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CANADIAN
ARMED FORCES

Socio-Cultural Change in Gender and Military Contexts: Measuring Values

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Presentation to NATO SAS-137 Symposium, Integration of Women into Ground Combat Units

Quantico, Virginia

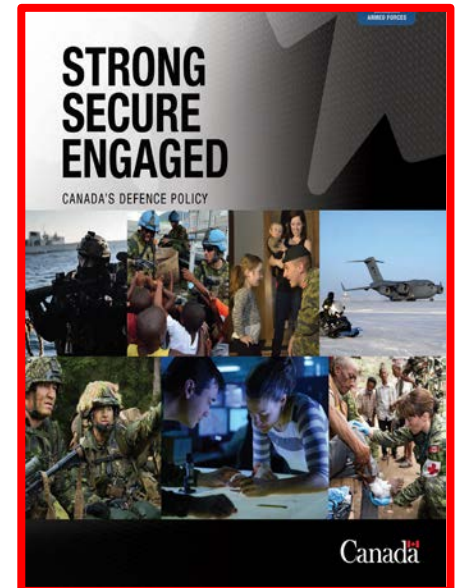
7 February 2019



Socio-Cultural Change: A Defence Priority

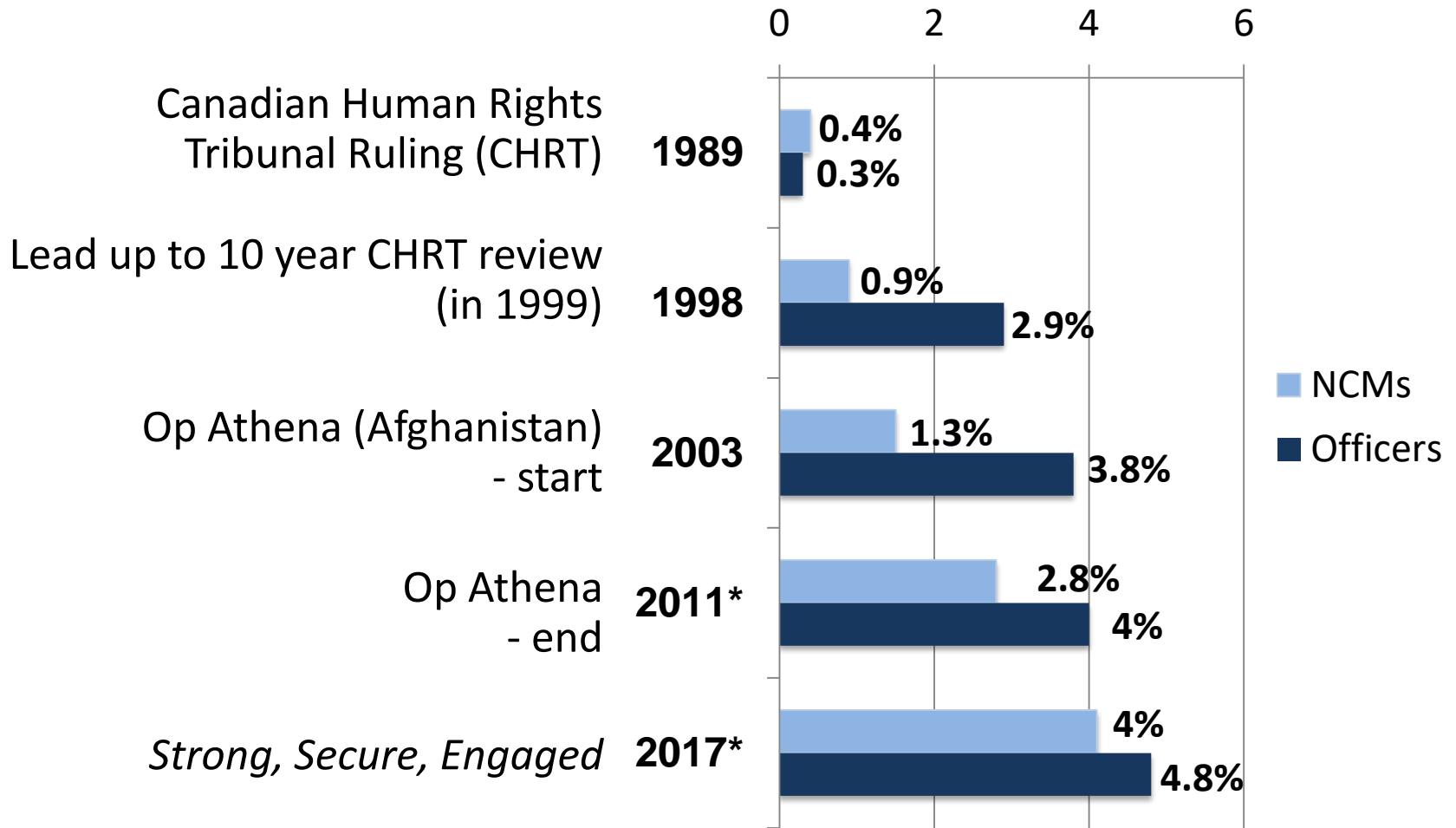
Strong, Secure, Engaged, calls for institutionalized culture change to promote a culture of leadership, respect and honour, with a view toward the elimination of harmful behaviours and to promote work environments free from harassment and discrimination.

- External Review on Sexual Harassment and Sexual Misconduct in the CAF and Op HONOUR
- CDS Directive (2016), implementation of UNSCR 1325 in supporting Canada's National Action Plan on Women, Peace and Security (CNAP)
- CAF 2016 Diversity Strategy
- Employment Equity
- Increase representation of women to 25% by 2026



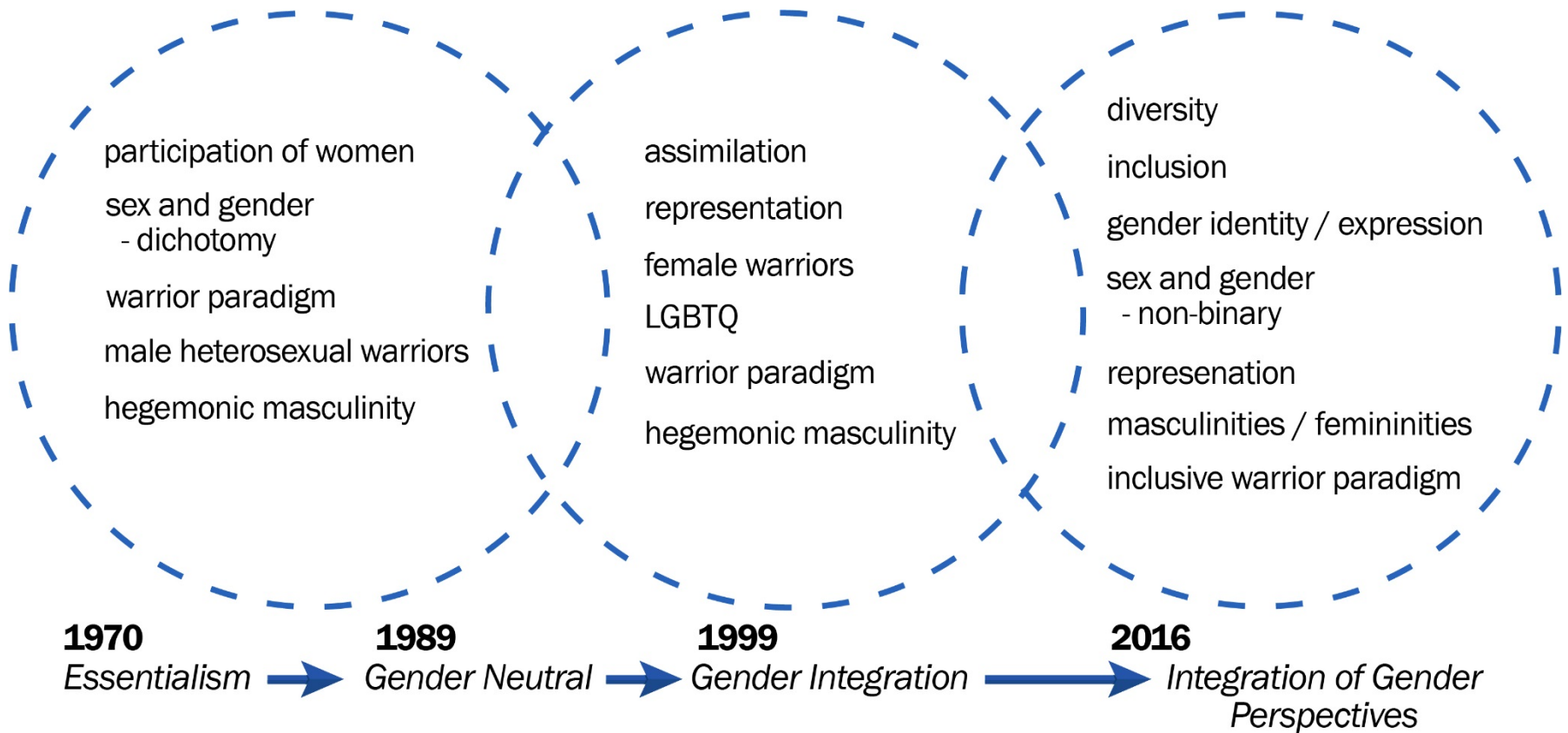


Representation of Women in the Combat Arms: NCMs and Officers, 1989-2017



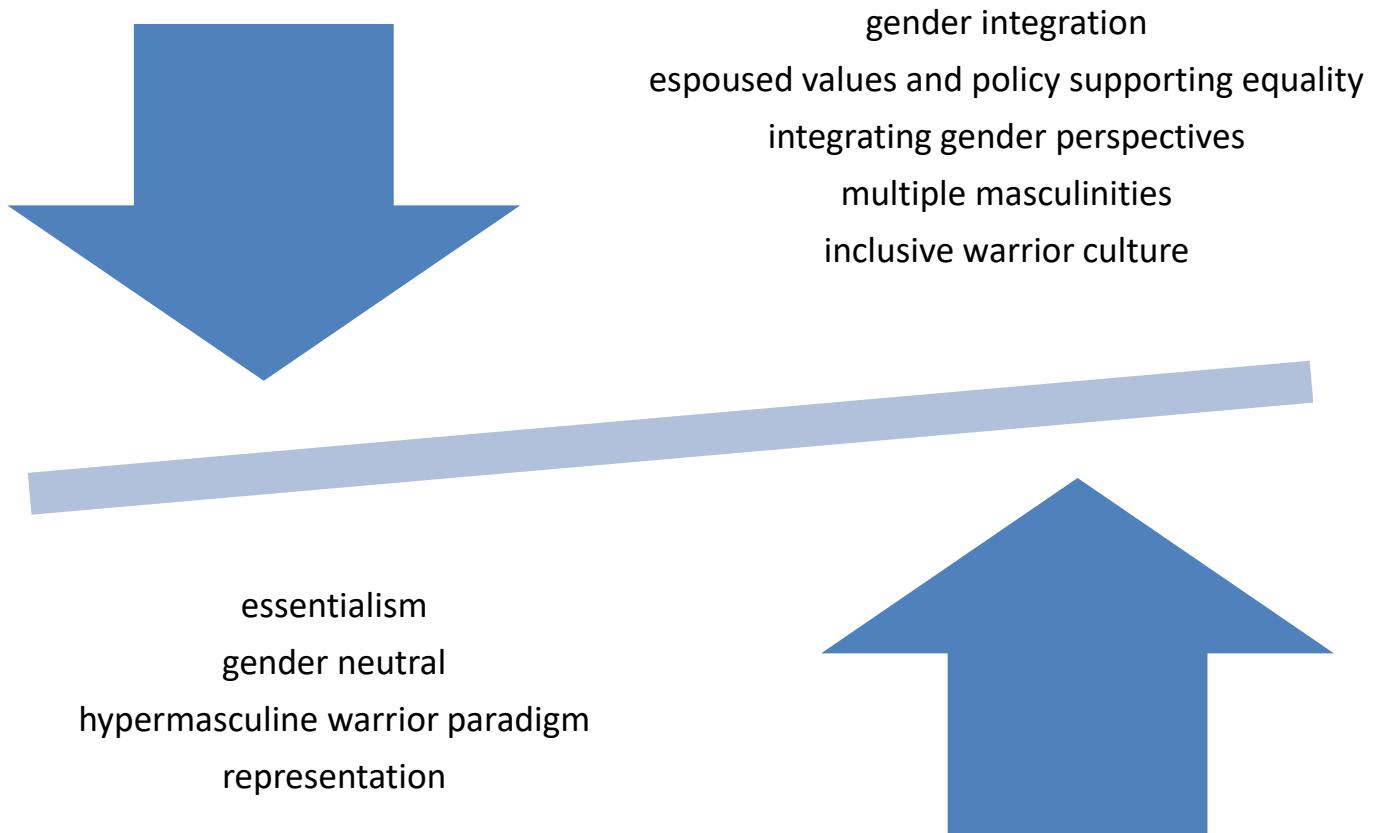


Negotiating Sex and Gender: *Essentialism to Inclusion*





Military Culture and Change: *Competing Conceptual Frameworks*





Personnel Research & Dimensions of Culture

Real time, short term measures

- Performance Measurement Frameworks
 - outputs (e.g. number of female recruits)
 - efficiencies (e.g. resource usage such as person years), and
 - outcomes (e.g. measure of desired effect)

Short and medium term outcomes, opinions, perceptions, experiences, behaviours

- Personnel surveys, focus groups, interviews
 - Your Say Survey
 - Survey on Sexual Misconduct in the CAF
 - CAF Workplace Harassment Survey
 - Defence Workplace Well-Being Survey
- Experimental

Capturing longer-term, embedded cultural dynamics, narratives, expressions of values and attitudes

- Focus groups, interviews, non-participant observation, document/text analysis
- Surveys of values and attitudes
 - CAF survey of member attitudes toward sexual orientation and gender identity



Measuring and Monitoring Socio-Cultural Change: *Outcomes, opinions, perceptions, experiences, behaviours*

Harassment and Discrimination Surveys: 1992, 1998, and 2012

- The proportion of women who reported experiencing sexual harassment declined at each measurement point (26, 14 and nine %, respectively).

Survey on Sexual Misconduct in the CAF: 2016 and 2018

- In 2016,
 - Women in the Regular Force were more likely than men to be sexually assaulted (4.8% versus 1.2%).
 - 49% of women who were victims of sexual assault identified their supervisor or someone of a higher rank as the perpetrator.
 - 56% of male victims indicated that a peer was the perpetrator.
- 2018 results not yet available.



Measuring and Monitoring Socio-Cultural Change: *Attitudes and values*

Mixed Gender Opinion Questionnaire: 1997 and 2005

- In 1997, 44% of men and 61% of women in the CAF agreed that women should be employed in all military occupations.

Army Climate & Culture Survey and Socio-Cultural Survey: 2004

- When compared to Canadian society, soldiers tended to be more likely to represent conservative values and attitudes with regard to gender and minorities.
- Soldiers, in general, are more comfortable with structure than the average Canadian.
- Soldiers in combat units expressed the most negative attitudes toward women in combat roles.
- Soldiers at the lower rank levels were the most negative regarding several issues, including the integration of women.



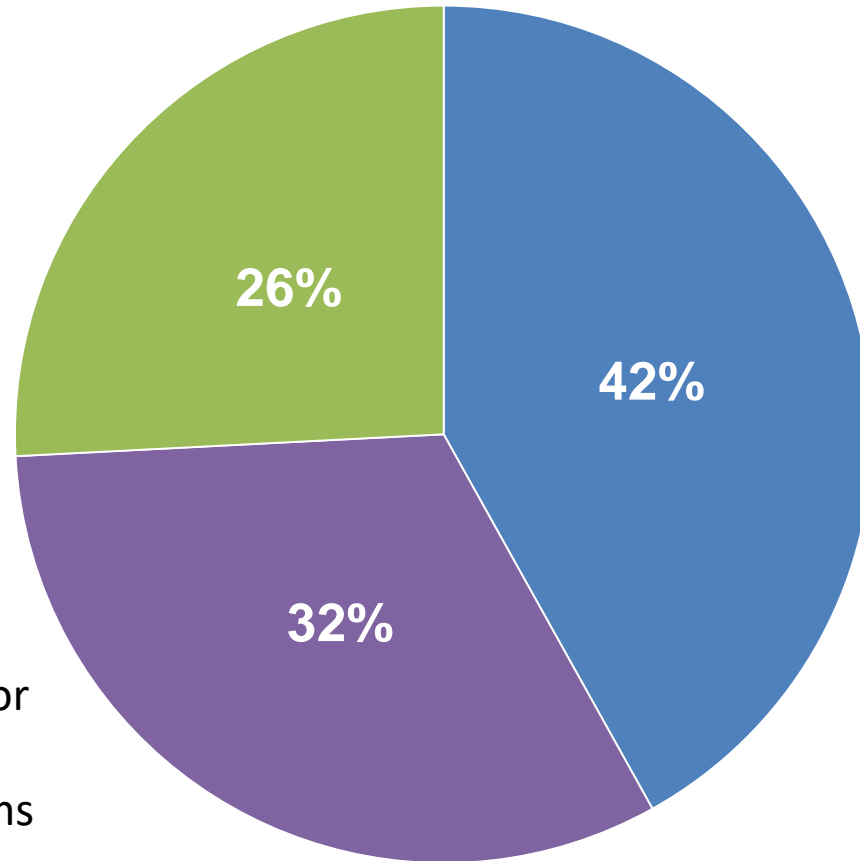
Canadian Army Values Study, 2015

Schwartz's Theory of Values

- Values as guiding principles in peoples lives.
- Values convey motivations, which may or may not translate into actual behaviours depending on their importance and also depending on situational, including normative, pressures.
- Taxonomy depicts personal values in a two-dimensional space through 10 interrelated values types and their associated motivational goals.
- Distinguishes between several broad groupings:
 - self-transcendence (or compassionate) values and self-enhancement (or selfish) values; and
 - between openness to change (openness) and conservation values.
- Groupings contribute to understanding the influential role of values on individuals' concerns, such as diversity and equality, as well as on civic, political, and social behaviours.



Canadian Army Values Profiles, 2015



Other oriented, greater likelihood if:

- female
- 35 years+
- senior non-commissioned or junior officer; or
- not member of combat arms



Summary and Recommendations

Alignment of measures and assessments across time and dimensions of culture

- Integrated strategy
 - include short term indicators of change, medium term tracking, longer term sustainment; and,
 - Include measures and methods for identifying and monitoring less visible, yet embedded assumptions, values and attitudes that are key to sustaining change.

Challenge gender neutral and essential assumptions regarding women and men across the CAF

- Increase focus on sub-cultural dimensions and contexts that present particular challenges for effective gender integration, including impacts across diverse groups of women and men.



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