areas were lower than those of their white counterparts. Further visible minority and Aboriginal respondents were more likely to report having experienced discrimination, and that much of this discrimination was based on race and ethnicity.

Taken together, these results indicate that continued effort is necessary to attain equity in the CF employment systems. This points to the continued need for training that can influence attitudes towards ethnic and racial diversity at all ranks. Such training is included in the EE Plan (Canadian Forces Draft Employment Equity Plan, 2006), and there are currently a number of such initiatives underway (e.g., the DND/CF Employment Equity Workshop for Managers and Supervisors; the inclusion of EE and diversity modules in key training courses such as Basic Officer Training Period and Basic Military Qualification training; Aboriginal Awareness Course).

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Annex A - Square-Root of N-Proportional Allocation

With proportional allocation (i.e., N-Proportional allocation), the sample size in each stratum is proportional to the population size of the stratum. Therefore, a greater proportion of the sample is allocated to the larger strata, such as CLS, and a smaller proportion of the sample is allocated to the smaller strata, such as ADM (Material). This procedure results in the sampling fraction being the same in each stratum and equal to the overall sampling fraction (Statistics Canada, 2003). Given that the size of the L1 organizations and rank categories vary considerably, simply allocating the size of the strata in the sample to be proportional to their size in the population would lead to very precise estimates for larger strata, but to less precise estimates for the smaller strata. Thus, it was decided to allocate or assign the sample strata using the square-root of N-proportional allocation in order to maximize the precision of the estimates within each domain. In this case the allocation parameter is equal to the ratio of the square-root of the population size in the stratum to the sum of the square-root of the population size of all strata. The size of the overall sample, however, is the same using both of these methods.

The sample sizes using the N-Proportional Allocation and the \sqrt{N} -Proportional Allocation methods for the L1 strata are presented in Table A-1. The sample sizes for each rank category within each L1 using these two allocation methods are presented in Tables A-2 through A-9.

Legend:	
N	population of each stratum
\sqrt{N}	square root of the population for each stratum
a ¹⁹	allocation parameter
n	sample size for each stratum
f	sampling fraction
e	margin of error
e-adj	adjusted margin of error based on the actual response rate (0.349)

¹⁹ The allocation parameter is equal to the ratio of the square-root of the population size in the stratum to the sum of the square-root of the population size of all strata.

Table A-1
N-Proportional and \sqrt{N} Proportional Sample Allocation by Level One Organization

L1	N-Proportional Allocation					\sqrt{N} -Proportional Allocation					
	N	a	n	$f=n/N$	e	\sqrt{N}	a	n	$f=n/N$	e	e-adj
CLS	16978	0.3572	1089	0.0641	0.029	130.30	0.2367	710	0.0418	0.036	0.062
CAS	11569	0.2434	742	0.0641	0.035	107.56	0.1954	586	0.0507	0.039	0.068
CMS	8133	0.1711	521	0.0641	0.042	90.18	0.1638	491	0.0604	0.043	0.074
HR-MIL	5040	0.1060	323	0.0641	0.053	70.99	0.1289	387	0.0768	0.048	0.083
DCDS	1975	0.0415	127	0.0641	0.084	44.44	0.0807	242	0.1226	0.059	0.104
MATERIAL	1467	0.0309	94	0.0641	0.098	38.30	0.0696	209	0.1423	0.063	0.112
IM	1046	0.0220	67	0.0641	0.116	32.34	0.0587	176	0.1685	0.067	0.121
OTHER	1329	0.0280	85	0.0641	0.103	36.46	0.0662	199	0.1495	0.064	0.115
Total	47537	1.0000	3000	0.0631	0.017	550.57	1.0000	3000	0.0631	0.017	0.030

Table A-2
N-Proportional and \sqrt{N} Proportional Sample Allocation by Rank Category within CLS

	N-Proportional Allocation					\sqrt{N} -Proportional Allocation					
	N	a	n	$f=n/N$	e	\sqrt{N}	a	n	$f=n/N$	e	e-adj
Jr. NCM	11411	0.6721	477	0.0418	0.044	106.822	0.4676	332	0.0291	0.053	0.091
Sr. NCM	3642	0.2145	152	0.0418	0.078	60.349	0.2642	188	0.0515	0.070	0.120
Jr. Officer	1264	0.0744	53	0.0418	0.132	35.5528	0.1556	111	0.0874	0.089	0.155
Sr. Officer	661	0.0389	28	0.0418	0.182	25.7099	0.1125	80	0.1209	0.103	0.182
Total	16978	1.0000	710	0.0418	0.036	228.434	1.0000	710	0.0418	0.036	0.062

Table A-3
N-Proportional and \sqrt{N} Proportional Sample Allocation by Rank Category within CAS

	N-Proportional Allocation					\sqrt{N} -Proportional Allocation					
	N	a	n	$f=n/N$	e	\sqrt{N}	a	n	$f=n/N$	e	e-adj
Jr. NCM	6874	0.5942	348	0.0507	0.051	82.9096	0.4179	245	0.0356	0.062	0.105
Sr. NCM	2274	0.1966	115	0.0507	0.089	47.6865	0.2403	141	0.0619	0.080	0.138
Jr. Officer	1739	0.1503	88	0.0507	0.102	41.7013	0.2102	123	0.0708	0.085	0.148
Sr. Officer	682	0.0590	35	0.0507	0.162	26.1151	0.1316	77	0.1131	0.105	0.185
Total	11569	1.0000	586	0.0507	0.039	198.413	1.0000	586	0.0507	0.039	0.068

Table A-4

N-Proportional and \sqrt{N} Proportional Sample Allocation by Rank Category within CMS

	N-Proportional Allocation					\sqrt{N} -Proportional Allocation					
	N	a	n	$f=n/N$	e	\sqrt{N}	a	n	$f=n/N$	e	e-adj
Jr. NCM	4621	0.5682	279	0.0604	0.057	67.9779	0.4143	203	0.0440	0.067	0.115
Sr. NCM	2376	0.2921	143	0.0604	0.079	48.7442	0.2971	146	0.0614	0.079	0.136
Jr. Officer	697	0.0857	42	0.0604	0.146	26.4008	0.1609	79	0.1134	0.104	0.183
Sr. Officer	439	0.0540	27	0.0604	0.185	20.9523	0.1277	63	0.1428	0.115	0.204
Total	8133	1.0000	491	0.0604	0.043	164.075	1.0000	491	0.0604	0.043	0.074

Table A-5

N-Proportional and \sqrt{N} Proportional Sample Allocation by Rank Category within ADM (HR-Mil)

	N-Proportional Allocation					\sqrt{N} -Proportional Allocation					
	N	a	n	$f=n/N$	e	\sqrt{N}	a	n	$f=n/N$	e	e-adj
Jr. NCM	1999	0.3966	153	0.0768	0.076	44.7102	0.3210	124	0.0622	0.085	0.147
Sr. NCM	1431	0.2839	110	0.0768	0.090	37.8286	0.2716	105	0.0735	0.092	0.160
Jr. Officer	847	0.1681	65	0.0768	0.117	29.1033	0.2090	81	0.0955	0.104	0.181
Sr. Officer	763	0.1514	59	0.0768	0.123	27.6225	0.1983	77	0.1006	0.106	0.186
Total	5040	1.0000	387	0.0768	0.048	139.264	1.0000	387	0.0768	0.048	0.083

Table A-6

N-Proportional and \sqrt{N} Proportional Sample Allocation by Rank Category within DCDS

	N-Proportional Allocation					\sqrt{N} -Proportional Allocation					
	N	a	n	$f=n/N$	e	\sqrt{N}	a	n	$f=n/N$	e	e-adj
Jr. NCM	688	0.3484	84	0.1225	0.100	26.2298	0.3004	73	0.1056	0.109	0.191
Sr. NCM	569	0.2881	70	0.1225	0.110	23.8537	0.2731	66	0.1162	0.113	0.200
Jr. Officer	229	0.1159	28	0.1225	0.173	15.1327	0.1733	42	0.1831	0.137	0.248
Sr. Officer	489	0.2476	60	0.1225	0.119	22.1133	0.2532	61	0.1253	0.117	0.207
Total	1975	1.0000	242	0.1225	0.059	87.3296	1.0000	242	0.1225	0.059	0.104

Table A-7

N-Proportional and \sqrt{N} Proportional Sample Allocation by Rank Category within ADM (Material)

	N-Proportional Allocation					\sqrt{N} -Proportional Allocation					
	N	a	n	$f=n/N$	e	\sqrt{N}	a	n	$f=n/N$	e	e-adj
Jr. NCM	315	0.2147	45	0.1425	0.135	17.7482	0.2327	49	0.1544	0.129	0.231
Sr. NCM	493	0.3361	70	0.1425	0.108	22.2036	0.2912	61	0.1234	0.118	0.208
Jr. Officer	327	0.2229	47	0.1425	0.133	18.0831	0.2371	50	0.1516	0.128	0.229
Sr. Officer	332	0.2263	47	0.1425	0.132	18.2209	0.2389	50	0.1504	0.128	0.228
Total	1467	1.0000	209	0.1425	0.063	76.2559	1.0000	209	0.1425	0.063	0.112

Table A-8
N-Proportional and \sqrt{N} Proportional Sample Allocation by Rank Category within ADM (IM)

	N-Proportional Allocation					\sqrt{N} -Proportional Allocation					
	N	a	n	$f=n/N$	e	\sqrt{N}	a	n	$f=n/N$	e	e-adj
Jr. NCM	508	0.4857	85	0.1683	0.097	22.5389	0.3685	65	0.1277	0.114	0.201
Sr. NCM	327	0.3126	55	0.1683	0.120	18.0831	0.2957	52	0.1591	0.125	0.223
Jr. Officer	109	0.1042	18	0.1683	0.209	10.4403	0.1707	30	0.2756	0.152	0.288
Sr. Officer	102	0.0975	17	0.1683	0.216	10.0995	0.1651	29	0.2849	0.154	0.292
Total	1046	1.0000	176	0.1683	0.067	61.1618	1.0000	176	0.1683	0.067	0.121

Table A-9
N-Proportional and \sqrt{N} Proportional Sample Allocation by Rank Category within Other L1s

	N-Proportional Allocation					\sqrt{N} -Proportional Allocation					
	N	a	n	$f=n/N$	e	\sqrt{N}	a	n	$f=n/N$	e	e-adj
Jr. NCM	389	0.2927	58	0.1497	0.118	19.7231	0.2737	54	0.1400	0.123	0.219
Sr. NCM	276	0.2077	41	0.1497	0.141	16.6132	0.2306	46	0.1662	0.132	0.238
Jr. Officer	203	0.1527	30	0.1497	0.164	14.2478	0.1977	39	0.1938	0.140	0.255
Sr. Officer	461	0.3469	69	0.1497	0.109	21.4709	0.2980	59	0.1286	0.119	0.210
Total	1329	1.0000	199	0.1497	0.064	72.055	1.0000	199	0.1497	0.064	0.114

The number of personnel from each stratum that was selected to be in the sample using the square-root of N-proportional allocation procedure is presented in Table A-10.

Table A-10
Sample Allocation by L1 Organization and Rank Group

	Junior NCM	Senior NCM	Junior Officer	Senior Officer	Total
CLS	332	188	111	80	710
CAS	245	141	123	77	586
CMS	203	146	79	63	491
ADM (HR-Mil)	124	105	81	77	387
DCDS	73	66	42	61	242
ADM (Material)	49	61	50	50	209
ADM (IM)	65	52	30	29	176
Other	54	46	39	59	199

Annex B - Pre-Notice Letter

18 April, 2005

Le 18 avril 2005

Dear _____,

Cher maj Alain,

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).

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. 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.

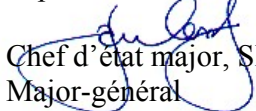
2. Ce questionnaire concerne l'efficacité de l'ensemble du ministère de la Défense nationale et des Forces canadiennes, ainsi que vos opinions, expériences et vos impressions au sujet de la vie dans les Forces. Le sondage doit traiter des domaines comme le leadership, l'équilibre travail-vie, la satisfaction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

3. 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.

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. 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.

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.


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

Major General Jan Arp
Chief of Staff, ADM (Human Resources – Military)



Annex C

Table C-1
Means, Standard Deviations, and One-Way Analyses of Variance of Survey Items by Ethnic Group

Item	White		Visible Minority		Aboriginal		ANOVA			Groups Differences ²⁰
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>F</i>	<i>p</i>	<i>w</i> ²	
Perceptions of Employment Equity in CF Employment Systems										
Recruitment										
The CF is trying too hard to recruit Aboriginal Peoples and Visible Minorities.	3.60	1.10	2.81	1.30	3.25	1.29	(2,1765) 37.86	.001	.040	1, 3, 6
Occupational Assignment										
Ethnic background affects which military occupation CF members are assigned to.	2.49	1.02	2.58	1.12	2.47	1.06	(2,1570) <1	<i>ns</i>		
Operational Effectiveness										
Ethnic and cultural diversity interferes with our operational effectiveness.	2.90	1.22	2.72	1.33	3.03	1.30	(2,1707) 2.61	<i>ns</i>		
Ethnic and cultural diversity improves the CF's capability to perform peacekeeping duties.	3.57	1.06	4.06	1.00	3.71	1.06	(2,1763) 16.63	.001	.017	2, 5
Training										
White members have better chances than members from other ethnic backgrounds to get the best training opportunities.	1.69	0.79	2.57	1.28	1.95	1.03	(2,1835) 80.98	.001	.080	2, 4, 5
Non-white members are treated less fairly than white members during training.	1.82	0.81	2.44	1.09	1.94	0.99	(2,1780) 41.34	.001	.043	2, 5
Career Progression										
All CF members receive the same career opportunities regardless of ethnic background.	3.92	1.15	3.50	1.22	3.60	1.33	(2,1838) 14.27	.001	.014	1, 3

²⁰ 1 = whites higher than visible minorities; 2 = visible minorities higher than whites; 3 = whites higher than Aboriginal people; 4 = Aboriginal people higher than whites; 5 = visible minorities higher than Aboriginal people; 6 = Aboriginal people higher than visible minorities

Item	White		Visible Minority		Aboriginal		ANOVA			Groups Differences
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>F</i>	<i>p</i>	<i>w</i> ²	
Non-white members have to work harder than white members to receive career recognition.	1.74	0.80	2.83	1.34	2.11	1.19	(2,1783) 118.29	.001	.116	2, 4, 5
Merit boards treat all CF members equally regardless of their ethnic backgrounds.	3.85	1.21	3.71	1.09	3.58	1.33	(2,1676) 3.97	.05	.004	3
Accommodation										
It is easy for non-Christian members to practice their religion/spirituality in the CF.	3.30	0.95	3.17	1.07	3.26	1.12	(2,1185) < 1	<i>ns</i>		
The CF puts too much effort into helping non-Christian members practice their religion/spirituality.	2.89	1.04	2.67	1.03	2.86	1.21	(2,1339) 2.59	<i>ns</i>		
Current CF policies allow members to dress in a way that meets their cultural/ethnic background needs.	3.69	0.87	3.38	1.01	3.67	0.92	(2,1575) 8.18	.001	.009	2, 5
All CF members should have the same uniform regardless of ethnic background.	4.24	1.08	4.09	1.17	4.15	1.18	(2,1913) 1.71	<i>ns</i>		
Experiences of Visible Minority and Aboriginal Members										
Presence of Others of Similar Ethnic Background										
Being around people of similar ethnic background is important to me.	2.28	0.88	2.58	1.12	2.41	1.07	(2,1816) 8.85	.001	.009	2
It was difficult for me to move away from my ethnic community when I joined the CF.	2.17	0.95	2.26	1.22	2.30	0.98	(2,1560) 1.72	<i>ns</i>		
I feel isolated during training because it takes me away from people of similar ethnic background.	1.92	0.86	2.13	1.07	1.99	1.02	(2,1624) 4.13	<i>ns</i>		

Item	White		Visible Minority		Aboriginal		ANOVA			Groups Differences
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>F</i>	<i>p</i>	<i>w</i> ²	
Immediate Supervisor										
All things considered, how satisfied or dissatisfied are you with the leadership provided by your immediate supervisor?	5.01	1.72	4.89	1.73	4.88	1.71	(2,1897) < 1	<i>ns</i>		
Working Relationships										
All things considered, how satisfied or dissatisfied are you with your working relationships?	5.45	1.16	5.26	1.19	5.22	1.32	(2,1941) 4.72	.01	.004	1, 3
Career Management and Progression										
All things considered, how satisfied or dissatisfied are you with career management in the CF?	4.13	1.59	4.04	1.57	3.90	1.74	(2, 1942) 1.59	<i>ns</i>	4.13	
All things considered, how satisfied or dissatisfied are you with career progression in the CF?	4.38	1.62	4.19	1.61	4.07	1.91	(2, 1942) 3.46	<i>ns</i>	4.38	
All things considered, how satisfied or dissatisfied are you with the promotion system in the CF?	3.79	1.67	3.57	1.75	3.82	1.64	(2, 1944) 1.43	<i>ns</i>	3.79	
All things considered, how satisfied or dissatisfied are you with opportunities for professional development in the CF?	4.63	1.59	4.48	1.55	4.36	1.67	(2, 1946) 2.60	<i>ns</i>	4.63	
Retention										
Do you plan to leave the CF within the next year?	1.75	1.18	1.66	1.06	1.73	1.20	(2,1789) <1	<i>ns</i>		
Do you plan to leave the CF within 3 years?	2.37	1.38	2.10	1.31	2.32	1.31	(2,1777) 2.89	<i>ns</i>		
Do you plan to leave the CF within 5 years?	3.05	1.44	2.64	1.35	3.02	1.36	(2,1801) 6.08	.01	.006	1, 4

Annex D - Rank Differences of Employment Equity Perceptions in CF Employment Systems

Differences between the responses of junior NCMs, senior NCMs, junior Officers, and senior Officers were examined for each of the questions tapping into perceptions of EE and fairness in CF employment systems. Although there were many rank group differences in the perceptions of EE in CF employment systems, these differences were generally small in magnitude.

Recruitment

A one-way ANOVA indicated that there were rank group differences in the opinion that the CF is trying too hard to recruit Aboriginal people and visible minorities (Table D-1. Follow-up analyses showed that Senior NCMs and Junior Officers showed the greatest degree of agreement, and thus more negative attitudes towards the recruitment of DGMs than did Junior NCMs and Senior Officers. The mean scores between Senior NCMs and Junior Officers were not significantly different from each other, nor were the mean scores between Junior NCMs and Senior Officers²¹. The effect size indicated that only 1.8% of the variability in attitudes can be explained by rank group. Thus, although the demonstrated differences in attitudes are statistically significant (i.e., not likely to have come about by chance, and would therefore likely be demonstrated in other similar samples of respondents) the actual magnitude of this difference is fairly small. It is not clear why the groups that are the most dissimilar to one another with respect to seniority and occupational stream evidenced the most concordant opinions on this question.

Table D-1
Means, Standard Deviations, and One-Way ANOVA by Rank Group: Level of Agreement with the Statement: The CF is trying too hard to recruit Aboriginal Peoples and Visible Minorities

²¹ Results of multiple comparisons using Bonferroni correction were as follows:

		Multicultural Ideology	
		Mean Difference	<i>p</i>
Junior NCM	Senior NCM	.29	.01
	Junior Officer	.32	.01
	Senior Officer	.05	ns
Senior NCM	Junior Officer	.03	ns
	Senior Officer	.33	.001
Junior Officer	Senior Officer	.36	.001

The Bonferroni correction is a multiple-comparison correction used when several dependent or independent statistical tests are being performed simultaneously (since while a given alpha value α may be appropriate for each individual comparison, it is not for the set of *all* comparisons). In order to avoid a lot of spurious positives, the alpha value needs to be lowered to account for the number of comparisons being performed (Wolfram, 2006).

Junior NCM		Senior NCM		Junior Officer		Senior Officer		ANOVA		
<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>F</i>	<i>p</i>	<i>w</i> ²
3.43	1.15	3.72	1.03	3.74	1.11	3.38	1.19	(3,1430) 9.96	.001	.018

Occupational Assignment

A one-way ANOVA indicated there were rank group differences in the perception that ethnicity affects which military occupation CF members are assigned to (Table D-2). Follow-up analyses indicated that NCMs were more likely than Officers to hold this perception, but that the perceptions of Junior NCMs were not significantly different from those of Senior NCMs, and the perceptions of Junior Officers were not significantly different from those of Senior Officers²².

Table D-2

Means, Standard Deviations, and One-Way ANOVA by Rank Group: Level of Agreement with the Statement: Ethnic background affects which military occupation CF members are assigned to

Junior NCM		Senior NCM		Junior Officer		Senior Officer		ANOVA		
<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>F</i>	<i>p</i>	<i>w</i> ²
2.76	1.08	2.62	0.98	2.28	1.03	2.13	0.91	(3,1260) 25.735	.001	.055

Operational Effectiveness

A one-way ANOVA indicated there were rank group differences in the perception that ethnic and cultural diversity interferes with operational effectiveness (Table D-3). Follow-up analyses indicated that NCMs were more likely than Officers to hold this perception. The perceptions of Junior NCMs were not significantly different from those of Senior NCMs, but Junior Officers were more likely to believe that ethnic and cultural diversity interferes with operational effectiveness than were Senior Officers²³.

²² Results of multiple comparisons using Bonferroni correction were as follows:

		Multicultural Ideology	
		Mean Difference	<i>p</i>
Junior NCM	Senior NCM	.14	.001
	Junior Officer	.48	.01
	Senior Officer	.63	.001
Senior NCM	Junior Officer	.34	.001
	Senior Officer	.49	.001
Junior Officer	Senior Officer	.15	ns

²³ Results of multiple comparisons using Bonferroni correction were as follows:

		Multicultural Ideology	
		Mean Difference	<i>p</i>
Junior NCM	Senior NCM	.06	.ns
	Junior Officer	.35	.01

Table D-3

Means, Standard Deviations, and One-Way ANOVA by Rank Group: Level of Agreement with the Statement: Ethnic and cultural diversity interferes with our operational effectiveness

Junior NCM		Senior NCM		Junior Officer		Senior Officer		ANOVA		
M	SD	M	SD	M	SD	M	SD	F	p	w ²
3.09	1.27	3.15	1.26	2.75	1.18	2.47	1.05	(3,1373) 24.279	.001	.048

A one-way ANOVA indicated there were rank group differences in the perception that ethnic and cultural diversity improves the CF's capability to perform peacekeeping duties (Table D-4). Follow-up analyses indicated that Junior NCMs were less likely than Junior Officers to hold this perception, and that Senior NCMs were less likely than both Junior and Senior Officers to believe that ethnic and cultural diversity contributes to peacekeeping capability²⁴.

Table D-4

Means, Standard Deviations, and One-Way ANOVA by Rank Group: Level of Agreement with the Statement: Ethnic and cultural diversity improves the CF's capability to perform peacekeeping duties

Junior NCM		Senior NCM		Junior Officer		Senior Officer		ANOVA		
M	SD	M	SD	M	SD	M	SD	F	p	w ²
3.52	0.99	3.43	1.09	3.75	1.03	3.72	1.05	(3,1421) 7.96	.001	.019

Training

A one-way ANOVA indicated there were rank group differences in the perception that white members have better access to the best training opportunities (Table D-5). The only rank group difference was that Senior Officers were significantly more likely than

	Senior Officer	.62	.001
Senior NCM	Junior Officer	.40	.001
	Senior Officer	.68	.001
Junior Officer	Senior Officer	.27	.05

²⁴ Results of multiple comparisons using Bonferroni correction were as follows:

		Multicultural Ideology	
		Mean Difference	p
Junior NCM	Senior NCM	.09	.ns
	Junior Officer	.23	.05
	Senior Officer	.20	.ns
Senior NCM	Junior Officer	.32	.001
	Senior Officer	.29	.01
Junior Officer	Senior Officer	.03	.ns

Junior Officers to agree that white members have better access to the best training opportunities²⁵.

Table D-5
Means, Standard Deviations, and One-Way ANOVA by Rank Group: Level of Agreement with the Statement: White members have better chances than members from other ethnic background to get the best training opportunities

Junior NCM		Senior NCM		Junior Officer		Senior Officer		ANOVA		
M	SD	M	SD	M	SD	M	SD	F	p	w ²
1.73	0.84	1.67	0.82	1.63	0.78	1.82	0.86	(3,1484) 3.25	.05	.008

There were no rank group differences in the perception that non-white members may be treated less fairly during training (Table D-6).

Table D-6
Means, Standard Deviations, and One-Way ANOVA by Rank Group: Level of Agreement with the Statement: Non-white members are treated less fairly than white members during training

Junior NCM		Senior NCM		Junior Officer		Senior Officer		ANOVA	
M	SD	M	SD	M	SD	M	SD	F	p
1.90	0.90	1.82	0.81	1.79	0.83	1.85	0.80	(3,1427) 1.18	ns

Career Progression

A one-way ANOVA indicated there were rank group differences in the belief that access to career development opportunities is unaffected by ethnic background (Table D-7). Junior NCMs were less likely than all other rank groups to believe that all CF members receive the same career opportunities regardless of ethnic background, and Senior NCMs were less likely than Senior Officers to report this perception²⁶.

²⁵ Results of multiple comparisons using Bonferroni correction were as follows:

		Multicultural Ideology	
		Mean Difference	p
Junior NCM	Senior NCM	.07	.ns
	Junior Officer	.10	.05
	Senior Officer	.09	.ns
Senior NCM	Junior Officer	.04	.001
	Senior Officer	.15	.01
Junior Officer	Senior Officer	.19	.05

²⁶ Results of multiple comparisons using Bonferroni correction were as follows:

		Multicultural Ideology	
		Mean Difference	p
Junior NCM	Senior NCM	.28	.01
	Junior Officer	.35	.001
	Senior Officer	.50	.001

Senior NCM	Junior Officer	.07	.ns
	Senior Officer	.22	.05
Junior Officer	Senior Officer	.15	.ns

Table D-7

Means, Standard Deviations, and One-Way ANOVA by Rank Group: Level of Agreement with the Statement: All CF members receive the same career opportunities regardless of ethnic background

Junior NCM		Senior NCM		Junior Officer		Senior Officer		ANOVA		
M	SD	M	SD	M	SD	M	SD	F	<i>p</i>	<i>w</i> ²
3.67	1.27	3.94	1.15	4.02	1.08	4.17	0.94	(3,1484) 12.632	.001	.023

A one-way ANOVA indicated there were rank group differences in the perception that non-white members have to work harder to receive career recognition (Table D-8). The only rank group difference was that Senior Officers were significantly more likely than Junior Officers and Senior NCMs to believe that non-white members have to work harder to receive career recognition²⁷.

Table D-8

Means, Standard Deviations, and One-Way ANOVA by Rank Group: Level of Agreement with the Statement: Non-White members have to work harder than white members to receive career recognition

Junior NCM		Senior NCM		Junior Officer		Senior Officer		ANOVA		
M	SD	M	SD	M	SD	M	SD	F	<i>p</i>	<i>w</i> ²
1.80	0.89	1.71	0.81	1.66	0.74	1.91	0.93	(3,1424) 3.25	.01	.009

A one-way ANOVA indicated there were rank group differences in the perception merit boards treat all members equally, regardless of ethnic background (Table D-9). Junior NCMs were significantly less likely than all three other rank groups to report that merit boards treat everyone equally, and Senior NCMs were significantly less likely than Senior Officers to report this perception²⁸.

²⁷ Results of multiple comparisons using Bonferroni correction were as follows:

		Multicultural Ideology	
		Mean Difference	<i>p</i>
Junior NCM	Senior NCM	.09	.ns
	Junior Officer	.14	.ns
	Senior Officer	.11	.ns
Senior NCM	Junior Officer	.05	.ns
	Senior Officer	.20	.05
Junior Officer	Senior Officer	.25	.01

²⁸ Results of multiple comparisons using Bonferroni correction were as follows:

		Multicultural Ideology	
		Mean Difference	<i>p</i>
Junior NCM	Senior NCM	.32	.01
	Junior Officer	.54	.001
	Senior Officer	.71	.001
Senior NCM	Junior Officer	.22	.ns

Table D-9

Means, Standard Deviations, and One-Way ANOVA by Rank Group: Level of Agreement with the Statement: Merit boards treat all CF members equally regardless of their ethnic backgrounds

Junior NCM		Senior NCM		Junior Officer		Senior Officer		ANOVA		
M	SD	M	SD	M	SD	M	SD	F	<i>p</i>	η^2
3.51	1.30	3.83	1.24	4.05	1.10	4.22	0.98	(3,1361) 22.481	.001	.005

Accommodation

There were no rank group differences in the perception of whether it is easy for non-Christian members to practice their religion/spirituality in the CF (Table D-10).

Table D-10

Means, Standard Deviations, and One-Way ANOVA by Rank Group: Level of Agreement with the Statement: It is easy for non-Christian members to practice their religion/spirituality in the CF

Junior NCM		Senior NCM		Junior Officer		Senior Officer		ANOVA	
M	SD	M	SD	M	SD	M	SD	F	<i>p</i>
3.18	0.97	3.31	0.99	3.36	0.98	3.36	0.89	(3, 926) 1.76	ns

A one-way ANOVA indicated the tendency to believe that the CF is devoting too much effort into helping non-Christian members practice their religion/spirituality differed by rank group (Table D-11). Post-hoc comparisons indicated that Senior Officers were significantly less likely than the other three rank groups to believe that too much effort is devoted to this objective²⁹.

	Senior Officer	.39	.001
Junior Officer	Senior Officer	.17	.ns

²⁹ Results of multiple comparisons using Bonferroni correction were as follows:

		Multicultural Ideology	
		Mean Difference	<i>p</i>
Junior NCM	Senior NCM	.02	.ns
	Junior Officer	.06	.ns
	Senior Officer	..33	.01
Senior NCM	Junior Officer	.07	.ns
	Senior Officer	.35	.001
Junior Officer	Senior Officer	.27	.05

Table D-11

Means, Standard Deviations, and One-Way ANOVA by Rank Group: Level of Agreement with the Statement: The CF puts too much effort into helping non-Christian members practice their religion/spirituality

Junior NCM		Senior NCM		Junior Officer		Senior Officer		ANOVA		
M	SD	M	SD	M	SD	M	SD	F	p	w ²
2.95	1.09	2.97	1.05	2.89	1.01	2.62	0.93	(3,1064) 6.32	.001	.015

A one-way ANOVA indicated the tendency to believe that the CF is devoting too much effort into helping non-Christian members practice their religion/spirituality differed by rank group (Table D-12). Post-hoc comparisons indicated that the only significant difference between the rank groups was that Junior Officers were significantly more likely than Junior NCMs to believe that current CF policies allow members to dress in a way that meets their cultural/background needs³⁰.

Table D-12

Means, Standard Deviations, and One-Way ANOVA by Rank Group: Level of Agreement with the Statement: Current CF policies allow members to dress in a way that meets their cultural/ethnic background needs

Junior NCM		Senior NCM		Junior Officer		Senior Officer		ANOVA		
M	SD	M	SD	M	SD	M	SD	F	p	w ²
3.55	0.99	3.69	0.89	3.83	0.78	3.68	0.79	(3,1267) 4.86	.01	.009

A one-way ANOVA indicated that the tendency to believe that all CF members should have the same uniform regardless of ethnic background differed by rank group (Table D-13). Post-hoc comparisons indicated that there were no differences in degree of agreement between Junior and Senior NCMs, but that both groups were more likely than Officers to believe that all CF members should have the same uniform regardless of ethnic background. In addition, Junior Officers were more likely than Senior Officers to believe that all CF members should have the same uniform³¹.

³⁰ Results of multiple comparisons using Bonferroni correction were as follows:

		Multicultural Ideology	
		Mean Difference	p
Junior NCM	Senior NCM	.14	.ns
	Junior Officer	.28	.01
Senior NCM	Senior Officer	.13	.ns
	Junior Officer	.14	.ns
Junior Officer	Senior Officer	.01	.ns
	Senior Officer	.15	.ns

³¹ Results of multiple comparisons using Bonferroni correction were as follows:

		Multicultural Ideology	
		Mean Difference	p
Junior NCM	Senior NCM	.07	.ns

Table D-13

Means, Standard Deviations, and One-Way ANOVA by Rank Group: Level of Agreement with the Statement: All CF members should have the same uniform regardless of ethnic background

Junior NCM		Senior NCM		Junior Officer		Senior Officer		ANOVA		
M	SD	M	SD	M	SD	M	SD	F	<i>p</i>	<i>w</i> ²
4.48	0.91	4.41	1.03	4.17	1.02	3.77	1.22	(3,1552) 35.48	.001	.019

Summary of Rank Group Differences

Although there were many rank differences in the perceptions of EE in CF employment systems, these differences were generally small in magnitude. Although the differences in perceptions were not large, there were some patterns.

One systematic difference that may be observed is that Senior officers were most likely to:

- recognize issues with EE in CF employment systems (e.g., were the group or one of the groups to agree most that white members have better access to the best training opportunities and that non-white members have to work harder to receive career recognition);
- appreciate the benefits of ethnic and cultural diversity (e.g., were the group or one of the groups to agree most that ethnic and cultural diversity contributes to peacekeeping capability, and to disagree most that ethnic and cultural diversity interferes with our operational effectiveness); and
- have more positive attitudes with respect to supporting EE (e.g., were the group or one of the groups to disagree most that the CF is trying too hard to recruit Aboriginal people and visible minorities, that the CF is devoting too much effort into helping non-Christian members practice their religion/spirituality, and that all CF members should have the same uniform regardless of ethnic background).

To the extent that Senior Officers influence the attitudes and perceptions of other CF members, and have the greatest authority over EE programs and policies, it is encouraging that they are the group that tends to have the greatest sensitivity to, and support for, EE.

	Junior Officer	.31	.001
	Senior Officer	.71	.001
Senior NCM	Junior Officer	.24	.01
	Senior Officer	.64	.001
Junior Officer	Senior Officer	.40	.001

There were also some differences between Officers and NCMs in general, although this pattern was not particularly strong. In particular, NCMs were less likely than Officers to:

- appreciate the benefits of ethnic and cultural diversity (e.g., were more likely to say that cultural diversity interferes with operational effectiveness and less likely to report that diversity enhances the CF's capabilities to perform peacekeeping duties); and
- have more positive attitudes with respect to supporting EE (e.g., were most likely to agree that all CF members should have the same uniform regardless of ethnic background).

SECURITY CLASSIFICATION OF FORM
UNCLASSIFIED

DOCUMENT CONTROL DATA (Security classification of title, body of abstract and indexing annotation must be entered when the overall document is classified)		
<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>	
<p>3. TITLE (the complete document title as indicated on the title page. Its classification should be indicated by the appropriate abbreviation (S, C or U) in parentheses after the title) Diversity and Employment Equity in the CF: Results of the 2005 Your-Say Survey Focus Section for Visible Minorities and Aboriginal People</p>		
<p>4. AUTHORS (last name, first name, middle initial) Goldenberg, Irina PhD</p>		
<p>5. DATE OF PUBLICATION (month Year of Publication of document) November 2006</p>	<p>6a. NO OF PAGES (total containing information. Include Annexes, Appendices, etc.) 81</p>	<p>6b. NO OF REFS (total cited in document) 16</p>
<p>7. DESCRIPTIVE NOTES (the category of document, e.g. technical report, technical note or memorandum. If appropriate, enter the type of report e.g. interim, progress, summary, annual or final. Give the inclusive dates when a specific reporting period is covered.) Technical Report</p>		
<p>8. SPONSORING ACTIVITY (the name of the department project office or laboratory sponsoring the research and development. Include the address). CORA</p>		
<p>9a. PROJECT OR GRANT NO. (if appropriate, the applicable research and development project or grant number under which the document was written. Please specify whether project or grant.)</p>	<p>9b. CONTRACT NO. (if appropriate, the applicable number under which the document was written.)</p>	
<p>10a. ORIGINATOR's document number (the official document number by which the document is identified by the originating activity. This number must be unique to this document.) DRDC CORA TR 2006-22</p>	<p>10b. OTHER DOCUMENT NOS. (Any other numbers which may be assigned this document either by the originator or by the sponsor.)</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 about 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 and employment equity (EE) in the CF. The survey was completed by 2021 Canadian Forces (CF) members in the Regular Force: 1592 respondents that were randomly sampled, and 429 ethnic minority respondents that were purposively over-sampled. Respondents' attitudes and perceptions concerning employment equity-related practices and policies were examined. Differences between designated group members' and non-designated group members' attitudes and experiences were assessed.

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- Employment Equity
- Diversity
- Visible Minorities
- Aboriginals
- Your-Say