



Your-Say Spring 2007 Survey

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Social Policy 3-2
Directorate Military Personnel Operational Research and Analysis 3-2

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Abstract

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

In June 2007, the fifth *Your-Say* administration took place. In total, 1,487 responses were collected and analyzed. Overall, Canadian Forces Regular Force personnel are satisfied with the military way of life, their service in the Canadian Forces and their working hours. However, they did express varying degrees of dissatisfaction with the promotion system, career management, and the time they have available for leisure activities.

Résumé

« À vous la parole » est un sondage permanent sur les attitudes qui a été mis au point en 2003 pour évaluer les attitudes et les opinions des membres de la Force régulière des Forces canadiennes sur une variété d'enjeux importants pour les Forces canadiennes. Le Chef-adjoint – Personnel militaire est le champion d'À vous la parole. Le sondage est réalisé deux fois par année par la Direction – Recherche et analyse opérationnelles (Personnel militaire).

La cinquième version du sondage a été distribuée en juin 2007. Au total, 1 487 formulaires remplis ont été retournés et analysés. Dans l'ensemble, les membres de la Force régulière des Forces canadiennes sont satisfaits du mode de vie militaire, de leur service dans les Forces canadiennes et des heures de travail. Par contre, ils ont exprimé, à des degrés divers, de l'insatisfaction à l'égard du système de promotion, de la gestion de la carrière et du temps dont ils disposent pour leurs loisirs.

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Executive summary

Your-Say Spring 2007 Results:

Samantha Urban; DRDC CORA TM 2008-024; Defence R&D Canada – CORA; October 2008.

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

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

In June 2007, the fifth *Your-Say* administration took place and 1,487 responses were collected and analyzed. This report concentrates on the classification section and the six core section topic areas contained in this administration including: military career, career management and postings, work-life balance, CF as a whole, direct leadership, and life satisfaction. Although this administration also included a focus section on defence ethics and one on development of technologies, the results from these sections have been reported in other publications (see Fraser, 2008 as well as Fraser and McKee, 2007).

Among the selection of military career items, respondents indicated their highest level of dissatisfaction with the promotion system (43%), career management (32.5%), and career progression (30.2%). Highest levels of satisfaction were found with the military way of life (85.2%), service in the CF (84.9%), and working relationships (83%). Within the 13 military career items, four had significant differences by grouped rank. Specifically, Officers were more satisfied with their quality of life in the CF, posting frequency, working relationships and recognition received from supervisors than Non-Commissioned Members (NCMs).

There were also seven military career items that showed an increase in satisfaction across *Your-Say* administrations. For instance, across four administrations taking place between Spring 2005 and Spring 2007, CF Reg personnel indicated a 14.4% increase in satisfaction with their career management and a 14.1% increase in satisfaction with the recognition they received from their organization. Satisfaction with working relationships has also been consistent over time at 83.1% in Summer 2004 and 83% in Spring 2007.

Regarding career management and postings, 36.9% agreed that they had no personal control over their CF career, and almost three-quarters (73.7%) agreed they were generally happy with their CF postings. However, over half of all respondents (53.3%) wanted more geographical stability and over one third (36.6%) also agreed their postings had been having a negative impact on their spouse's employment.

Within the five career management and posting items, two had significant differences by grouped rank. Specifically, NCMs felt, to a greater extent than Officers, that they had no personal control over their CF careers. Officers were also happier with their postings than NCMs. There were significant differences by environment on three of the items. Specifically, Air Force respondents agreed more than those from the other two environments that postings were having a negative impact on their children's education and/or their spouse's employment. Army respondents also wanted more geographical stability than Air Force and Navy respondents.

All five items have shown some changes in CF Reg personnel's opinions regarding career management and postings. On the positive side, agreement that postings are having a negative impact on children's education or spouse's employment has decreased between Spring 2005 and Spring 2007 (by 11.8% and 36.6% respectively). On the negative side, agreement has also decreased by 5% in the last two years regarding CF Reg personnel being happy with their postings in the CF.

In general, respondents reported working an average of 44.57 hours per week and an average of 30.46 (24hr) days away from home for all military reasons in the past six months (January 2007 – June 2007).

When it came to work-life balance, opinions were evenly split with respondents having more to do than they could comfortably handle (37.8% agreed, 38.6% disagreed) and with their work schedule conflicting with their personal life (36.7% agreed, 33.7% disagreed). However, over three quarters (82.3%) agreed the military was a way of life and could never be just a job. Two work-life balance items had significant differences by grouped rank. Specifically, Officers reported working more hours per week and were more likely to feel their work schedule conflicted with their personal life than NCMs.

Regarding the CF as a whole, respondents agreed that getting ahead in the CF means behaving ethically (66.1%); that changes in the CF occur for a reason (45.9%); and that their needs will be looked after if they become injured on the job (47.4%). However, two-thirds (63.1%) believed the CF lacks the equipment it needs to perform well in operations and over half (53.9%) believed there does not seem to be any long term planning in the military.

Across administrations, 11% more CF Reg personnel agreed that, "The military is a way of life and can never be just a job" than those who answered this item three years earlier in Summer 2004. There was also an increase in the percentage of CF Reg personnel (3.9%) who agreed that making arrangements for family while working required a lot of effort.

Three of the CF as a whole items had significant differences by either grouped rank and/or environment. For instance, NCMs agreed the CF lacks the equipment it needs to perform well in operations more than Officers. With this same item, Navy respondents agreed more than either Army or Air Force respondents. Officers agreed that their needs would be looked after if they became injured on the job more than NCMs. Navy respondents agreed more than either Army or Air Force respondents that there does not seem to be any long term planning in the military.

There are three direct leadership scales included in *Your-Say* including the mission success scale, the internal integration scale, and the member well-being and commitment scale. The mission success scale focuses on such roles and responsibilities as motivating and sharing risks, clarifying

objectives and achieving competence. Although all grouped ranks had neutral feelings toward mission success, Officers had higher scale averages than NCMs. Looking at the mission success items individually, respondents felt their supervisor demonstrates competence (74.8%), ensures people have what they need to get the job done (70.2%), and learns from mistakes (69.4%).

Across administrations, agreement has increased among CF Reg personnel from 61.3% in Summer 2004 to 69.4% in Spring 2007 that their supervisor learns from mistakes. Agreement has also increased from 60% in Summer 2004 to 65.8% in Spring 2007 that their supervisor considers their views when decisions are being made.

The internal integration scale focuses on such roles and responsibilities as following policies and procedures, reinforcing military ethos and socializing new members. Although all grouped ranks had neutral feelings toward internal integration, Officers had higher scale averages than NCMs. Looking at the individual items, respondents said their supervisor adheres to the policies and procedures of the organization (82.8%), keeps them informed about matters that affect them (72.5%), and maintains order and discipline (72%).

Across administrations, agreement has increased among CF Reg personnel from 61.2% in Summer 2004 to 69.6% in Spring 2007 that their supervisor demands ethical behaviour from others. Agreement also increased from 76.7% in Summer 2004 to 82.8% in Spring 2007 that their supervisor adheres to the policies and procedures of the organization.

The member well-being and commitment scale focuses on such roles and responsibilities as mentoring, treating fairly and rewarding subordinates. However, unlike the other two direct leadership scales, it was Junior Officers (Jr Officers) as opposed to Senior Officers (Sr Officers) who had the highest scale average. Looking at the individual items, respondents said their supervisor treated them with dignity (81.7%), respected their rights as people (80.7%), and treated them fairly when decisions were being made (74.6%). However, almost a quarter (22.3%) did not feel that their supervisor helped them determine their learning needs.

Across administrations, agreement has increased among CF Reg personnel from 49% in Summer 2004 to 61.4% in Spring 2007 that their supervisor takes [their] needs into account when making decisions. Agreement also increased from 65.1% in Summer 2004 to 74.6% in Spring 2007 that their supervisor treats [them] fairly when decisions are being made.

The life satisfaction section asks respondents about their level of satisfaction with various aspects of their personal life. In general, results from this section were positive. For instance, 90.4% said they were satisfied with their life as a whole, 87% were satisfied with their neighbourhood and 86.6% were satisfied with themselves. Highest levels of dissatisfaction were with time available for leisure activities (19.1%) and with the respondent's current financial situation (14.6%).

Two life satisfaction items had significant differences by grouped rank. Specifically, Officers were more satisfied than NCMS with their neighbourhood. In addition, although Junior NCMs (Jr NCMs) felt neutral toward their current financial situation, all three other grouped ranks (Senior NCMs [Sr NCMs], Jr Officers, Sr Officers) felt somewhat satisfied. Furthermore, Officers were more satisfied than NCMs with their income.

Across administrations, on the positive side, CF Reg personnel are indicating a higher level of satisfaction with their neighbourhood ranging from 77.3% in Spring 2005 to 87% in Spring 2007. On the negative side, they are also reporting less satisfaction with the relationship they have with their children, ranging from 73.4% in Spring 2005 to 64.5% in Spring 2007.

Overall, CF Reg personnel are satisfied with the military way of life, their service in the CF and their working hours. However, they did express varying degrees of dissatisfaction with the promotion system, career management and the time they have available for leisure activities.

Sommaire

Your-Say Spring 2007 Results:

Samantha Urban; DRDC CORA TM 2008-024; R & D pour la défense Canada – CORA; Octobre 2008.

« À vous la parole » est un sondage permanent sur les attitudes qui a été mis au point en 2003 pour évaluer les attitudes et les opinions des membres de la Force régulière des Forces canadiennes sur une variété d'enjeux importants pour les Forces canadiennes. Le Chef-adjoint – Personnel militaire est le champion d'À vous la parole. Le sondage est réalisé tous les deux ans par la Direction – Recherche et analyse opérationnelles (Personnel militaire) (DRAOPM).

Le questionnaire comporte une partie servant à catégoriser les répondants, une partie centrale et une partie à thème unique. La partie catégorisation contient des questions d'ordre démographique qui servent à déterminer les caractéristiques des répondants; la partie centrale contient des énoncés se rapportant à divers sujets qui reviennent à chaque sondage, ou une fois sur deux; et la section à thème unique, chaque fois différente, porte sur un sujet particulier, jugé important par les leaders supérieurs.

Le cinquième sondage s'est déroulé en juin 2007; 1 487 formulaires remplis ont été retournés et analysés. Le présent rapport traite uniquement de la partie catégorisation et des six points abordés dans la partie centrale, notamment la carrière militaire, la gestion de carrière et les affectations, la conciliation travail-vie personnelle, les FC dans leur ensemble, le supérieur et la satisfaction dans la vie. Ce dernier sondage comprenait une partie sur l'éthique de la Défense et une autre sur le développement des technologies dont les résultats ont été rapportés dans d'autres publications (voir Fraser, 2008 et Fraser et McKee, 2007).

En ce qui concerne la carrière militaire, les aspects suscitant le plus d'insatisfaction sont le processus de promotion (43 %), la gestion de carrière (35,2 %) et l'avancement professionnel (30,2 %). En revanche, les aspects suscitant le plus de satisfaction sont la vie militaire (85,2 %), la période de service dans les FC (84,9 %) et les relations de travail (83 %). Parmi les 13 aspects de la carrière militaire, quatre affichent des écarts marqués selon le groupe de grades. Les officiers, par exemple, sont plus satisfaits que les militaires du rang (MR) de la qualité de vie dans les FC, de la fréquence des affectations, des relations de travail et de la reconnaissance reçue du supérieur.

Par ailleurs, on observe, pour sept aspects de la carrière militaire, un accroissement du niveau de satisfaction d'un sondage à l'autre. Par exemple, au fil des quatre sondages réalisés entre les printemps 2005 et 2007, on note une hausse de 14,4 % du taux de satisfaction du personnel de la F rég FC à l'égard de la gestion de la carrière et de 14,1 % à l'égard de la reconnaissance reçue de l'organisation. Le niveau de satisfaction à l'égard des relations de travail est constant dans le temps, s'établissant à 83,1 % à l'été 2004 et à 83 % au printemps 2007.

En ce qui concerne la gestion de carrière et les affectations, 36,9 % des répondants indiquent n'avoir aucun contrôle sur leur carrière dans les FC et près des trois quarts (73,7 %) déclarent avoir été satisfaits en général de leurs affectations. En revanche, plus de la moitié de tous les répondants (53,3 %) désirent une meilleure stabilité géographique et plus du tiers (36 %) conviennent que leurs affectations ont des répercussions négatives sur la carrière du conjoint.

Parmi les cinq énoncés relatifs à la gestion de la carrière et aux affectations, on observe des écarts importants selon le groupe de grades. Les MR, en particulier, ont beaucoup plus que les officiers l'impression de n'avoir pas de contrôle sur leur carrière dans les FC. En outre, les officiers sont plus satisfaits que les MR de leurs affectations. On observe des écarts importants dans ces trois énoncés selon l'armée. Par exemple, les répondants de la Force aérienne sont plus nombreux à indiquer que leurs affectations ont des répercussions négatives sur l'éducation des enfants ou sur l'emploi du conjoint. Les répondants de l'Armée de terre sont les plus nombreux à souhaiter une meilleure stabilité géographique.

Les membres de la F rég FC expriment des opinions quelque peu différentes à propos des cinq énoncés relatifs à la gestion de la carrière et aux affectations. L'aspect positif est la baisse, entre les sondages des printemps 2005 et 2007 (de 11,8 % et 36,6 %, respectivement), du nombre de répondants qui croient que les affectations nuisent à l'éducation des enfants ou à l'emploi du conjoint. L'aspect négatif est la baisse de 5 % au cours des deux dernières années du nombre de membres de la F rég FC qui se disent satisfaits de leurs affectations.

Dans l'ensemble, les répondants indiquent qu'ils travaillent en moyenne 44,57 heures par semaine et qu'ils ont été absents du foyer (24 h) en moyenne 30,46 jours pour des raisons militaires au cours des six derniers mois (de janvier à juin 2007).

Pour ce qui est de la conciliation travail-vie personnelle, les opinions sont également partagées à propos de l'impression d'en avoir trop à faire (37,8 % sont d'accord et 38,6 % ne sont pas d'accord) et de l'horaire de travail qui bouscule la vie personnelle (36,7 % sont d'accord et 33,7 % ne sont pas d'accord). En revanche, plus des trois quarts des répondants (82,3 %) sont d'accord avec l'énoncé selon lequel la vie militaire est une façon de vivre et pas seulement un emploi. Deux énoncés relatifs à la conciliation travail-vie personnelle présentent des écarts importants selon le groupe de grades. Par exemple, les officiers disent travailler plus d'heures par semaine et sont plus nombreux que les MR à croire que leur horaire de travail bouscule leur vie personnelle.

En ce qui concerne les FC dans l'ensemble, les répondants conviennent qu'avoir de l'avancement dans les FC signifie se comporter de façon éthique (66,1 %), que les changements qui surviennent dans les FC sont justifiés (45,9 %) et que les FC surviendront à leurs besoins s'ils se blessent au travail (47,4 %). Par contre, les deux tiers (63,1 %) croient que les FC ne disposent pas du matériel nécessaire pour exécuter convenablement les tâches et plus de la moitié (53,9 %) croient que les FC ne semblent pas planifier à long terme.

En comparant les sondages, on constate qu'il y a 11 % de plus de membres de la F rég FC qui conviennent que d'« être militaire est une façon de vivre et pas seulement un emploi » qu'il y en avait dans le sondage de l'été 2004. On observe aussi une hausse du pourcentage de membres de la F rég FC (3,9 %) qui croient que prendre des dispositions pour la famille durant leur absence exige énormément d'efforts.

Trois des énoncés relatifs aux FC dans l'ensemble présentent des écarts importants selon le groupe de grades ou l'armée. Par exemple, les MR sont plus nombreux que les officiers à croire que les FC ne disposent pas du matériel nécessaire pour exécuter convenablement les tâches. À cet égard, ce sont les répondants de la Marine qui sont le plus fortement en accord avec l'énoncé. Les officiers, quant à eux, sont plus nombreux que les MR à convenir que les FC subviendront à leurs besoins en cas de blessure au travail. Les répondants de la Marine sont plus nombreux que ceux de l'Armée de terre ou de la Force aérienne à convenir que les FC ne semblent pas planifier à long terme.

Le questionnaire contient trois échelles d'évaluation du supérieur : le succès de la mission, l'intégration interne et le bien-être et l'engagement des militaires. La première échelle cible les rôles et les responsabilités en ce qui concerne la motivation, le partage des risques, l'explication des objectifs et la compétence. Bien que tous les groupes de grades aient une opinion neutre en ce qui concerne la contribution du superviseur au succès de la mission, les officiers affichent des moyennes plus fortes que les MR. En prenant séparément les énoncés relatifs au succès de la mission, on observe que les répondants croient que leur superviseur agit avec compétence (74,8 %), qu'il s'assure que les gens disposent des ressources nécessaires pour accomplir le travail (70,2 %) et qu'il tire des leçons de ses erreurs (69,4 %).

En comparant les sondages, on constate que la proportion de membres de la F rég FC qui croient que leur supérieur tire des leçons de ses erreurs est passée de 61,3 % à l'été 2004 à 69,4 % au printemps. À propos de l'énoncé qui dit que le supérieur tient compte du point de vue des subalternes quand il prend des décisions, la proportion de gens d'accord, qui était de 60 % à l'été 2004, a grimpé à 65,8 % au printemps 2007.

L'échelle d'évaluation de l'intégration interne cible les rôles et les responsabilités en ce qui concerne le respect des politiques et des procédures, le renforcement de l'éthos militaire et l'accueil des nouveaux membres. Bien que tous les groupes de grades aient une opinion neutre sur l'intégration interne, les officiers affichent des moyennes plus fortes que les MR. En prenant séparément les énoncés, on observe que les répondants croient que leur supérieur se conforme aux politiques et aux procédures de l'organisation (82,8 %), les tient au courant des sujets que les touchent (72,5 %) et maintient l'ordre et la discipline (72 %).

En comparant les sondages, on constate que la proportion de membres de la F rég FC qui croient que leur supérieur exige un comportement éthique de la part des autres personnes est passée de 61,2 % à l'été 2004 à 69,9 % au printemps 2007. À propos de l'énoncé qui dit que le supérieur se conforme aux politiques et aux procédures de l'organisation, la proportion de gens d'accord, qui était de 76,7 % à l'été 2004, a grimpé à 82,8 % au printemps 2007.

L'échelle d'évaluation du souci du bien-être et de l'engagement des militaires cible les rôles et les responsabilités en ce qui concerne le mentorat, le traitement équitable et la récompense des subalternes. Cependant, contrairement aux deux échelles précédentes, ce sont les officiers subalternes (offr sub) et non les officiers supérieurs (offr sup) qui affichent la plus forte moyenne. En prenant séparément les énoncés, on obtient les proportions suivantes : 81,7 % des répondants croient que leur superviseur les traite avec dignité, 80,7 % croient qu'il respecte leurs droits en tant que personnes, et 74,6 % croient qu'il prend des décisions justes et équitables. Par contre, près du quart (22,3 %) des répondants ne croient pas que leur supérieur les aide à établir leurs besoins en matière de formation.

En comparant les sondages, on constate que la proportion de membres de la F rég FC qui croient que leur supérieur tient compte de leurs besoins quand il prend des décisions est passée de 49 % à l'été 2004 à 61,4 % au printemps 2007. En ce qui concerne l'énoncé qui dit que le supérieur est juste envers [ses subordonnés] quand il prend des décisions, la proportion de gens d'accord est passée de 65,1 % à l'été 2004 à 74,6 % au printemps 2007.

Dans la partie sur la satisfaction dans la vie, les répondants devaient indiquer leur degré de satisfaction à propos de différents aspects de leur vie personnelle. Les résultats sont en général positifs. Par exemple, 90,4 % des répondants se disent satisfaits de leur vie en général, 87 % sont satisfaits de leur voisinage et 86,6 % sont satisfaits d'eux-mêmes. Les plus hauts niveaux d'insatisfaction se rapportent aux temps libres (19,1 %) et à la situation financière (14,6 %).

Deux aspects de la satisfaction dans la vie affichent des écarts importants selon le groupe de grades. Les officiers sont plus nombreux que les MR à se considérer satisfaits de leur voisinage. En outre, bien que les militaires du rang (subalternes) (MR sub) expriment une opinion neutre sur leur situation financière, les trois autres groupes de grades [militaires du rang supérieur (MR sup), officiers subalternes, et officiers supérieurs] s'en considèrent plutôt satisfaits. En outre, il y a plus d'officiers que de MR qui sont satisfaits de leur revenu.

En comparant les sondages, on constate que le degré de satisfaction des membres de la F rég FC à l'égard du voisinage s'est accru, passant de 77,3 % au printemps 2005 à 87 % au printemps 2007 mais que, au contraire, ils sont moins satisfaits de leurs relations avec leurs enfants, le taux étant passé de 73,4 % au printemps 2005 à 64,5 % au printemps 2007.

Dans l'ensemble, les membres de la F rég FC sont satisfaits du mode de vie militaire, de leur service dans les FC et de leurs heures de travail. Toutefois, ils sont, à des degrés divers, mécontents du système de promotion de la gestion de la carrière et du temps disponibles pour les loisirs.

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1 Introduction

Your-Say is a continuous attitude survey developed in 2003 as a way to gather Canadian Forces Regular Force (CF Reg) personnel's attitudes and opinions on a variety of topics important to the CF. Assistant Chief Military Personnel (Asst/CMP) champions *Your-Say* and it is administered biannually by Director Military Personnel Operational Research and Analysis (DMPORA). In Fall 2006, *Your-Say* transitioned from being a hardcopy survey to being an electronic survey.¹

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

In Spring 2007, the fifth *Your-Say* administration took place. This was also the second electronic version. The goal of this report is to highlight the key findings of the classification and core sections from this administration. Results from the focus sections have been reported in other publications (see Fraser, 2008 as well as Fraser and McKee, 2007).

¹ Respondents still have the option of requesting a hard copy survey. To date, no one has made this request.

2 Methodology

2.1 Population of Interest and Sample Frame

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

- a. Officer Cadets;
- b. Personnel with less than one year of service;
- c. Personnel posted on foreign exchange;
- d. Personnel on operations;
- e. Untrained;
- f. Non-effective manning strength;
- g. Non-effective overhead;
- h. Terminal leave; and
- i. Personnel who have received a *Your-Say* survey in the past two years.

Taking into consideration the above exceptions, the final sample frame consisted of 51,086 CF Reg personnel from which the Spring 2007 sample was selected.

2.2 Sampling Method

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

The first characteristic used to select the sample included seven Level 1(L1) organizations, namely: Chief of the Land Staff (CLS), Chief of the Air Staff (CAS), Chief of the Maritime Staff (CMS), CMP, Operational Commands³, ADM (Materiel)[ADM (Mat)], and ADM (Information Management) [ADM (IM)]. The remaining L1 organizations were grouped together into an eighth “Other” category and consisted of ADM (Human Resources Civilian) [ADM (Hr-Civ)], ADM (Finance and Corporate Services) [ADM (Fin CS)], ADM (Infrastructure and

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

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

Environment) [ADM (IE)], Judge Advocate General (JAG), ADM (Public Affairs Branch) [ADM (PA)], ADM (Policy) [ADM (Pol)], ADM (Science & Technology) [ADM (S&T)], and Vice Chief of Defence Staff (VCDS).

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

2.3 Survey Administration and Response Rate

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

Of the 3000 survey invitations sent to CF Reg personnel, 126 survey invitations (4.2%) were undeliverable. Undeliverable survey invitations included the recipients' email inbox being full and not accepting any more incoming email or the email address no longer existing. In all, 49 recipients (1.6%) had out-of-office messages that indicated they would not access their email for the duration of the data collection period, and therefore could not participate in the survey. Table 2 outlines the reasons given on these out-of-office messages.

The 126 undeliverable survey recipients and the 49 out of office recipients were removed from the sample, resulting in a final Spring 2007 *Your-Say* sample size of 2,825 CF Reg personnel. Of these, 1,487 responded to the survey resulting in a 52.6% response rate.

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

Level One	Grouped Rank	Sample Frame	Sample
CLS	Jr NCM	12,275	380
	Sr NCM	1,402	129
	Jr Officer	3,899	215
	Sr Officer	764	95
		18,340	819
CAS	Jr NCM	6,576	264
	Sr NCM	1,766	137
	Jr Officer	2,352	158
	Sr Officer	726	88
		11,420	647
CMS	Jr NCM	4,688	226
	Sr NCM	731	90
	Jr Officer	2,441	164
	Sr Officer	471	72
		8,331	552
CMP	Jr NCM	2,102	141
	Sr NCM	961	122
	Jr Officer	1,565	96
	Sr Officer	800	87
		5,428	446
Operational Commands	Jr NCM	1,148	106
	Sr NCM	270	52
	Jr Officer	676	82
	Sr Officer	350	59
		2,444	299
ADM (Mat)	Jr NCM	163	39
	Sr NCM	336	56
	Jr Officer	460	59
	Sr Officer	334	64
		1,293	218
ADM (IM)	Jr NCM	552	75
	Sr NCM	129	36
	Jr Officer	364	61
	Sr Officer	114	34
		1,159	206
Other	Jr NCM	579	74
	Sr NCM	370	59
	Jr Officer	724	83
	Sr Officer	998	97
		2,671	313
TOTAL		51,086	3500

Table 2. Out-of-Office Indicators

Out of Office Indicator	Number (n)	Percent (%)
Education Leave	1	2.0
Deployment	21	42.9
Maternity Leave	2	4.1
Parental Leave	2	4.1
Personal Leave	16	32.7
Retired	2	4.1
Training Development	5	10.2
TOTAL	49	100

3 Results

3.1 Classification Content

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

3.1.1 Age

As Figure 1 shows, almost half (46%) of all respondents were between 35 and 44 years of age. This was followed by one third (30%) who were 45 years of age or older. In the general CF Reg population, approximately 36% are between 35-44 years of age and 17.8% are 45 years of age or older.⁴

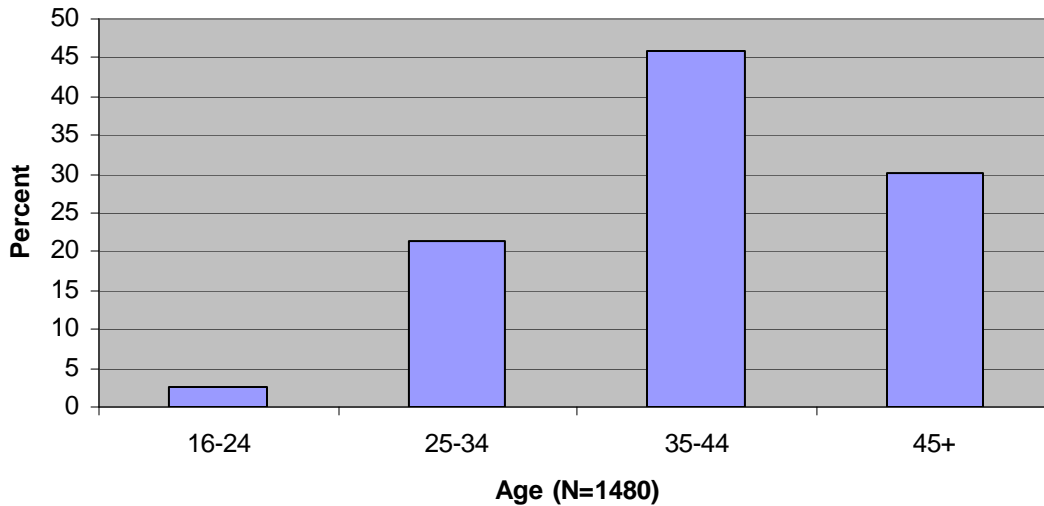


Figure 1. Respondent's Age

3.1.2 Gender

Although gender is not taken into account when selecting the *Your-Say* sample, the respondent data consistently reflects the gender composition of the general CF Reg population. As Figure 2 shows, 86% of the respondents were men and 14% were women. In the general CF Reg population, 86.6% are men and 13.4% are women.

⁴ All CF Reg population data is based on statistics released by DHRIM on June 30, 2007.

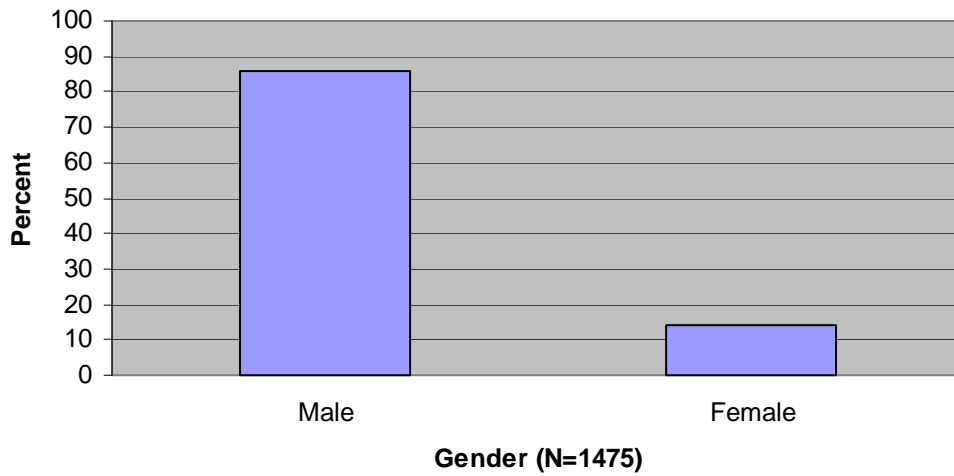


Figure 2. Respondent's Gender

3.1.3 Environmental Uniform

As Figure 3 shows, most respondents (43%) wear an Army uniform, followed by 38% who wear an Air Force uniform and 19% a Navy uniform. In the general CF Reg population, 51.8% wear an Army uniform, 31% an Air Force uniform and 17.6% a Navy uniform.

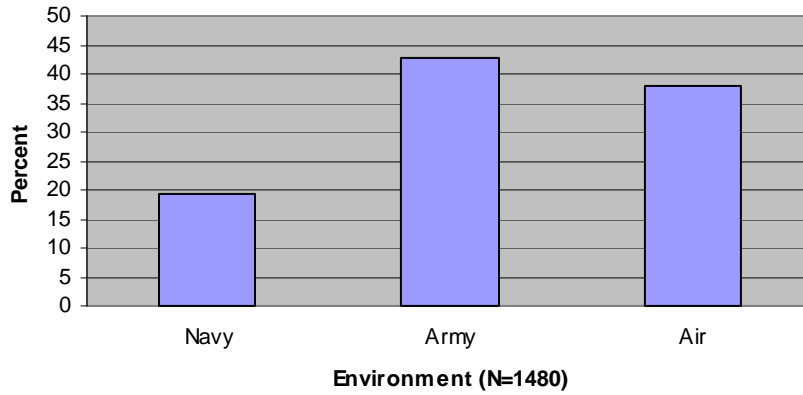


Figure 3. Respondent's Environmental Uniform

3.1.4 Years of Service

Figure 4 outlines respondent's total years of service. On average, respondents had 19 years of service, with almost one quarter (24.7%) having between 21 and 25 years of service. The lowest percentage of respondents came from those with 36-41 years of service (0.3%), followed by those with 5 years or less years of service (6.6%).

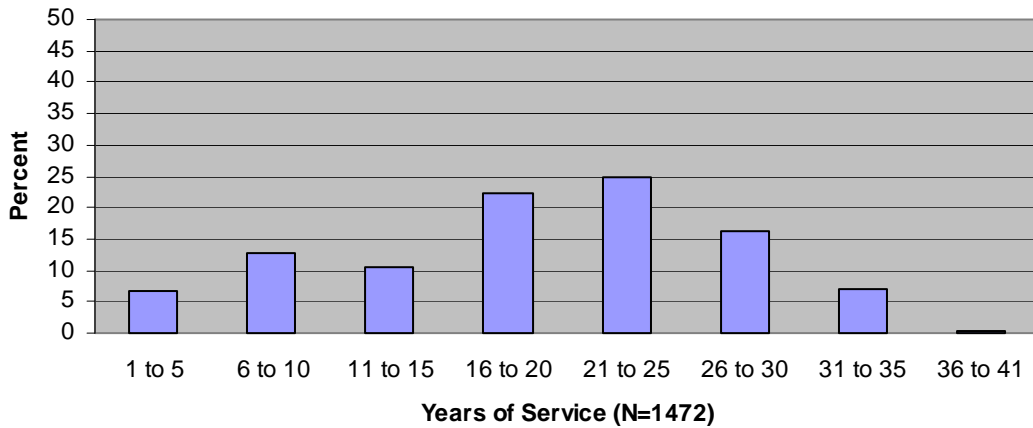


Figure 4. Respondent's Years of Service

3.1.5 First Official Language

As Figure 5 shows, approximately one third (30%) of respondents identified French as their first official language. In the general CF Reg population, 27.5% identified French as their first official language.

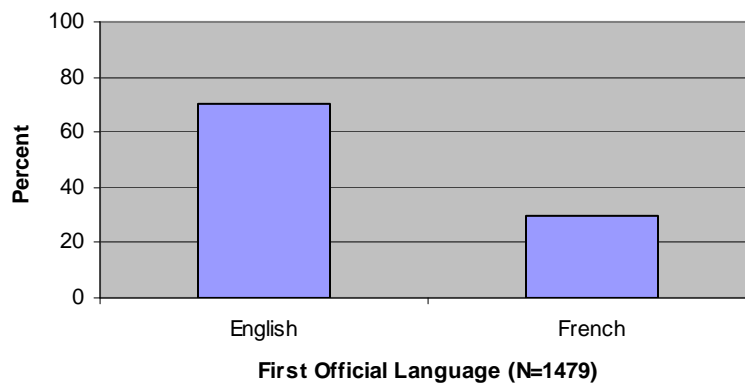


Figure 5. Respondent's First Official Language

3.1.6 Grouped Rank

Figure 6 shows the distribution of respondents by grouped rank. As might be expected, since there are more NCMs than Officers in the general CF Reg population (76.1% and 23.9% respectively), more NCMs (58.3%) responded to Your-Say than Officers (41.7%).

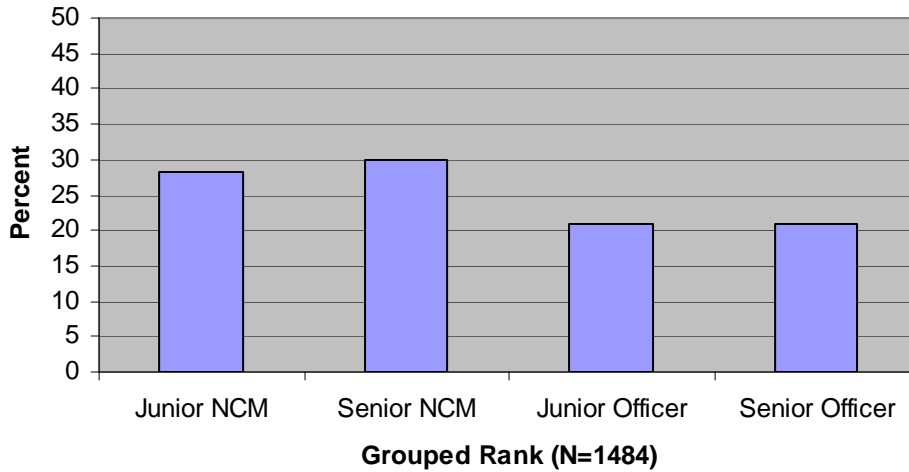


Figure 6. Respondent's Grouped Rank

3.1.7 Organization Affiliation

Figure 7 outlines what organization respondent's individual units reported to. Over half (47.4%) identified one of the three environments (e.g., CLS) followed by 15.9% who identified reporting to an operational command (e.g., CANCOM).

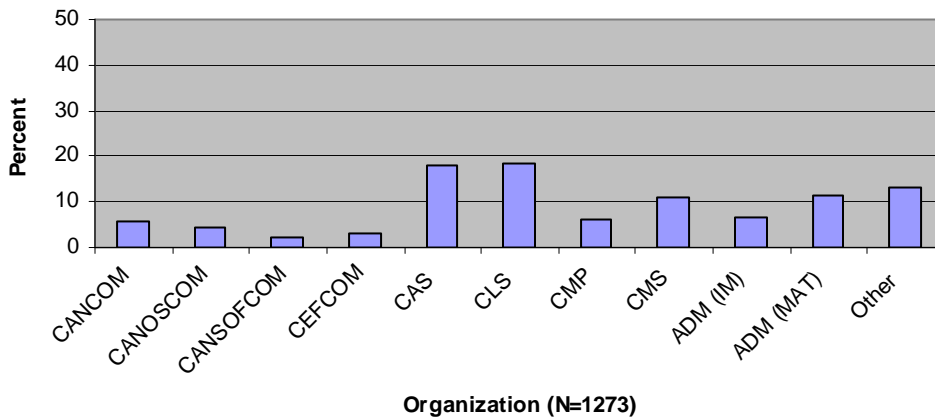


Figure 7. Respondent's Organization

3.1.8 Education

Regarding highest level of education obtained, Figure 8 shows that over one third (38.6%) of the respondents said they had a high school graduation certificate or its equivalent and almost one quarter (22.5%) had a bachelor's degree.

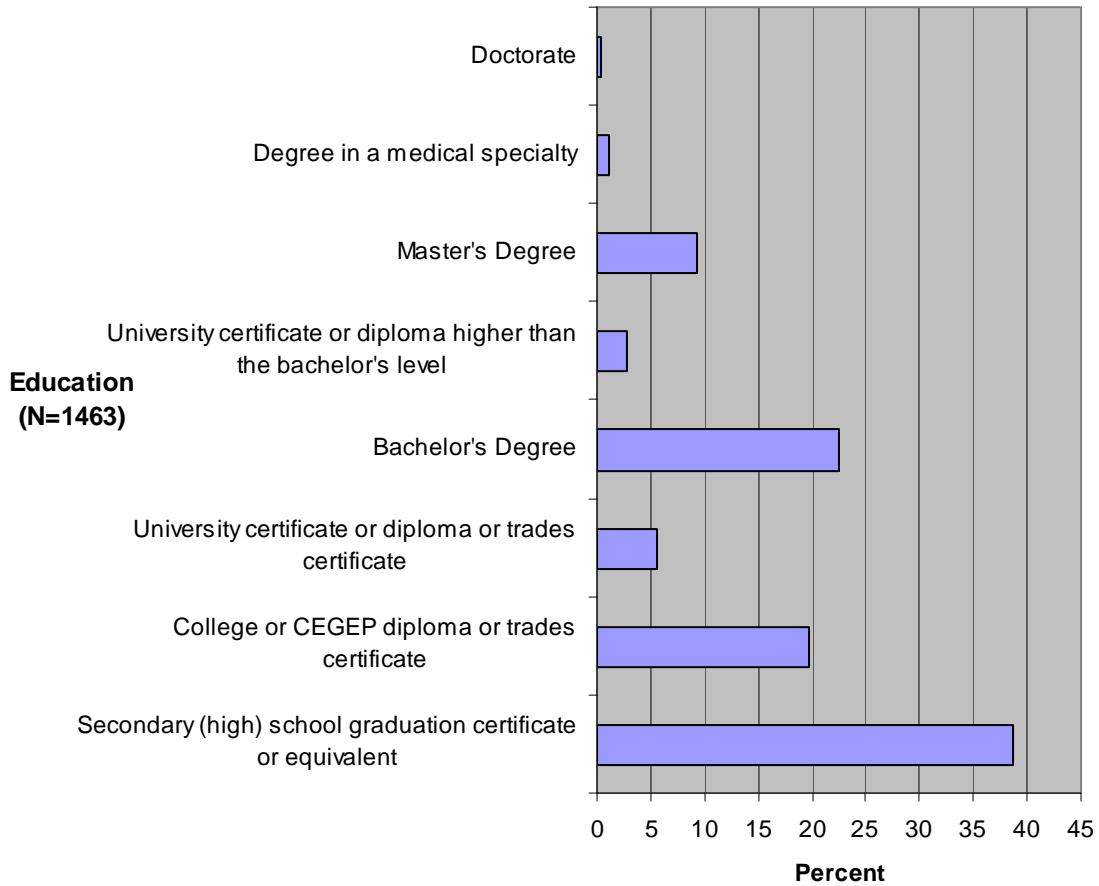


Figure 8. Respondent's Level of Education

3.1.9 Marital Status

Figure 9 shows respondent's marital status. Over two thirds (64.8%) said they were married (and not separated). This was followed by 14.5% who said they were living common-law. In the general CF Reg population, 65% of personnel are married.

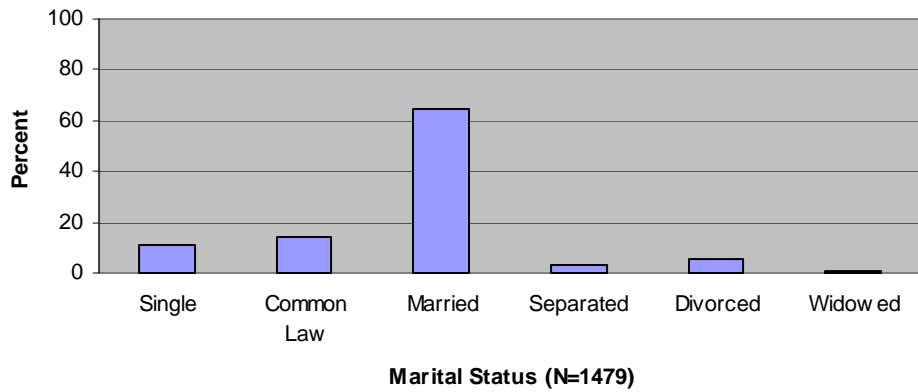


Figure 9. Respondent's Marital Status

3.1.10 Children

Just over two-thirds (62.9%) said they had children either living part-time or full-time in their household. Figure 10 shows the percentage of respondents who had children in various age groups.

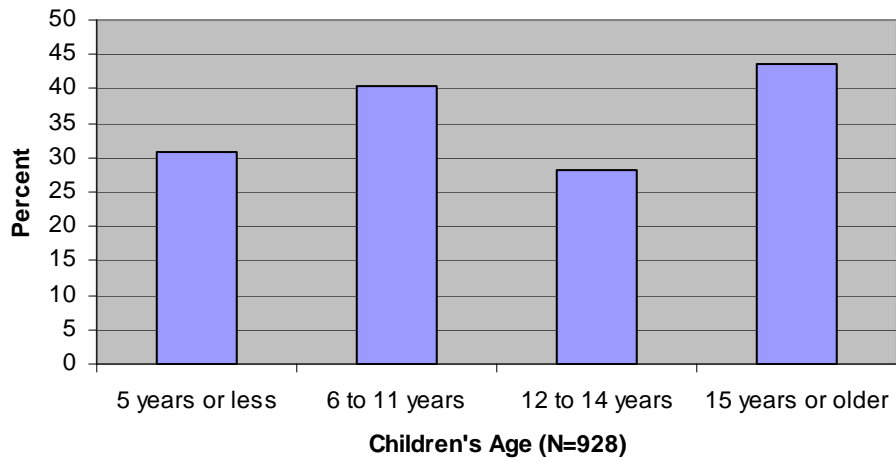


Figure 10. Respondent's Children

3.1.11 Dwelling

As Figure 11 shows, over three-quarters (76.3%) of respondents said they lived in a civilian owned dwelling. This was followed by 12.3% who lived in Department of National Defence (DND) Housing (formerly known as Married Quarters).

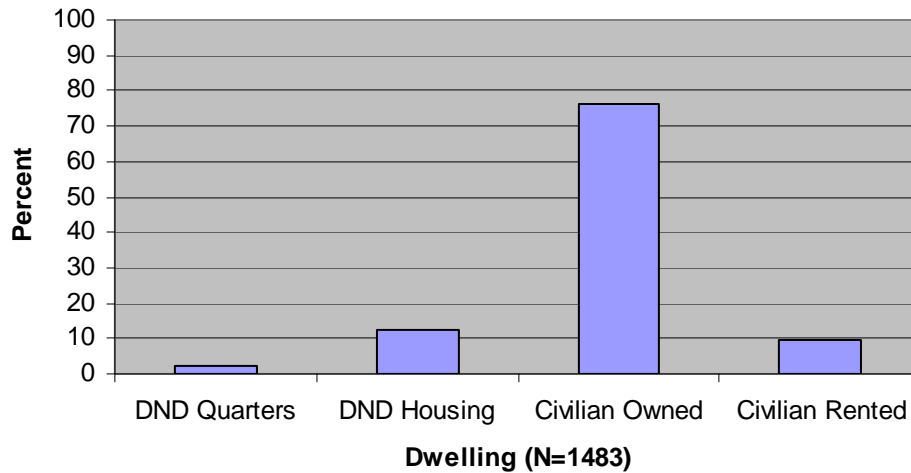


Figure 11. Respondent's Dwelling

3.1.12 Geographical Region

Figure 12 shows that over one quarter of respondents (27.8%) indicated they were currently employed in the National Capital Region (NCR). This was followed by 20.6% who were employed inside the rest of Ontario, excluding the NCR. The smallest percentage of respondents came from British Columbia (8.3%).

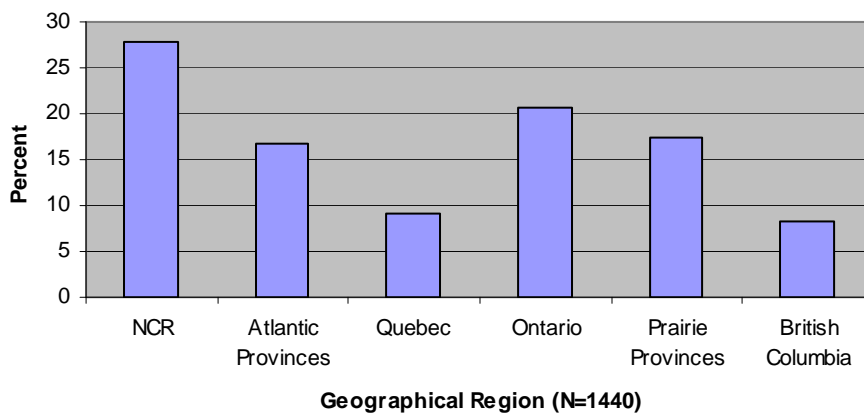


Figure 12. Respondent's Geographical Region

3.2 Core Content

The core content makes up the majority of *Your-Say* and consists of identical items asked within each or every other *Your-Say* administration. Since early 2007, the Spring *Your-Say* has contained six core sections on a variety of topics (Urban, 2007).

3.2.1 Military Career

The military career section asks respondents about their overall level of satisfaction with various aspects of their military career. Thirteen closed-ended items were posed using a seven-point Likert scale ranging from 1 (Completely Dissatisfied) to 7 (Completely Satisfied). Higher responses on this scale indicate more positive responses.

3.2.1.1 Levels of Dissatisfaction and Satisfaction

Table 3 outlines the combined dissatisfaction and satisfaction percentages on the thirteen military career items.⁵

Table 3. Military Career Item Percentages

All things considered, how satisfied or dissatisfied are you with each of the following, overall:	Dissatisfied (%)	Neutral (%)	Satisfied (%)
The military way of life	9.6	5.0	85.2
Your quality of life in the CF	15.3	6.3	78.4
Your service in the CF	7.1	8.0	84.9
Career management	32.5	9.9	57.6
Career progression	30.2	11.9	58.0
The promotion system	43.0	12.4	44.5
Posting frequency	15.3	19.9	64.8
Working hours	11.5	8.8	79.8
Working relationships	9.4	7.7	83.0
Recognition you receive from your supervisor	19.0	8.0	73.1
Recognition you receive from your organization	25.4	13.9	60.7
Opportunities for professional development	26.3	9.6	64.2
Opportunities for personal development	27.0	12.9	60.1

⁵ Percentages are based on combining three satisfaction and three dissatisfaction categories.

As Table 3 shows, respondents indicated their highest level of dissatisfaction with the promotion system (43%), career management (32.5%), and career progression (30.2%). Respondents indicated their highest level of satisfaction with the military way of life (85.2%), service in the CF (84.9%), and working relationships (83%). Respondents felt the most neutral toward posting frequency (19.9%), and recognition received from the organization (13.9%).

3.2.1.2 Grouped Rank and Environment Differences

Table 4 outlines the mean scores (M) and standard deviations (SD) for all 13 military career items.

Table 4. Military Career Item Descriptives

All things considered, how satisfied or dissatisfied are you with each of the following, overall:	M	SD	n
The military way of life	5.43	1.17	1444
Your quality of life in the CF	5.19	1.41	1444
Your service in the CF	5.54	1.16	1429
Career management	4.36	1.71	1445
Career progression	4.53	1.77	1445
The promotion system	3.94	1.85	1445
Posting frequency	4.96	1.55	1437
Working hours	5.41	1.39	1444
Working relationships	5.52	1.25	1443
Recognition you receive from your supervisor	5.12	1.65	1446
Recognition you receive from your organization	4.57	1.70	1437
Opportunities for professional development	4.66	1.67	1446
Opportunities for personal development	4.56	1.71	1443

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

Although no significant differences appeared by environment, grouped rank did reveal some significant differences on four of the 13 items⁶. Grouped rank mean scores and standard deviations for the item, “All things considered, how satisfied or dissatisfied are you with your quality of life in the CF?” are presented in Table 5. Although all grouped ranks were somewhat satisfied on average with their quality of life in the CF, these responses significantly differed by

⁶ For specific results of all multiple comparisons using Bonferroni correction in this section, please see Annex A.

grouped rank $F(3,1478) = 13.24, p < .001$.⁷ Specifically, Jr NCMs mean response was statistically lower than the mean responses of the other three grouped ranks, such that Officers were more satisfied with quality of life in the CF than NCMs.

Table 5. Grouped Rank Descriptives on “All things considered, how satisfied or dissatisfied are you with your quality of life in the CF?”

Grouped Rank	M	SD	n
Jr NCM	5.00	1.39	420
Sr NCM	5.37	1.29	444
Jr Officer	5.44	1.23	308
Sr Officer	5.56	1.26	310

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

Grouped rank mean scores and standard deviations for the item, “All things considered, how satisfied or dissatisfied are you with posting frequency?” are presented in Table 6. Overall, NCMs had lower mean responses and were in the neutral to somewhat satisfied range, whereas Officers were somewhat satisfied overall with posting frequency. These responses significantly differed by grouped rank $F(3,1478) = 12.78, p < .001$. Specifically, Jr NCMs mean response was statistically lower than the mean responses of the other three grouped ranks such that Officers were more satisfied toward posting frequency than NCMs.

Table 6. Grouped Rank Descriptives on “All things considered, how satisfied or dissatisfied are you with posting frequency?”

Grouped Rank	M	SD	n
Jr NCM	4.61	1.59	418
Sr NCM	4.99	1.50	445
Jr Officer	5.09	1.37	309
Sr Officer	5.25	1.31	310

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

⁷ The Levene statistic was calculated as part of all Analysis of Variance (ANOVA) analyses within this paper; as each Levene statistic was non-significant, the homogeneity of variance assumption was not violated.

Grouped rank mean scores and standard deviations for the item, “All things considered, how satisfied or dissatisfied are you with working relationships?” are presented in Table 7. Although all grouped ranks were somewhat satisfied overall with their working relationships, these responses significantly differed by grouped rank $F(3, 1477) = 7.23, p < .001$. Specifically, Jr NCMs mean response was statistically lower than the mean responses of Jr and Sr Officers; Sr NCMs mean response was also statistically lower than the mean response of Sr Officers. Thus, Officers were more satisfied with their working relationships than NCMs.

Table 7. Grouped Rank Descriptives on “All things considered, how satisfied or dissatisfied are you with working relationships?”

Grouped Rank	M	SD	n
Jr NCM	5.40	1.30	420
Sr NCM	5.53	1.16	443
Jr Officer	5.69	1.12	308
Sr Officer	5.77	1.03	310

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

Grouped rank mean scores and standard deviations for the item, “All things considered, how satisfied or dissatisfied are you with recognition you receive from your supervisor?” are presented in Table 8. Although Jr NCMs had the lowest average response overall and felt neutral toward supervisor recognition, the remaining groups were somewhat satisfied overall. These responses significantly differed by grouped rank $F(3, 1479) = 6.48, p < .001$. Specifically, Jr NCMs mean response was statistically lower than the mean response of the other three grouped ranks such that Officers were more satisfied with supervisor recognition than NCMs.

Table 8. Grouped Rank Descriptives on “All things considered, how satisfied or dissatisfied are you with recognition you receive from your supervisor?”

Grouped Rank	M	SD	n
Jr NCM	4.87	1.61	419
Sr NCM	5.16	1.52	445
Jr Officer	5.29	1.47	309
Sr Officer	5.31	1.55	310

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

Overall, within the military career section, quality of life, posting frequency, working relationships and supervisor recognition significantly differed by grouped rank such that Officers were more satisfied than NCMs. However, even though Officers did show greater levels of satisfaction than NCMs, NCMs did still rate these items positively.

3.2.2 Career Management and Postings

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

3.2.2.1 Levels of Agreement and Disagreement

Table 9 outlines the combined disagreement and agreement percentages on the five career management and postings items.⁸

Table 9. Career Management and Postings Item Percentages

Item	Disagree (%)	Neutral (%)	Agree (%)
I feel like I have no control over my career while in the CF	42.2	20.8	36.9
I have generally been happy with my postings in the CF	8.7	17.6	73.7
Postings are having a negative impact on my children's education	33.8	50.6	15.6
Postings are having a negative impact on my spouse's employment	24.7	38.7	36.6
I want more geographical stability	11.9	34.8	53.3

Respondents indicated their highest level of agreement with their happiness pertaining to postings in the CF (73.7%), and their highest level of disagreement with personal control over their career (42.2%).

3.2.2.2 Grouped Rank and Environment Differences

Table 10 outlines the mean scores and standard deviations for all five career management and postings items.

In terms of career management, there were no significant differences by environment on the item, "I feel like I have no personal control over my career while in the CF." However, there were significant differences by grouped rank⁹ $F(3,1479) = 18.29, p < .001$. Specifically, Jr NCMs mean response was statistically higher than the mean response of the other grouped ranks and Sr NCMs mean response was also statistically higher than the mean response of Sr Officers. Although Jr NCMs felt neutral on whether they had personal control over their career, the remaining grouped ranks disagreed, and felt they did have personal control. Grouped mean scores and standard deviations for the item are presented in Table 11.

⁸ Percentages are based on combining the two disagreement and two agreement categories.

⁹ For specific results of all multiple comparisons using Bonferroni correction in this section, please see Annex B.

Table 10. Career Management and Postings Item Descriptives

Item	M	SD	n
I feel like I have no control over my career while in the CF	2.97	1.18	1443
I have generally been happy with my postings in the CF	3.80	0.87	1446
Postings are having a negative impact on my children's education	2.75	0.97	1440
Postings are having a negative impact on my spouse's employment	3.21	1.14	1439
I want more geographical stability	3.61	1.04	1441

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

Table 11. Grouped Rank Descriptives on "I feel like I have no personal control over my career while in the CF"

Grouped Rank	M	SD	n
Jr NCM	3.22	1.10	419
Sr NCM	2.89	1.13	445
Jr Officer	2.76	1.11	309
Sr Officer	2.65	1.05	310

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

Regarding postings, although there were no significant differences by environment, significant differences were found by grouped rank on the item, "I have generally been happy with my postings in the CF". These responses significantly differed by grouped rank $F(3,1479)=12.63$, $p<.001$. Specifically, Jr NCMs mean response was statistically lower than the mean responses of the other grouped ranks and Sr NCMs mean response was also statistically lower than the mean response of Sr Officers. With the exception of Sr Officers, who agreed with this item on average, the remaining groups all felt neutral toward being happy with postings. Grouped rank mean scores and standard deviations for this item are presented in Table 12.

Table 12. Grouped Rank Descriptives on "I have generally been happy with my postings in the CF"

Grouped Rank	M	SD	n
Jr NCM	3.63	0.95	419
Sr NCM	3.80	0.85	445
Jr Officer	3.84	0.88	309
Sr Officer	4.02	0.69	310

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

Significant differences were found by environment on three posting items. Environment mean scores and standard deviations for the item, “Postings are having a negative impact on my children’s education” are presented in Table 13. These scores significantly differed by environment $F(2,1467)=4.98, p<0.01$. Specifically, Navy respondents mean response was statistically lower than the mean response of Army and Air Force respondents.

Although respondents associated with all environments did not feel that their children’s education was negatively impacted by their postings, Air Force respondents agreed more than Army and Navy respondents.

*Table 13. Environment Descriptives on
“Postings are having a negative impact on my children’s education”*

Environment	M	SD	n
Air Force	2.85	1.04	559
Army	2.79	0.96	627
Navy	2.62	0.98	284

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

Environment mean scores and standard deviations for the item, “Postings are having a negative impact on my spouse’s employment” are presented in Table 14. These scores significantly differed by environment $F(2,1470)=7.42, p<.01$. Specifically, Navy respondents’ mean response was statistically lower than the mean response of Army and Air Force respondents. Although respondents associated with all environments felt neutral toward whether their spouse’s employment was negatively affected by their postings, Air Force respondents agreed more than Army and Navy respondents.

*Table 14. Environment Descriptives on
“Postings are having a negative impact on my spouse’s employment”*

Environment	M	SD	n
Air Force	3.43	1.20	560
Army	3.36	1.14	629
Navy	3.10	1.22	284

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

Environment mean scores and standard deviations for the item, “I want more geographical stability” are presented in Table 15. These scores significantly differed by environment $F(2,1473)=6.00, p<.01$. Specifically, Navy respondents mean response was statistically lower than the mean response of Army and Air Force respondents. Although respondents associated with all environments felt neutral toward geographical stability, Army respondents agreed more than Air Force or Navy respondents.

Table 15. Environment Descriptives on “I want more geographical stability”

Environment	M	SD	n
Air Force	3.64	1.08	560
Army	3.66	1.00	630
Navy	3.41	1.11	286

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

Within the career management and postings section, postings affecting spousal employment were more of a concern to respondents than postings affecting their children’s education. Air Force respondents also indicated more of an impact regarding these two circumstances than the other two environments. In terms of personal control over one’s career, Officers indicated having more control than NCMs. Officers also felt happier about their postings overall.

3.2.3 Work-Life Balance

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

3.2.3.1 Levels of Agreement and Disagreement

Table 16 outlines the combined disagreement and agreement percentages on the four work-life balance items.¹⁰

Table 16. Work-Life Balance Item Percentages

To what extent do you agree or disagree with the following statements?	Disagree (%)	Neutral (%)	Agree (%)
I feel I have more to do than I can comfortably handle	38.6	23.5	37.8
Making arrangements for family while I work involves a lot of effort	23.2	35.5	41.2
My work schedule often conflicts with my personal life	33.7	29.5	36.7
The military is a way of life and can never be just a job	9.9	7.8	82.3

¹⁰ Percentages are based on combining the two disagreement and two agreement categories.

On the four closed-ended items, opinions were evenly split with respondents having more to do than they could comfortably handle (37.8% agreed, 38.6% disagreed) and with their work schedule conflicting with their personal life (36.7% agreed, 33.7% disagreed). However, over three quarters (82.3%) agreed the military was a way of life and could never be just a job.

3.2.3.2 Grouped Rank and Environment Differences

Table 17 outlines the mean scores and standard deviations for all four work-life balance items.

Table 17. Work-Life Balance Item Descriptives

To what extent do you agree or disagree with the following statements?	M	SD	n
I feel I have more to do than I can comfortably handle	3.04	1.13	1441
Making arrangements for family while I work involves a lot of effort	3.26	1.05	1434
My work schedule often conflicts with my personal life	3.10	1.10	1441
The military is a way of life and can never be just a job	4.06	0.99	1442

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

Even though there were no significant differences found by environment, there were significant differences found by grouped rank on one of the items.¹¹ Grouped rank mean scores and standard deviations for the item, “My work schedule often conflicts with my personal life” are presented in Table 18. These scores significantly differed by grouped rank $F(3,1474)=10.97, p<.001$. Specifically, Jr NCMs and Sr NCMs had means that were statistically lower than the means of Jr Officers and Sr Officers; although Jr NCMs and Sr NCMs were in the disagree to neutral range, the two other grouped ranks felt neutral about work and personal life conflicts.

Table 18. Grouped Rank Descriptives on “My work schedule often conflicts with my personal life”

Grouped Rank	M	SD	n
Jr NCM	2.98	1.13	419
Sr NCM	3.04	1.12	441
Jr Officer	3.27	1.10	308
Sr Officer	3.39	1.06	310

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

¹¹ For specific results of all multiple comparisons using Bonferroni correction in this section, please see Annex C.

In general, respondents reported working an average of 44.57 hours per week, with a range of eight to 120 hours. Even though there were no significant differences found by environment, there were significant differences found by grouped rank on hours of work per week. Grouped rank mean scores and standard deviations for hours of work per week are presented in Table 19. These scores significantly differed by grouped rank $F(3,1397)=28.06, p<.001$. Specifically, the only two groups that were not significantly different with each other were Sr NCMs and Jr Officers. On average, Officers reported working more hours per week than NCMs.

*Table 19. Grouped Rank Descriptives on
“About how many hours a week do you usually work?”*

Grouped Rank	M	SD	n
Jr NCM	41.98	9.95	388
Sr NCM	45.89	9.55	412
Jr Officer	45.88	9.47	301
Sr Officer	48.60	9.41	300

In general, respondents reported working an average of 30.46 (24hr) days away from home for all military reasons in the past six months (January 2007-June 2007), with a range of zero to 180 days. There were no significant differences by environment or grouped rank on this item.

For the most part, work-life balance does not appear to be a wide spread concern for CF Reg personnel and with the exception of personal life conflicts, it is not influenced by grouped rank. For those who do work longer hours, it should not be surprising that they are also indicating personal life conflicts.

3.2.4 CF as a Whole

The CF as a whole section contains 34 items typically asked during the Fall *Your-Say* administration. However, within this section, five items are benchmarked against results obtained from allied militaries including Australia, New Zealand and the United Kingdom.¹² As a result, it has been requested by these allied militaries that these items (in addition to the 21 other benchmarking items) be asked in each *Your-Say* administration. These five closed-ended items use a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

3.2.4.1 Levels of Agreement and Disagreement

Table 20 outlines the combined disagreement and agreement percentages on the five CF as a whole items.¹³

¹² At the time of publication, bench marking results from the other allied militaries were not available.

¹³ Percentages are based on combining the two disagreement and two agreement categories.

Table 20. CF as a Whole Item Percentages

Item	Disagree (%)	Neutral (%)	Agree (%)
Getting ahead in the CF means behaving ethically	20.3	13.6	66.1
The CF lacks the equipment it needs to perform well in operations	18.1	18.8	63.1
There doesn't seem to be any long term planning in the military	24.0	22.0	53.9
I am satisfied that changes in the CF occur for a reason	24.4	29.7	45.9
I know the CF will look after my needs if I become injured on the job	26.8	25.8	47.4

On the positive side, respondents agreed that getting ahead in the CF means behaving ethically (66.1%); that their needs will be looked after if they become injured on the job (47.4%); and that changes in the CF occur for a reason (45.9%). On the negative side, two-thirds (63.1%) believed the CF lacks the equipment it needs to perform well in operations and over half (53.9%) believed there does not seem to be any long term planning in the military.

3.2.4.2 Grouped Rank and Environment Differences

Table 21 outlines the mean scores and standard deviations for the five CF as a whole items.

Table 21. CF as a Whole Item Descriptives

Item	M	SD	n
Getting ahead in the CF means behaving ethically	3.66	1.18	1445
The CF lacks the equipment it needs to perform well in operations	3.70	1.10	1445
There doesn't seem to be any long term planning in the military	3.49	1.11	1443
I am satisfied that changes in the CF occur for a reason	3.21	0.95	1438
I know the CF will look after my needs if I become injured on the job	3.17	1.15	1446

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

There were significant differences found by grouped rank and/or environment on three of the five items¹⁴. Grouped rank mean scores and standard deviations for the item, “The CF lacks the equipment it needs to perform well in operations” are presented in Table 22. These scores

¹⁴ For specific results of all multiple comparisons using Bonferroni correction in this section, please see Annex D.

significantly differed by grouped rank $F(3,1479)=17.08, p<.001$. Specifically, Jr NCMs and Sr NCMs had mean responses that were statistically higher than the mean responses of Jr and Sr Officers. Although overall all grouped ranks felt neutral toward whether or not the CF lacks the equipment it needs to perform well in operations, NCMs agreed more than Officers on this item.

*Table 22. Grouped Rank Descriptives on
“The CF lacks the equipment it needs to perform well in operations”*

Grouped Rank	M	SD	n
Jr NCM	3.80	1.04	420
Sr NCM	3.69	1.04	445
Jr Officer	3.37	1.07	308
Sr Officer	3.34	1.15	310

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

Environment mean scores and standard deviations for the same item are presented in Table 23. These scores significantly differed by environment $F(2,1476)=21.68, p<.001$. Specifically, the Navy mean response was statistically higher than the Army mean response and the Army mean response was statistically lower than the Air Force mean response. Although respondents associated with all environments felt neutral toward whether or not the CF lacks the equipment it needs to perform well in operations, Navy respondents agreed more than Air Force or Army respondents.

*Table 23. Environment Descriptives on
“The CF lacks the equipment it needs to perform well in operations”*

Environment	M	SD	n
Air Force	3.70	0.99	561
Army	3.37	1.15	631
Navy	3.81	1.05	287

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

Grouped rank mean scores and standard deviations for the item, “I know the CF will look after my needs if I become injured on the job” are presented in Table 24. These scores significantly differed by grouped rank $F(3,1480)=7.37, p<.001$. Specifically, Jr NCMs mean response was statistically lower than the mean responses of Jr and Sr Officers; Sr NCMs mean response was also statistically lower than the mean response of Sr Officers. Although all grouped ranks were neutral toward whether the CF would look after their needs if they became injured, Officers agreed more than NCMs.

*Table 24. Grouped Rank Descriptives on
“I know the CF will look after my needs if I become injured on the job”*

Grouped Rank	M	SD	n
Jr NCM	3.11	1.10	420
Sr NCM	3.22	1.09	445
Jr Officer	3.38	1.09	309
Sr Officer	3.45	0.96	310

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

Environment mean scores and standard deviations for the item, “There doesn’t seem to be any long term planning in the military” are presented in Table 25. These scores significantly differed by environment $F(2,1474)=5.46, p<.01$. Specifically, the Navy mean response was statistically higher than the Army or Air Force mean response. Although all respondents from the three environments felt neutral toward long term military planning, Navy respondents agreed more than Air Force or Army respondents.

*Table 25. Environment Descriptives on
“There doesn’t seem to be any long term planning in the military”*

Environment	M	SD	n
Air Force	3.35	1.13	560
Army	3.31	1.14	631
Navy	3.57	1.14	286

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

Regarding the CF as a whole, Navy respondents indicated more concern regarding equipment needed for operational success and for long term military planning than respondents from the other two environments. Equipment was also more of a concern for NCMs than for Officers.

3.2.5 Direct Leadership - Your Supervisor

The direct leadership section contains 41 items and asks respondents to indicate their level of agreement on leadership behaviors with respect to their immediate supervisor (the person who writes their Personal Evaluation Report [PER]). Thirty-four of the 41 items make up three direct leadership scales including the mission success scale, the internal integration scale, and the member well-being and commitment scale.

3.2.5.1 Mission Success Scale

The mission success scale focuses on such roles and responsibilities as motivating and sharing risks, clarifying objectives and achieving competence¹⁵. It is composed of 15 items using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The internal consistency of this subset of items was high (Chronbach's $\alpha = .94$).

3.2.5.1.1 Levels of Agreement and Disagreement

Table 26 outlines the combined disagreement and agreement percentages for the 15 mission success items.

Table 26. Mission Success Scale Item Percentages

What does your supervisor actually do?	Disagree (%)	Neutral (%)	Agree (%)
Demonstrates competence	13.7	11.4	74.8
Ensures people have what they need to get the job done	12.6	17.2	70.2
Tells me the results I am expected to achieve	16.7	14.0	69.2
Promotes team spirit	14.7	21.7	63.6
Acts in a decisive way	12.8	19.4	67.8
Makes decisions that are fair and unbiased	12.8	22.4	64.8
Provides an honest explanation of how decisions are made.	15.5	21.4	63.2
Explains rules and expectations to my team	16.2	22.2	61.7
Avoids making decisions that would be unpopular	57.9	21.4	20.7
Considers my views when decisions are being made	16.1	18.2	65.8
Learns from mistakes	10.3	20.3	69.4
Pursues self improvement	10.3	26.1	63.7
Leads by example	17.4	21.4	61.2
Successfully solves problems	11.5	21.7	66.8
Fails to take action until problems become serious	63.3	20.1	16.6

As Table 26 shows, respondents said their supervisor demonstrated competence (74.8%)¹⁶, ensured people had what they need to get the job done (70.2%), and learned from mistakes (69.4%).

¹⁵ For a complete description of the mission success leadership scale roles and responsibilities, see Wenek (2003).

¹⁶ Percentages are based on combining the “agree” category with the “strongly agree” category.

3.2.5.1.2 Grouped Rank and Environment Differences

Grouped rank means and standard deviations for the mission success scale are presented in Table 27. These scores significantly differed by grouped rank $F(3,1478)= 7.71, p<.001$ ¹⁷. Specifically, Jr NCMs scale mean was statistically lower than the scale mean of Jr and Sr Officers and the scale mean of Sr NCMs was also statistically lower than the scale mean of Sr Officers. Although all grouped ranks had neutral feelings toward mission success on average, Officers had higher scale means than NCMs. There were no significant mean differences on this scale based on environment.

Table 27. Grouped Rank Descriptives on the Mission Success Scale

Grouped Rank	M	SD	n
Jr NCM	3.54	0.69	420
Sr NCM	3.61	0.73	445
Jr Officer	3.74	0.68	308
Sr Officer	3.75	0.68	309

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

Table 28 outlines the mean scores and standard deviations for the 15 mission success scale items.¹⁸

Table 28. Mission Success Scale Item Descriptives

What does your supervisor actually do?	M	SD	n
Demonstrates competence	3.80	1.04	1445
Ensures people have what they need to get the job done	3.67	0.92	1445
Tells me the results I am expected to achieve	3.65	1.02	1444
Promotes team spirit	3.60	0.96	1445
Acts in a decisive way	3.68	0.98	1444
Makes decisions that are fair and unbiased	3.64	0.96	1445
Provides an honest explanation of how decisions are made.	3.58	0.99	1436
Explains rules and expectations to my team	3.53	0.96	1440
Avoids making decisions that would be unpopular ®	2.55	1.00	1444
Considers my views when decisions are being made	3.59	0.99	1445
Learns from mistakes	3.68	0.86	1436
Pursues self improvement	3.60	0.83	1436
Leads by example	3.53	1.05	1445
Successfully solves problems	3.66	0.92	1436
Fails to take action until problems become serious ®	2.37	1.07	1445

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

¹⁷ For specific results of all multiple comparisons using Bonferroni correction in this section, please see Annex E.

¹⁸ Items denoted with an ® were reverse coded during scale analysis.

There were no significant differences found by environment, but there were significant differences found by grouped rank on six of the 15 items. Grouped rank means and standard deviations for the item, “What does your supervisor actually do? Demonstrates competence” are presented in Table 29. These means significantly differed by grouped rank $F(3,1477)=14.16$, $p<.001$. Specifically, Jr NCMs and Sr NCMs had statistically lower mean responses than Jr and Sr Officers. On average, Officers believed their supervisor demonstrated competence more than NCMs.

*Table 29. Grouped Rank Descriptives on
“What does your supervisor actually do? Demonstrates Competence”*

Grouped Rank	M	SD	n
Jr NCM	3.70	1.00	420
Sr NCM	3.83	0.96	444
Jr Officer	4.03	0.91	308
Sr Officer	4.10	0.81	309

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

Grouped rank means and standard deviations for the item, “What does your supervisor actually do? Acts in a decisive way” are presented in Table 30. These means significantly differed by grouped rank $F(3,1476)=5.56$, $p<.001$. Specifically, the mean response of Jr NCMs was statistically lower than the mean response of Jr and Sr Officers and Sr NCMs had a mean response that was statistically lower than the mean response of Sr Officers. Although both NCMs and Officers felt neutral toward their supervisor acting decisive, Officers rated supervisor decisiveness higher than NCMs.

*Table 30. Grouped Rank Descriptives on
“What does your supervisor actually do? Acts in a Decisive Way”*

Grouped Rank	M	SD	n
Jr NCM	3.60	0.93	419
Sr NCM	3.62	1.02	444
Jr Officer	3.81	1.00	308
Sr Officer	3.83	1.02	309

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

Grouped rank means and standard deviations for the item, “What does your supervisor actually do? Leads by example” are presented in Table 31. These means significantly differed by grouped rank $F(3,1476)=10.12$, $p<.001$ ¹⁹. Specifically, the mean response of Jr NCMs was

¹⁹ For specific results of multiple comparisons using Bonferroni correction, please see Annex E.

statistically lower than the mean response of Jr and Sr Officers and Sr NCMs had a mean response that was statistically lower than the mean response of Sr Officers. Although both NCMs and Officers felt neutral toward their supervisor leading by example, Officers rated supervisors leading by example higher than NCMs.

Table 31. Grouped Rank Descriptives on “What does your supervisor actually do? Leads by example”

Grouped Rank	M	SD	n
Jr NCM	3.47	0.99	419
Sr NCM	3.56	1.04	445
Jr Officer	3.72	0.95	308
Sr Officer	3.84	0.95	308

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

Grouped rank means and standard deviations for the item, “What does your supervisor actually do? Makes decisions that are fair and unbiased” are presented in Table 32. These means significantly differed by grouped rank $F(3,1477)=5.47, p<.001$. Specifically, the mean response of Jr NCMs was statistically lower than the mean response of Jr and Sr Officers. Although both NCMs and Officers felt neutral toward their supervisor making fair and unbiased decisions, Officers rated their supervisors making decisions that are fair and unbiased higher than NCMs.

Table 32. Grouped Rank Descriptives on “What does your supervisors actually do? Makes decisions that are fair and unbiased”

Grouped Rank	M	SD	n
Jr NCM	3.55	0.96	420
Sr NCM	3.64	0.95	445
Jr Officer	3.78	0.91	308
Sr Officer	3.79	0.94	308

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

Grouped rank means and standard deviations for the item, “What does your supervisor actually do? Provides an honest explanation of how decisions are made” are presented in Table 33. These means significantly differed by grouped rank $F(3,1474)=7.95, p<.001$. Specifically, the mean response of Jr NCMs was statistically lower than the mean responses of Jr and Sr Officers. Sr NCMs also had a mean response that was statistically lower than Sr Officers. Although both NCMs and Officers felt neutral toward their supervisor providing honest explanations of how decisions are made, Officers rated their supervisor providing an honest explanation of how decisions are made higher than NCMs.

Table 33. Grouped Rank Descriptives on “What does your supervisor actually do? Provides an honest explanation of how decisions are made”

Grouped Rank	M	SD	n
Jr NCM	3.44	0.98	419
Sr NCM	3.56	1.00	444
Jr Officer	3.71	1.00	307
Sr Officer	3.78	0.98	308

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

Grouped rank means and standard deviations for the item, “What does your supervisor actually do? Considers my views when decisions are being made” are presented in Table 34. These means significantly differed by grouped rank $F(3, 1478)=20.23, p<.001$. Specifically, the mean response of Jr NCMs was significantly lower than the mean response of the other three grouped ranks and the mean response of Sr NCMs was significantly lower than the mean response of Sr Officers. Although both NCMs and Officers felt neutral toward their supervisor considering their views, Officers agreed more than NCMs

Table 34. Grouped Rank Descriptives on “What does your supervisor actually do? Considers my views when decisions are being made”

Grouped Rank	M	SD	n
Jr NCM	3.40	0.98	420
Sr NCM	3.71	0.93	445
Jr Officer	3.77	0.78	308
Sr Officer	3.90	0.87	309

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

Overall, in terms of mission success, Officers gave higher, positive ratings in the areas of supervisor competence, decision-making, leadership, fairness, honesty and consideration more than NCMs. On average, respondents did not indicate any specific areas of concerns that encourage further investigation.

3.2.5.2 Internal Integration Scale

The internal integration scale focuses on such roles and responsibilities as following policies and procedures, reinforcing military ethos and socializing new members²⁰. It is composed of eight items using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The internal consistency of this subset of items was high (Chronbach’s $\alpha = .89$).

²⁰ For a complete description of the internal integration leadership scale roles and responsibilities, see Wenek (2003).

3.2.5.2.1 Levels of Agreement and Disagreement

Table 35 outlines the combined disagreement and agreement percentages for the eight internal integration items.

Table 35. Internal Integration Scale Item Percentages

What does your supervisor actually do?	Disagree (%)	Neutral (%)	Agree (%)
Maintains order and discipline	12.6	15.4	72.0
Ensures an understanding of military values, history and traditions	15.3	27.4	57.3
Routinely monitors procedure	16.8	18.9	64.3
Demands ethical behaviour from others	7.4	23.0	69.6
Assesses my work against identified goals and objectives	16.2	21.7	62.2
Keeps me informed about matters that affect me	15.2	12.2	72.5
Sets a high standard of ethical behaviour	11.6	23.4	65.1
Adheres to the policies and procedures of the organization	5.7	11.6	82.8

As Table 35 shows, respondents said their supervisor adheres to the policies and procedures of the organization (82.8%)²¹, keeps them informed about matters that affect them (72.5%), and maintains order and discipline (72%).

3.2.5.2.2 Grouped Rank and Environment Differences

Grouped rank means and standard deviations for the internal integration scale are presented in Table 36. These scores significantly differed by grouped rank $F(3,1478)=6.62, p<.001$ ²². Specifically, the scale mean of Jr NCMs was statistically lower than the scale mean of Jr and Sr Officers and the scale mean of Sr NCMs was statistically lower than the scale mean of Sr Officers. Although all grouped ranks had neutral feelings toward internal integration, on average, Officers agreed more than NCMs. There were no significant mean differences on this scale based on environment.

²¹ Percentages are based on combining the “agree” category with the “strongly agree” category.

²² For specific results of all multiple comparisons using Bonferroni correction in this section, please see Annex F.

Table 36. Grouped Rank Descriptives on the Internal Integration Scale

Grouped Rank	M	SD	n
Jr NCM	3.62	0.69	420
Sr NCM	3.64	0.70	445
Jr Officer	3.77	0.68	308
Sr Officer	3.80	0.65	309

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

Table 37 outlines and the means and standard deviations for the eight internal integration items.

Table 37. Internal Integration Scale Item Descriptives

What does your supervisor actually do?	M	SD	n
Maintains order and discipline	3.74	0.93	1445
Ensures an understanding of military values, history and traditions	3.54	1.00	1444
Routinely monitors procedure	3.52	1.06	1445
Demands ethical behaviour from others	3.76	0.82	1445
Assesses my work against identified goals and objectives	3.55	0.98	1438
Keeps me informed about matters that affect me	3.71	1.04	1445
Sets a high standard of ethical behaviour	3.67	0.92	1444
Adheres to the policies and procedures of the organization	3.95	0.76	1444

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

There were no significant differences found by environment, but there were significant differences found by grouped rank on three of the eight items. Grouped rank means and standard deviations for the item, “What does your supervisor actually do? Ensures an understanding of military values, history and traditions” are presented in Table 38. These means significantly differed by grouped rank $F(3,1477)=4.42, p<.01$. Specifically, the mean response of Jr NCMs was statistically lower than the mean response of Jr and Sr Officers. Although all grouped ranks had neutral feelings toward whether their supervisor ensures an understanding of military values, history and traditions, on average, Officers tended to agree more than NCMs.

Grouped rank means and standard deviations for the item, “What does your supervisor actually do? Demands ethical behavior from others” are presented in Table 39. These means significantly differed by grouped rank $F(3,1475)=20.15, p<.001$. Specifically, the only two pairings that were not significantly different with each other were Jr NCMs and Sr NCMs as well as Jr Officers and Sr Officers. Sr Offices were the only grouped rank to agree on average that their supervisor demands ethical behavior from others. All other grouped ranks felt neutral, although Jr Officers were very close to the agree score (4.0).

*Table 38. Grouped Rank Descriptives on “What does your supervisor actually do?
Ensures an understanding of military values, history and traditions”*

Grouped Rank	M	SD	n
Jr NCM	3.43	0.99	420
Sr NCM	3.54	1.03	444
Jr Officer	3.64	0.94	308
Sr Officer	3.67	1.04	309

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

*Table 39. Grouped Rank Descriptives on “What does your supervisor actually do?
Demands ethical behaviour from others”*

Grouped Rank	M	SD	n
Jr NCM	3.63	0.86	419
Sr NCM	3.73	0.82	443
Jr Officer	3.94	0.77	308
Sr Officer	4.04	0.71	309

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

Grouped rank means and standard deviations for the item, “What does your supervisor actually do? Sets a high standard of ethical behavior” are presented in Table 40. These means significantly differed by grouped rank $F(3,1475)=19.17, p<.001$. Specifically, Jr NCMs and Sr NCMs had mean responses that were statistically lower than the mean responses of Jr and Sr Officers. Although all grouped ranks had neutral feelings toward whether their supervisor sets a high standard of ethical behavior, on average, Officers agreed more than NCMs.

*Table 40. Grouped Rank Descriptives on “What does your supervisor actually do?
Sets a high standard of ethical behavior”*

Grouped Rank	M	SD	n
Jr NCM	3.53	0.93	420
Sr NCM	3.67	0.85	444
Jr Officer	3.86	0.84	307
Sr Officer	3.98	0.81	308

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

Overall, in terms of internal integration, Officers gave (on average) higher positive ratings than NCMs in the areas of their supervisor being ethical, demanding ethical behaviour from others and ensuring military customs, traditions and history are understood. On average, respondents did not indicate any specific areas of concerns that encourage further investigation.

3.2.5.3 Member Well-Being and Commitment Scale

The member well-being and commitment scale focuses on roles and responsibilities regarding subordinates, dealing with mentoring, treating fairly and rewarding²³. It is composed of 11 items using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The internal consistency of this subset of items was high (Chronbach's $\alpha = .93$).

3.2.5.3.1 Levels of Agreement and Disagreement

Table 41 outlines the combined agreement and disagreement percentages for the eleven member well-being and commitment items.²⁴

As Table 41 shows, respondents said their supervisor treats them with dignity (81.7%), respects their rights as people (80.7%), and treats them fairly when decisions are being made (74.6%). However, almost a quarter (22.3%) disagreed that their supervisor helps them determine their learning needs.

Table 41. Member Well-Being and Commitment Scale Item Percentages

What does your supervisor actually do?	Disagree (Percent)	Neutral (Percent)	Agree (Percent)
Really cares about my well-being	16.8	16.7	66.5
Treats me fairly when decisions are being made	11.1	14.3	74.6
Tells me when I do a good job	17.0	17.8	65.2
Makes decisions that are equally fair to everyone	14.6	18.1	67.2
Treats me with dignity	7.0	11.4	81.7
Dwells on what I have done wrong	66.6	17.6	15.8
Respects my rights as a person	5.0	14.3	80.7
Encourages my personal and professional development	12.6	19.5	67.9
Takes my needs into account when making decisions	16.7	21.9	61.4
Responds fairly to complaints and concerns	11.8	19.3	68.9
Helps me determine my learning needs	22.3	32.1	45.6

²³ For a complete description of the internal integration leadership scale roles and responsibilities, see Wenek (2003).

²⁴ Percentages are based on combining the two agree and two disagree categories.

3.2.5.3.2 Grouped Rank and Environment Differences

Grouped rank means and standard deviations for the member well-being and commitment scale are presented in Table 42. These scores significantly differed by grouped rank $F(3,1478)=6.19$, $p<.001$ ²⁵. Specifically, the scale mean of Jr NCMs was statistically lower than the scale mean of Jr and Sr Officers. There were no significant mean differences based on environment.

Table 42. Grouped Rank Descriptives on the Member Well-Being and Commitment Scale

Grouped Rank	M	SD	n
Jr NCM	3.60	0.77	420
Sr NCM	3.67	0.76	445
Jr Officer	3.81	0.70	308
Sr Officer	3.78	0.69	309

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

Table 43 outlines the mean scores and standard deviations for the 11 member well-being and commitment items²⁶.

Table 43. Member Well-Being and Commitment Scale Item Descriptives

What does your supervisor actually do?	M	SD	n
Really cares about my well-being	3.67	1.14	1444
Treats me fairly when decisions are being made	3.82	1.01	1436
Tells me when I do a good job	3.62	1.09	1445
Makes decisions that are equally fair to everyone	3.66	1.01	1445
Treats me with dignity	3.98	0.94	1443
Dwells on what I have done wrong ®	2.37	1.04	1445
Respects my rights as a person	3.99	0.85	1444
Encourages my personal and professional development	3.73	1.03	1443
Takes my needs into account when making decisions	3.50	0.99	1437
Responds fairly to complaints and concerns	3.67	0.94	1445
Helps me determine my learning needs	3.22	0.96	1439

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

²⁵ For specific results of all multiple comparisons using Bonferroni correction in this section, please see Annex G.

²⁶ Items denoted with an ® were reverse coded during scale analysis.

There were no significant differences found by environment, but there were significant differences found by grouped rank on four of the 11 items. Grouped rank means and standard deviations for the item, “What does your supervisor actually do? Treats me fairly when decisions are being made” are presented in Table 44. These means significantly differed by grouped rank $F(3,1475)=7.31, p<.001$. Specifically, Jr NCMs mean response was statistically lower than the mean response of Jr and Sr Officers. Although all grouped ranks were in the neutral to agree range toward whether their supervisor treated them fairly when decisions were being made, on average, Officers agreed more than NCMs. In addition, Jr Officer and Sr Officers had identical average responses on this item.

Table 44. Grouped Rank Descriptives on “What does your supervisor actually do? Treats me fairly when decisions are being made”

Grouped Rank	M	SD	n
Jr NCM	3.70	0.99	419
Sr NCM	3.82	0.93	445
Jr Officer	3.97	0.89	306
Sr Officer	3.97	0.89	309

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

Grouped rank means and standard deviations for the item, “What does your supervisor actually do? Treats me with dignity” are presented in Table 45. These means significantly differed by grouped rank $F(3,1474)=7.16, p<.001$. Specifically, Jr NCMs mean response was statistically lower than the mean responses of Jr and Sr Officers and Sr NCMs mean response was statistically lower than the mean response of Sr Officers. Overall, NCMs had a lower level of agreement than Officers when it came to their opinions about their supervisor treating them with dignity.

Table 45. Grouped Rank Descriptives on “What does your supervisor actually do? Treats me with dignity”

Grouped Rank	M	SD	n
Jr NCM	3.87	0.92	419
Sr NCM	3.99	0.90	443
Jr Officer	4.11	0.84	307
Sr Officer	4.19	0.81	309

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

Grouped rank means and standard deviations for the item, “What does your supervisor actually do? Respects my rights as a person” are presented in Table 46. These means significantly differed by grouped rank $F(3,1474)=10.51, p<.001$. Specifically, Jr NCMs mean response was statistically lower than the mean response of Jr and Sr Officers and Sr NCMs means response was statistically lower than the mean response of Sr Officers. With the exception of Jr NCMs who were in the neutral to agree range that their supervisor respects their rights as a person, all three other grouped ranks agreed with this item.

Table 46. Grouped Rank Descriptives on “What does your supervisor actually do? Respects my rights as a person”

Grouped Rank	M	SD	n
Jr NCM	3.93	0.83	419
Sr NCM	4.01	0.84	442
Jr Officer	4.13	0.73	308
Sr Officer	4.24	0.76	309

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

Grouped rank means and standard deviations for the item, “What does your supervisor actually do? Responds fairly to complaints and concerns” are presented in Table 47. These means significantly differed by grouped rank $F(3,1477)=4.93, p<.01$. Specifically, Jr NCMs mean response was statistically lower than the mean response of Jr and Sr Officers. Overall, all grouped ranks felt neutral toward whether their supervisor responds fairly to complaints and concerns. In addition, Jr Officers and Sr Officers felt equally neutral on this issue.

Table 47. Grouped Rank Descriptives on “What does your supervisor actually do? Responds fairly to complaints and concerns ”

Grouped Rank	M	SD	n
Jr NCM	3.58	0.94	420
Sr NCM	3.70	0.89	445
Jr Officer	3.80	0.82	308
Sr Officer	3.80	0.87	308

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

Overall, in terms of member well-being and commitment, Officers agreed more than NCMs and gave higher, positive ratings in the areas of fairness, dignity and respect. In addition, with this particular scale, there was much less difference between the opinions of Jr Officers and Sr Officers than there was on the other two direct leadership scales. On average, respondents did not indicate any specific areas of concerns that encourage further investigation.

3.2.5.4 Additional Direct Leadership Items

In addition to the three direct leadership scales, *Your-Say* also contains seven additional direct leadership items.²⁷ Five of the items use a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

²⁷ These questions were designed to gather additional information that did not directly fit in with the roles and responsibilities outlined in Wenek (2003).

3.2.5.4.1 Levels of Agreement and Disagreement

Table 48 outlines the combined agreement and disagreement percentages for the five additional direct leadership items.

Table 48. Direct Leadership Item Percentages

What does your supervisor actually do?	Disagree (%)	Neutral (%)	Agree (%)
Makes unreasonable demands	67.6	21.0	11.5
Wants to get ahead no matter what	55.0	22.5	22.5
Trusts me to get the job done	6.8	9.4	83.9
Insists on absolute obedience	39.0	29.2	31.9
Is more concerned about avoiding mistakes than getting the job done	55.4	26.9	17.7

As Table 48 shows, respondents indicated the highest level of agreement with their supervisor trusting them to get the job done (83.9%)²⁸. Approximately one third (31.9%) also said their supervisor insists on absolute obedience.

3.2.5.4.2 Grouped Rank and Environment Differences

Table 49 outlines the mean scores and standard deviations of the five additional direct leadership items.

Table 49. Direct Leadership Item Descriptives

What does your supervisor actually do?	M	SD	n
Makes unreasonable demands	2.28	0.93	1443
Wants to get ahead no matter what	2.63	1.16	1445
Trusts me to get the job done	4.10	0.94	1445
Insists on absolute obedience	2.94	1.02	1444
Is more concerned about avoiding mistakes than getting the job done	2.52	1.08	1443

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

There were no significant differences found by environment, but there were significant differences found by grouped rank on one of the five items²⁹. Grouped rank means and standard deviations for the item, “What does your supervisor actually do? Is more concerned

²⁸ Percentages are based on combining the two agreement categories.

²⁹ For specific results of all multiple comparisons using Bonferroni correction in this section, please see Annex H.

about avoiding mistake than getting the job done” are presented in Table 50. These means significantly differed by grouped rank $F(3,1472)=18.27, p<.001$. Specifically, Jr NCMs mean response was statistically higher than the mean response of the other three grouped ranks and Sr NCMs mean response was statistically higher than the mean response of Sr Officers. Although all grouped ranks disagreed with this statement on average, Officers tended to disagree more than NCMs.

Table 50. Grouped Rank Descriptives on “What does your supervisor actually do? Is More Concerned about Avoiding Mistakes than Getting the Job Done”

Grouped Rank	M	SD	N
Jr NCM	2.66	1.03	418
Sr NCM	2.46	1.09	443
Jr Officer	2.29	1.01	308
Sr Officer	2.11	0.97	307

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

When asked to rate on a seven-point scale ranging from 1 (Completely Dissatisfied) to 7 (Completely Satisfied) how satisfied they were with the leadership provided by their immediate supervisor, over three quarters (77%) said they were satisfied³⁰. There were no significant differences by grouped rank or environment on this item.

When asked to rate on a five-point scale ranging from 1 (Very High) to 5 (Very Low) the effectiveness of their immediate supervisor, two-thirds (60.8%) gave a high or very high rating. There were also no significant differences by grouped rank or environment on this item.

Overall, supervisor ratings on leadership and effectiveness were positive in this section. The one significant difference to note is that NCMs tended to disagree more than Officers that their supervisors are more concerned with quality (mistakes) than quantity (getting the job done).

3.2.6 Life Satisfaction

The life satisfaction section asks respondents about their level of satisfaction with various aspects of their personal life. The section consists of 10 closed-ended items using a seven-point Likert scale ranging from 1 (Completely Dissatisfied) to 7 (Completely Satisfied)³¹.

³⁰ Percentage is based on combining the three satisfaction categories.

³¹ Because it was discovered after survey administration that the French version of the survey contained the wrong response categories for this section, only the responses from the English surveys are being accounted for here (n=1231).

3.2.6.1 Levels of Satisfaction and Dissatisfaction

Table 51 outlines the combined dissatisfied and satisfied percentages for the ten life satisfaction items.³²

Table 51. Life Satisfaction Item Percentages

All things considered, how satisfied or dissatisfied are you with each of the following, overall:	Dissatisfied (%)	Neutral (%)	Satisfied (%)
Your life as a whole	6.7	3.0	90.4
Your housing/residence	9.5	3.0	87.5
Your neighbourhood	7.1	5.8	87.0
Time available for leisure activities	19.1	4.9	76.0
Your health	17.3	4.1	78.6
Your friendships at this time	8.4	6.3	85.4
Your marriage/partner relationship	10.2	10.5	79.3
Your relationship with your children	3.7	31.9	64.5
Your current financial situation	14.6	5.6	79.8
With yourself	8.8	4.6	86.6

In general, results from this section were positive. For instance, 90.4% said they were satisfied with their life as a whole, 87% were satisfied with their neighbourhood and 86.6% were satisfied with themselves. Highest levels of dissatisfaction were with time available for leisure activities (19.1%) and the respondent's current financial situation (14.6%).

3.2.6.2 Grouped Rank and Environment Differences

Table 52 outlines the mean scores and standard deviations for the ten life satisfaction items.

There were significant differences found by grouped rank on two of the 10 items³³. Grouped rank mean scores and standard deviations for the item, "How satisfied or dissatisfied are you with your neighbourhood?" are presented in Table 53. Although all grouped ranks felt somewhat satisfied with their neighbourhoods, these scores significantly differed by grouped rank $F(3,1215)=10.94$, $p<.001$. Specifically, Jr NCMs mean response was statistically lower than the mean responses of the other three grouped ranks.

³² Percentages are based on combining the three satisfaction and three dissatisfaction categories.

³³ For specific results of all multiple comparisons using Bonferroni correction in this section, please see Annex I.

Table 52. Life Satisfaction Item Descriptives

All things considered, how satisfied or dissatisfied are you with each of the following, overall:	M	SD	n
Your life as a whole	5.68	1.08	1248
Your housing/residence	5.64	1.29	1248
Your neighbourhood	5.73	1.18	1245
Time available for leisure activities	5.03	1.51	1248
Your health	5.23	1.45	1248
Your friendships at this time	5.52	1.16	1248
Your marriage/partner relationship	5.72	1.61	1238
Your relationship with your children	5.44	1.35	1207
Your current financial situation	5.24	1.42	1247
With yourself	5.61	1.14	1247

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

Table 53. Grouped Rank Descriptives on “All things considered, how satisfied or dissatisfied are you with your neighbourhood?”

Grouped Rank	M	SD	n
Jr NCM	5.46	1.30	335
Sr NCM	5.84	1.08	367
Jr Officer	5.87	1.10	258
Sr Officer	5.93	1.05	259

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

Grouped rank mean scores and standard deviations for the item, “How satisfied or dissatisfied are you with your current financial situation” are presented in Table 54. Although Jr NCMs felt neutral toward their current financial situation, all three other grouped ranks felt somewhat satisfied. These scores significantly differed by grouped rank $F(3,1219)=14.72, p<.001$. Specifically, Jr NCMs mean response was statistically lower than the mean response of the other three grouped ranks.

Table 54. Grouped Rank Descriptives on “All things considered, how satisfied or dissatisfied are you with your current financial situation?”

Grouped Rank	M	SD	n
Jr NCM	4.87	1.55	336
Sr NCM	5.32	1.28	368
Jr Officer	5.44	1.26	259
Sr Officer	5.52	1.20	260

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

The results for the above two items should not be surprising considering that higher ranks tend to have a higher income that would allow for them to not be as limited in terms of their choice of neighbourhood.

3.2.7 Focus Content

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

3.2.7.1 Defence Ethics

As a way to replace the separate administration of a 2007 *Defence Ethics Survey* to CF Reg personnel, 40 items from the 2003 *Defence Ethics Survey* instrument were included in the Spring 2007 *Your-Say*. These were composed of 39 closed-ended items using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), as well as one open-ended question. In general, these items are used to assess the ethical decision-making of CF Reg personnel. (For a more complete description of the results from this section, see Fraser 2008).

3.2.7.2 Development of Technologies

The second focus section in the spring administration was for Defence Research Development Canada Communications (DRDC Comm). There were a total of 19 items included in *Your-Say* used to assess the current levels of awareness of DRDC communication strategies and messaging among CF Reg personnel.

The 19 items were composed of 11 items posed against a seven-point Likert scale ranging from 1 (Completely Dissatisfied) to 7 (Completely Satisfied), four items posed against a five-point Likert Scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree)³⁴, three “Yes or No” items and one ‘mark all that apply’ item. (For a more complete description of the results from this section, see Fraser and McKee 2007).

³⁴ This scale also contained a “Don’t Know” response category.

4 Trends across Administrations

As of Spring 2007, five completed *Your-Say* administrations have captured the opinions of 7, 278 CF Reg personnel. As many of the survey items have been asked in a number of administrations over time, responses across these administrations can be examined to help identify trends. Although each *Your-Say* is administered to a different sample of personnel and the opinions of specific individuals can not be monitored, looking at the data across administrations allows for a representative, CF-wide trend to be established.

4.1 Military Career

Thirteen military career items are currently asked within *Your-Say*. Of these 13 items, one has had a relatively consistent level of satisfaction across time, while seven others have shown increased levels of satisfaction. Table 55 outlines these eight items and their combined satisfaction percentages³⁵.

Table 55. Military Career Item Percentages across Your-Say Administrations

All things considered, how satisfied or dissatisfied are you with each of the following, overall:	Spring 2005 (Percent)	Fall 2005 (Percent)	Fall 2006 (Percent)	Spring 2007 (Percent)
Your service in the CF	81.8	82.5	84.7	84.9
Career management	43.2	52.5	55.7	57.6
Career progression	47.4	54.9	55.6	58.0
The promotion system	34.1	38.7	41.8	44.5
Recognition you receive from your supervisor	66.6	68.6	71.2	73.1
Recognition you receive from your organization	46.0	47.7	56.0	60.1
Opportunities for professional development	54.5	56.2	62.2	64.2
Working Relationships	83.1	83.7	84.7	83.0

Of these items, CF Reg personnel's level of satisfaction toward their working relationships has remained the most consistent military career item over time, ranging from 83.1% being satisfied in Spring 2005 to 83% being satisfied in Spring 2007.

³⁵ Percentages are based on combining the three satisfaction categories: somewhat satisfied, satisfied, completely satisfied.

The item, “All things considered, how satisfied or dissatisfied are you with each of the following overall: career management” has shown the highest increased level of satisfaction ranging from 43.2% being satisfied in Spring 2005 to 57.6% being satisfied in Spring 2007. This was followed by, “All things considered, how satisfied or dissatisfied are you with each of the following overall: recognition you receive from your organization” with 46% being satisfied in Spring 2005 to 60.1% being satisfied in Spring 2007.

4.2 Career Management and Postings

Five career management and postings items are currently asked within *Your-Say*. Table 56 outlines these five items and their combined agreement percentages³⁶.

Table 56. Career Management and Postings Item Percentages across Your-Say Administrations

Item	Spring 2005 (Percent)	Spring 2007 (Percent)
I feel like I have no personal control over my career while in the CF	39.5	36.9
I have generally been happy with my postings in the CF	78.7	73.7
Postings are having a negative impact on my children’s education	27.4	15.6
Postings are having a negative impact on my spouse’s employment	46.5	36.6
I want more geographical stability	56.1	53.3

All five items have shown some changes in CF Reg personnel’s opinions regarding career management and postings. On the positive side, agreement that postings are having a negative impact on children’s education or spouse’s employment has decreased over the last two years (by 11.8% and 9.9% respectively). On the negative side, agreement has decreased regarding CF Reg personnel being happy with their postings in the CF (5%).

4.3 Work-Life Balance

Four work-life balance items are currently included in *Your-Say*. Two of these have shown consistent increased levels of agreement across administrations. Table 57 outlines these two items and their combined agreement percentages.

In Spring 2007, 11% more CF Reg personnel agreed that, “The military is a way of life and can never be just a job” than those who answered this item three years earlier in Summer 2004. There was also an increase in the percent of CF Reg personnel (3.9%) who agreed that making arrangements for family while working required a lot of effort.

³⁶ Percentages are based on combining the two agreement categories: agree and strongly agree.

Table 57. Work-Life Balance Item Percentages across Your-Say Administrations

To what extent do you agree or disagree with the following items:	Summer 2004 (Percent)	Fall 2006 (Percent)	Spring 2007 (Percent)
The military is a way of life and can never be just a job	71.3	Not Asked	82.3
Making arrangements for family (e.g., children, elderly relatives) while I work involves a lot of effort	Not Asked	37.3	41.2

4.4 Direct Supervisor – Mission Success

Fifteen mission success items are currently asked within *Your-Say*. Five of these items have shown increased levels of agreement, while three items have had relatively consistent levels of agreement over time. Table 58 outlines these eight items and their combined agreement percentages.³⁷

Of the five items that had increased levels of agreement, the item, “What does your supervisor actually do: learns from mistakes” had the highest increase ranging from 61.3% agreement in Summer 2004 to 69.4% agreement in Spring 2007. This was followed by the item, “What does your supervisor actually do: considers my views when decisions are being made” ranging from 60% agreement in Summer 2004 to 65.8% agreement in Spring 2007.

The item that had the most consistency was, “What does your supervisor actually do: avoids making decisions that would be unpopular”, ranging from 20.5% agreement in Summer 2004 to 20.7% agreement in Spring 2007.

Table 58. Mission Success Item Percentages across Your-Say Administrations

What does your supervisor actually do?	Summer 2004 (Percent)	Spring 2005 (Percent)	Spring 2007 (Percent)
Acts in a decisive way	62.7	Not Asked	67.8
Provides an honest explanation of how decisions are made	59.3	Not Asked	63.2
Considers my views when decisions are being made	60.0	63.6	65.8
Learns from mistakes	61.3	Not Asked	69.4
Pursues self improvement	60.4	Not Asked	63.7
Explains rules and expectations to my team	61.2	60.6	61.7
Avoids making decisions that would be unpopular	20.5	Not Asked	20.7
Successfully solves problems	66.2	65.5	66.8

³⁷ Percentages are based on combining the two agreement categories: agree and strongly agree.

4.5 Direct Supervisor – Internal Integration

Eight internal integration items are currently asked within *Your-Say*. Three of these items have shown increased levels of agreement. Table 59 outlines these three items and their combined agreement percentages.³⁸

Table 59. Internal Integration Item Percentages across Your-Say Administrations

What does your supervisor actually do?	Summer 2004 (Percent)	Spring 2005 (Percent)	Spring 2007 (Percent)
Demands ethical behaviour from others	61.2	Not Asked	69.6
Sets a high standard of ethical behaviour	59.9	63.8	65.1
Adheres to the policies and procedures of the organization	76.7	77.1	82.8

Of the three items that had increased levels of agreement, the item, “What does your supervisor actually do: demands ethical behaviour from others” had the highest increase ranging from 61.2% agreement in Summer 2004 to 69.6% agreement in Spring 2007. This was followed by the item, “What does your supervisor actually do: adheres to the policies and procedures of the organization” ranging from 76.7% agreement in Summer 2004 to 82.8% agreement in Spring 2007.

4.6 Direct Supervisor – Member Well-Being and Commitment

Eleven member well-being and commitment items are currently asked within *Your-Say*. Five of these items have shown increased levels of agreement and one item has shown a relatively consistent level of agreement across time. Table 60 outlines these six items and their combined agreement percentages.

Of these items, CF Reg personnel’s level of agreement toward their supervisor dwelling on what they have done wrong has remained the most consistent member well-being and commitment item over time, ranging from 15.6% agreement in Summer 2004 and 15.8% agreement in Spring 2007.

The item, “What does your supervisor actually do: takes my needs into account when making decisions” has shown the highest increase ranging from 49% agreement in Summer 2004 to 61.4% agreement in Spring 2007. This was followed by, “What does your supervisor actually do: treats me fairly when decisions are being made” with 65.1% agreement in Summer 2004 and 74.6% agreement in Spring 2007.

³⁸ Percentages are based on combining the two agreement categories: agree and strongly agree.

Table 60. Member Well-Being and Commitment Item Percentages across Your-Say Administrations

What does your supervisor actually do?	Summer 2004 (Percent)	Spring 2005 (Percent)	Spring 2007 (Percent)
Treats me fairly when decisions are being made	65.1	72.9	74.6
Makes decisions that are equally fair to everyone	63.0	Not Asked	67.2
Treats me with dignity	76.0	77.1	81.7
Takes my needs into account when making decisions	49.0	55.8	61.4
Helps me determine my learning needs	40.5	Not Asked	45.6
Dwells on what I have done wrong	15.6	Not Asked	15.8

4.7 Additional Direct Leadership Items

Five additional direct leadership items are currently asked within *Your-Say*. Three of these items had a consistent decrease in agreement across administrations, while one item saw a substantial increase in agreement. Table 61 outlines these four items and their combined agreement percentages.³⁹

The item, “What does your supervisor actually do: insists on absolute obedience” has seen an increase in agreement from 19.3% in Summer 2004 to 31.9% in Spring 2007. However, unlike many of the other items where an increase in agreement is a positive change, this particular increase illustrates a negative change in the way subordinates are viewing their supervisors. Along these same lines, CF Reg personnel are also indicating less agreement that their supervisor “trusts [them] to get the job done” in Spring 2007 (83.9%), than they were indicating three years earlier in Summer 2004 (87.1%).

Table 61. Direct Leadership Item Percentages across Your-Say Administrations

What does your supervisor actually do?	Summer 2004 (Percent)	Spring 2007 (Percent)
Wants to get ahead no matter what	29.7	22.5
Trusts me to get the job done	87.1	83.9
Is more concerned about avoiding mistakes than getting the job done	20.7	17.7
Insists on absolute obedience	19.3	31.9

³⁹ Percentages are based on combining the two agreement categories: agree and strongly agree.

4.8 Life Satisfaction

Ten life satisfaction items are currently asked within *Your-Say*. Two of these items have each shown a different pattern of responses across administrations. Table 62 outlines the two items and their combined satisfaction percentages.⁴⁰

Table 62. Life Satisfaction Item Percentages across Your-Say Administrations

All things considered, how satisfied or dissatisfied are you with each of the following, overall:	Spring 2005 (Percent)	Fall 2005 (Percent)	Fall 2006 (Percent)	Spring 2007 (Percent)
Your neighbourhood	77.3	80.0	80.5	87.0
Your relationship with your children	73.4	71.4	65.1	64.5

On the positive side, CF Reg personnel are indicating a higher level of satisfaction with their neighbourhood, ranging from 77.3% in Spring 2005 to 87% in Spring 2007. On the negative side, they are also reporting less satisfaction with the relationship they have with their children, ranging from 73.4% in Spring 2005 to 64.5% in Spring 2007.

⁴⁰ Percentages are based on combining the three satisfaction percentages: somewhat satisfied, satisfied, completely satisfied.

5 Conclusion and Recommendations

Based on the data collected in the Spring 2007 *Your-Say*, in general, CF Reg personnel are satisfied with the military way of life, their service in the CF and their working hours. However, they did express varying degrees of dissatisfaction with the promotion system, career management and the time they have available for leisure activities. These areas in particular should be further examined to pinpoint the specific aspects that CF Reg personnel are currently unhappy with.

When the results were analyzed by environment, Army respondents agreed more than respondents from the other environments that they wanted more geographical stability, whereas Air Force respondents felt the most strongly that postings were negatively impacting their spouse's employment and/or their children's education. Navy respondents also agreed more than other respondents that the CF lacks the equipment it needs to perform well in operations and that there does not seem to be any long term planning in the military.

Although it is useful to administer a general survey to CF Reg personnel, it is important to remember that each environment has their own set of characteristics such as culture, training, employment opportunities, and leadership styles that can influence an individual's CF experience. Although a number of environment specific studies have been conducted in the past, based on a number of results from the Spring 2007 *Your-Say*, it is recommended that frequent environmental scans and studies are regularly completed to ensure there is as much uniformity as possible across the CF.

Looking at the results by grouped rank, it is clear that Officers look more favourably toward their supervisors in terms of their competence, decisiveness, and ethical behaviour than do NCMs. Officers also gave more positive responses toward quality of life, posting frequency and working relationships than NCMs. Similar to the environment results, it is important to recognize that this *Your-Say* data may provide some evidence to support the notion that uniformity across ranks does not exist across the CF. Although this could be expected and explained within certain domains such as leadership, and responsibility, there are other areas such as life satisfaction where this should not be the case.

Even when a sample was carefully selected to ensure collected data was representative of the general CF Reg population, the data shows that the second lowest number of respondents came from those with five years or less years of service (6.6%) Future research projects need to ensure that relatively new recruits are given as much of an opportunity to have "their say" as those who have been in the CF for a substantial period of time. As a way to help facilitate this, it is recommended that DMPORA begin to undertake a study centered on the most suitable survey data collection techniques for all CF personnel.

Over the past five *Your-Say* administrations, several survey items have shown patterns of responses over time. Most notably, CF Reg personnel are reporting a consistently lower level of satisfaction with the relationship they have with their children, but they are also noting that postings are not impacting their children's education or spouse's employment as much in 2007 as it was 2004. These findings, as well as the fact that family support is a current CMP priority,

have helped to provide justification for an evaluation of family support resources to be the focus section in an upcoming *Your-Say* administration.

The 6th *Your-Say* administration will take place in November 2007. Results are expected to be available in Spring 2008.

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3. Urban, S. 2007. *“Your-Say”: A Review of Current Administration Procedures and Survey Content*. Centre for Operational Research and Analysis, Technical Note 2007-28. Defence Research Development Canada, Department of National Defence Headquarters, Ottawa.
4. Wenek, K. (2003). *Defining Effective Leadership in the Canadian Forces: Content and Process Frameworks*. Canadian Forces Leadership Institute, Kingston, Ontario.

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Annex A Results of Multiple Comparisons Using Bonferroni Correction for the Military Career Section

1. All things considered, how satisfied or dissatisfied are you with your quality of life in the CF?

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	-.374	.001
	Jr Officer	-.444	.001
	Sr Officer	-.564	.001

2. All things considered, how satisfied or dissatisfied are you with posting frequency?

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	-.372	.001
	Jr Officer	-.479	.001
	Sr Officer	-.637	.001

3. All things considered, how satisfied or dissatisfied are you with working relationships?

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	-.126	ns
	Jr Officer	-.292	.01
	Sr Officer	-.368	.001
Sr NCM	Sr Officer	-.242	.05

4. All things considered, how satisfied or dissatisfied are you with recognition you receive from your supervisor?

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	-.293	.05
	Jr Officer	-.420	.01
	Sr Officer	-.435	.001

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Annex B Results of Multiple Comparisons Using Bonferroni Correction for the Career Management and Postings Section

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

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	.332	.001
	Jr Officer	.453	.001
	Sr Officer	.562	.001
Sr NCM	Sr Officer	.231	.05

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

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	-.175	.05
	Jr Officer	-.219	.01
	Sr Officer	-.391	.001
Sr NCM	Sr Officer	-.216	.01

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

		Mean Difference	<i>p</i>
Navy	Army	-.171	.05
	Air Force	-.226	.01

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

		Mean Difference	<i>p</i>
Navy	Army	-.257	.01
	Air Force	-.326	.001

5. I want more geographical stability.

		Mean Difference	<i>p</i>
Navy	Army	-.246	.01
	Air Force	-.232	.01

Annex C Results of Multiple Comparisons Using Bonferroni Correction for the Work-Life Balance Section

1. About how many hours per week do you usually work?

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	-3.912	.001
	Jr Officer	-3.908	.001
	Sr Officer	-6.621	.001
Sr NCM	Sr Officer	-2.710	.01
Jr Officer	Sr Officer	-2.713	.01

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

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	-.062	ns
	Jr Officer	-.294	.01
	Sr Officer	-.412	.001
Sr NCM	Jr Officer	-.232	.05
	Sr Officer	-.350	.001

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Annex D Results of Multiple Comparisons Using Bonferroni Correction for the CF as a Whole Section

1. The CF lacks the equipment it needs to perform well in operations

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	.108	ns
	Jr Officer	.435	.001
	Sr Officer	.464	.001
Sr NCM	Jr Officer	.327	.001
	Sr Officer	.356	.001

2. The CF lacks the equipment it needs to perform well in operations

		Mean Difference	<i>p</i>
Navy	Army	.434	.001
Army	Air Force	-.327	.001

3. I know the CF will look after my needs if I become injured on the job

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	-.108	ns
	Jr Officer	-.267	.01
	Sr Officer	-.336	.001
Sr NCM	Sr Officer	-.228	.05

4. There doesn't seem to be any long term planning in the military.

		Mean Difference	<i>p</i>
Navy	Army	.263	.01
	Air Force	.220	.05

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Annex E Results of Multiple Comparisons Using Bonferroni Correction for the Mission Success Scale

1. Mission Scale Overall.

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	-.069	ns
	Jr Officer	-.200	.01
	Sr Officer	-.206	.001
Sr NCM	Sr Officer	-.137	.05

2. What does your supervisor actually do? Demonstrates Competence.

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	-.131	ns
	Jr Officer	-.328	.001
	Sr Officer	-.406	.001
Sr NCM	Jr Officer	-.197	.05
	Sr Officer	-.275	.000

3. What does your supervisor actually do? Acts in a Decisive Way.

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	-.018	ns
	Jr Officer	-.209	.05
	Sr Officer	-.233	.01
Sr NCM	Sr Officer	-.215	.05

4. What does your supervisor actually do? Leads by Example.

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	-.092	ns
	Jr Officer	-.256	.01
	Sr Officer	-.373	.001
Sr NCM	Sr Officer	-.281	.001

5. What does your supervisor actually do? Makes decisions that are fair and unbiased

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	-.093	ns
	Jr Officer	-.232	.01
	Sr Officer	-.239	.01

6. What does your supervisor actually do? Provides an honest explanation of how decisions are made.

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	-.119	ns
	Jr Officer	-.263	.01
	Sr Officer	-.332	.001
Sr NCM	Sr Officer	-.213	.05

7. What does your supervisor actually do? Considers my views when decisions are being made.

		Mean Difference	<i>P</i>
Jr NCM	Sr NCM	-.308	.001
	Jr Officer	-.365	.001
	Sr Officer	-.495	.001
Sr NCM	Sr Officer	-.187	.05

Annex F Results of Multiple Comparisons Using Bonferroni Correction for the Internal Integration Scale

1. Internal Integration Scale Overall.

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	-.027	ns
	Jr Officer	-.155	.05
	Sr Officer	-.186	.01
Sr NCM	Sr Officer	-.160	.01

2. What does your supervisor actually do? Ensures an understanding of military values, history and traditions.

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	-.112	ns
	Jr Officer	-.217	.05
	Sr Officer	-.240	.01

3. What does your supervisor actually do? Demands ethical behaviour from others

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	-.097	ns
	Jr Officer	-.315	.001
	Sr Officer	-.412	.001
Sr NCM	Jr Officer	-.218	.01
	Sr Officer	-.315	.001

4. What does your supervisor actually do? Sets a high standard of ethical behaviour.

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	-.142	ns
	Jr Officer	-.326	.001
	Sr Officer	-.453	.001
Sr NCM	Jr Officer	-.183	.05
	Sr Officer	-.310	.001

Annex G Results of Multiple Comparisons Using Bonferroni Correction for the Member Well-Being and Commitment Scale

1. Member Well-Being and Commitment Scale Overall.

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	-.066	ns
	Jr Officer	-.208	.001
	Sr Officer	-.176	.01

2. What does your supervisor actually do? Treats me fairly when decisions are being made.

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	-.123	ns
	Jr Officer	-.271	.001
	Sr Officer	-.275	.001

3. What does your supervisor actually do? Treats me with dignity.

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	-.122	ns
	Jr Officer	-.240	.01
	Sr Officer	-.323	.001
Sr NCM	Sr Officer	-.201	.05

4. What does your supervisor actually do? Respects my rights as a person.

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	-.085	ns
	Jr Officer	-.204	.01
	Sr Officer	-.313	.001
Sr NCM	Sr Officer	-.228	.001

5. What does your supervisor actually do? Responds fairly to complaints and concerns.

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	-.118	ns
	Jr Officer	-.212	.01
	Sr Officer	-.219	.01

Annex H Results of Multiple Comparisons Using Bonferroni Correction for Additional Direct Leadership Items

1. What does your supervisor actually do? Is more concerned about making mistakes than getting the job done

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	.195	.05
	Jr Officer	.369	.001
	Sr Officer	.544	.001
Sr NCM	Sr Officer	.349	.001

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Annex I Results of Multiple Comparisons Using Bonferroni Correction for Life Satisfaction Items

1. How satisfied or dissatisfied are you with each of the following overall:
your neighbourhood?

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	-.380	.001
	Jr Officer	-.409	.001
	Sr Officer	-.467	.001

2. How satisfied or dissatisfied are you with each of the following overall:
your current financial situation?

		Mean Difference	<i>p</i>
Jr NCM	Sr NCM	-.446	.001
	Jr Officer	-.575	.001
	Sr Officer	-.654	.001

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Annex J Spring 2007 Your-Say



Social Policy Section
Director Personnel Applied Research

Spring 2007

Your-Say

Regular Forces Survey



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

Survey Objective

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

The Questionnaire

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

D Pers AR authorizes the administration of this survey within DND/CF in accordance with CANFORGEN 145/02 ADMHRMIL 079 UNCLASS 131028Z DEC 02. Authorization number: 573/07



Your Participation

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

Time Commitment

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

Confidentiality

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

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

Access to Information

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

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

Questions

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

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

Military Career

The following questions ask about your level of satisfaction with various aspects of your military career.

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

	Completely dissatisfied	Dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Satisfied	Completely satisfied
a. The military way of life.							
b. Your quality of life in the CF.							
c. Your service in the CF.							
d. Career management.							
e. Career progression.							
f. The promotion system.							
g. Posting frequency.							
h. Working hours.							
i. Working relationships.							
j. Recognition you receive from your supervisor.							
k. Recognition you receive from your organization.							
l. Opportunities for professional development.							
m. Opportunities for personal development.							

Career Management and Postings

2.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. I feel like I have no personal control over my career while in the CF.					
b. I have generally been happy with my postings in the CF.					
c. Postings are having a negative impact on my children's education.					
d. Postings are having a negative impact on my spouse's employment.					
e. I want more geographical stability.					

Work- Life Balance

The following looks at your hours of work, time away and ways in which work, family and personal life can interact.

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

		hours per week
--	--	----------------

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

		days
--	--	------

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

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. I feel I have more to do than I can comfortably handle.					
b. Making arrangements for family (e.g., children, elderly relatives) while I work involves a lot of effort.					
c. My work schedule often conflicts with my personal life.					
d. The military is a way of life and an never be just a job.					

CF as a Whole

6.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. Getting ahead in the CF means behaving ethically.					
b. The CF lacks the equipment it needs to perform well in operations.					
c. There doesn't seem to be any long term planning in the military.					
d. I am satisfied that changes in the CF occur for a reason.					
e. I know the CF will look after my needs if I become injured on the job.					

Your Supervisor

7. Listed below are a series of statements that represent possible leadership behaviours. With respect to your immediate supervisor (the person who writes your PER), indicate your level of agreement or disagreement with each statement.

What does your supervisor actually do?

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. Demonstrates competence.					
b. Maintains order and discipline.					
c. Really cares about my well-being.					
d. Treats me fairly when decisions are being made.					
e. Ensures an understanding of military values, history and traditions.					
f. Tells me when I do a good job.					
g. Routinely monitors procedure.					
h. Ensures people have what they need to get the job done.					
i. Makes decisions that are equally fair to everyone.					
j. Tells me the results I am expected to achieve.					
k. Treats me with dignity.					
l. Dwells on what I have done wrong.					
m. Makes unreasonable demands.					
n. Demands ethical behaviour from others.					
o. Promotes team spirit.					
p. Acts in a decisive way.					
q. Makes decisions that are fair and unbiased.					
r. Provides an honest explanation of how decisions are made.					
s. Assesses my work against identified goals and objectives.					
t. Explains rules and expectations to my team.					

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
u. Wants to get ahead no matter what.					
v. Avoids making decisions that would be unpopular.					
w. Considers my views when decisions are being made.					
x. Learns from mistakes.					
y. Keeps me informed about matters that affect me.					
z. Trusts me to get the job done.					
aa. Respects my rights as a person.					
bb. Encourages my personal and professional development.					
cc. Insists on absolute obedience.					
dd. Pursues self improvement.					
ee. Leads by example.					
ff. Takes my needs into account when making decisions.					
gg. Responds fairly to complaints and concerns.					
hh. Successfully solves problems.					
ii. Helps me determine my learning needs.					
jj. Fails to take action until problems become serious.					
kk. Sets a high standard of ethical behaviour.					
ll. Adheres to the policies and procedures of the organization.					
mm. Demonstrates loyalty.					
nn. Demonstrates courage.					
oo. Demonstrates honesty.					
pp. Treats people fairly.					
qq. Is accountable for his/her actions.					
rr. Is more concerned about avoiding mistakes than getting the job done.					

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

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

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

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

Defence Ethics

10. The following questions ask that you think about your co-workers.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. The people I work with demonstrate loyalty.					
b. The people I work with demonstrate courage.					
c. The people I work with demonstrate honesty.					
d. The people I work with treat people fairly.					
e. The people I work with are accountable for their actions.					

11. The following questions ask that you think about your immediate work group or work unit.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. In my unit, we stick together.					
b. People here are out mainly for themselves.					
c. In my unit, we protect each other.					
d. Successful people in my unit do what they are told.					
e. In my unit, we look out for one another.					
f. In my unit, it is expected that each member takes care of his/her co-workers.					
g. In my unit, it is important to look out for your own interests.					

12. The following questions ask you to think of the larger organization beyond your current work group or unit.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. In this organization, we go strictly by the book.					
b. This organization has regulations that are strictly followed.					
c. This organization enforces the rules and regulations.					
d. This organization looks after its members.					
e. Organizational policies are equally fair to everyone.					
f. This organization cares for its members.					
g. This organization respects the dignity of all members.					
h. This organization is fair.					

13. The following questions ask you about your ethical beliefs.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. It is important to follow the law and/or regulations at all times.					
b. The most important consideration in reaching a decision is the consequences of the decision for me personally.					
c. A person of good character will act with integrity as a guide.					
d. A decision that has a positive outcome is always a good decision.					
e. The primary ethical obligation is to care for other human beings.					
f. An action that violates the law is always wrong.					
g. The only way to judge whether an action is right is by the outcomes of the action.					
h. Good character will always lead to good action.					
i. It is not one, but rather a combination of the principles that I use to determine what is right and wrong.					
j. The most important ethical principle is to ensure that nobody is harmed by your actions.					
k. Rarely, is there only one correct solution to an ethical problem.					
l. Rules and laws are the most appropriate basis for making ethical decisions.					
m. What is right in one culture is not necessarily right in another.					
n. In making ethical decisions I always try to do what a person of integrity would do.					
o. It is always ethical to show care for another person.					
p. Each of us needs to look out for number one.					
q. You can always evaluate the quality of a decision by the results of the decision.					
r. In this world, everyone has to look out for themselves.					
s. Society's laws and organizational regulations define what is right and wrong.					

- 14.** Please briefly identify the one issue, that as far as you are concerned, is the most important ethical issue in the DND/CF today.

Life Satisfaction

The following questions ask about your level of satisfaction with various aspects of your personal life.

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

	Completely dissatisfied	Dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Satisfied	Completely satisfied
a. Your life as a whole							
b. Your housing/residence							
c. Your neighbourhood							
d. Your time available for leisure activities							
e. Your health							
f. Your friendships at this time							
g. Your marriage/partner relationship							
h. Your relationship with your children							
i. Your current financial situation							
j. With yourself							

Development of Technologies

The following questions ask about your knowledge of defence research and development activities.

16. How satisfied are you with the following CF capabilities, technologies or equipment?

	Completely dissatisfied	Dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Satisfied	Completely satisfied
a. Body armour.							
b. Blast protection for structures.							
c. Countermine technologies.							
d. IED detection.							
e. Chemical, biological, radiological and nuclear decontamination training and equipment.							
f. Satellite communication systems (e.g., GPS systems).							
g. Torpedo defence systems.							
h. Light vehicle protection.							
i. Vehicle or personal cooling systems.							
j. Operational Clothing (e.g., boots, helmets, rucksacks).							
k. Counter-terrorism technology and training.							

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

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
a. In my opinion, CF equipment developed in Canada is world-class and contributes to mission success.						
b. CF personnel are NOT adequately protected in operations.						
c. If a system or a piece of kit is faulty, I am confident that DND has the internal ability to fix it.						
d. If I have concerns about a system or a piece of kit, I know who to talk to.						

18. Have you ever been to a DND research and development facility?

- Yes (specify) _____
- No

19. Have you ever seen anything in the media about defence research and technology?

- No
- Yes

20. Have you ever heard of an agency called Defence Research and Development Canada (DRDC)?

- Yes
- No – skip to question 21

20a. Where did you see or hear about DRDC? *Mark all that apply.*

- | | |
|--|--|
| <input type="radio"/> Internet | <input type="radio"/> Television |
| <input type="radio"/> Radio | <input type="radio"/> Newspaper |
| <input type="radio"/> Email | <input type="radio"/> DWAN |
| <input type="radio"/> Maple Leaf | <input type="radio"/> Military Web Forum |
| <input type="radio"/> Other, please specify: _____ | |

Background

The next several questions will help relate your background to that of other CF members with similar backgrounds. The information will only be used to produce statistical summaries in the form of tables and graphs.

21. What is your age?

- 16-24 years
- 25-34 years
- 35-44years
- 45+ years

22. Are you:

- Male
- Female

23. Which environmental uniform do you currently wear?

- Sea
- Land
- Air

24. How many years have you served in the CF?

--	--

years

25. What is your First Official Language?

- French
- English

26. What is your rank?

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

27. Which organization does your unit report to?

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

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

32. Are you an aboriginal person?

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

Yes

No

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

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

Yes

No

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

DND Quarters (formerly known as Single Quarters)

DND Housing (formerly known as Married Quarters)

Civilian Owned

Civilian Rented

35. In which geographical region are you currently employed?

NCR (either Ont. or Que.)

Ontario (excluding NCR)

Atlantic Provinces

Prairie Provinces

Quebec (excluding NCR)

British Columbia

List of symbols/abbreviations/acronyms/initialisms

ADM (FIN CS)	Assistant Deputy Minister (Finance and Corporate Services)
ADM (HR-Civ)	Assistant Deputy Minister (Human Resources Civilian)
ADM (IE)	Assistant Deputy Minister (Infrastructure and Environment)
ADM (IM)	Assistant Deputy Minister (Information Management)
ADM (MAT)	Assistant Deputy Minister (Materiel)
ADM (PA)	Assistant Deputy Minister (Public Affairs Branch)
ADM (POL)	Assistant Deputy Minister (Policy)
ADM (S&T)	Assistant Deputy Minister (Science and Technology)
ANOVA	Analysis of Variance
Asst/CMP	Assistant Chief Military Personnel
CF Reg	Canadian Forces Regular Force
CANCOM	Canada Command
CANOSCOM	Canadian Operational Support Command
CANSOFCOM	Canadian Special Forces Operations Command
CAS	Chief of the Air Staff
CEFCOM	Canadian Expeditionary Force Command
CLS	Chief of the Land Staff
CMP	Chief Military Personnel
CMS	Chief of the Maritime Staff
DHRIM	Directorate Human Resources Information Management
DMPORA	Director Military Personnel Operational Research and Analysis
DND	Department of National Defence
DRDC Comm	Defence Research Development Canada Communications
JAG	Judge Advocate General
Jr	Junior
L1	Level 1
M	Mean
N	Number
NCM	Non-Commissioned Member
NCR	National Capital Region

PER	Personal Evaluation Report
SD	Standard Deviation
Sr	Senior
VCDS	Vice Chief of Defence Staff

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

In June 2007, the fifth *Your-Say* administration took place. In total, 1,487 responses were collected and analyzed. Overall, Canadian Forces Regular Force personnel are satisfied with the military way of life, their service in the Canadian Forces and their working hours. However, they did express varying degrees of dissatisfaction with the promotion system, career management, and the time they have available for leisure activities.

« À vous la parole » est un sondage permanent sur les attitudes qui a été mis au point en 2003 pour évaluer les attitudes et les opinions des membres de la Force régulière des Forces canadiennes sur une variété d'enjeux importants pour les Forces canadiennes. Le Chef-adjoint – Personnel militaire est le champion d'À vous la parole. Le sondage est réalisé deux fois par année par la Direction – Recherche et analyse opérationnelles (Personnel militaire).

La cinquième version du sondage a été distribuée en juin 2007. Au total, 1 487 formulaires remplis ont été retournés et analysés. Dans l'ensemble, les membres de la Force régulière des Forces canadiennes sont satisfaits du mode de vie militaire, de leur service dans les Forces canadiennes et des heures de travail. Par contre, ils ont exprimé, à des degrés divers, de l'insatisfaction à l'égard du système de promotion, de la gestion de la carrière et du temps dont ils disposent pour leurs loisirs.

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Attitude survey; military career; career management; postings; leadership; supervisor; life satisfaction.



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