

**Pages 501 to / à 514
are withheld pursuant to sections
sont retenues en vertu des articles**

20(1)(b), 20(1)(c)

**of the Access to Information Act
de la Loi sur l'accès à l'information**

Solicitation No.: W6369-19-X033/A

(DO NOT SAVE SUMMARY/REPORT IN RDIMS)

TECHNICAL EVALUATION SUMMARY/CONSENSUS REPORT

MANDATORY CRITERIA					
MANDATORY CRITERION NO.	MET OR NOT MET				
	Emic Consulting Ltd.				
MT1					
MT2					
MT3					
Compliant? (Yes / No)					

RATED CRITERION NO.	SCORES				
	Emic Consulting Ltd.				
RT1					
RT2					
RT3					
Overall Total Score					
Minimum Score Required 44					

Solicitation No.: W6369-19-X033/A

(DO NOT SAVE SUMMARY/REPORT IN RDIMS)

If there were differences in the results of the individual evaluations for any mandatory criterion (met vs. not met) or, if applicable, any rated criterion (different scores), use the table below (if necessary, add rows or write on separate sheet) to document the discussion/explanation of how consensus was reached for each and every of those criteria. For example, if 2/3 evaluators indicated met for a mandatory criterion, or the same score for a rated criterion, and the 3rd evaluator indicated not met, or a different score, but after discussion, all 3 evaluators agreed on the same result, the discussion/explanation is to be documented in the table below. It is not sufficient to simply indicate that the 3rd evaluator changed their evaluation. More information is needed in the event of a court challenge (Canadian International Trade Tribunal or CITT). Individual evaluation grids should also be amended to reflect consensus. If the discussion/explanation of how consensus was reached is not properly documented and/or legible, evaluation documents might not be acceptable and require revision. If there are no differences in the results of the individual evaluations (the results are all the same), then the table below is not necessary and only the summary table(s) above is(are) necessary, along with signatures below.

CONSENSUS MEETING		
SUPPLIER	CRITERION NO.	DETAILED DISCUSSION NOTES/ EXPLANATION OF HOW CONSENSUS WAS REACHED

TECHNICAL EVALUATION TEAM MEMBERS:

Name (print)	Signature	Date
Name (print)	Signature	Date
Name (print)	Signature	Date

Page 517

**is withheld pursuant to section
est retenue en vertu de l'article**

20(1)(b)

**of the Access to Information Act
de la Loi sur l'accès à l'information**

From: [Allison LCol DE@ADM\(PA\) DPAPQ@Ottawa-Hull](mailto:Allison.LCol.DE@ADM(PA).DPAPO@Ottawa-Hull)
Sent: June 20, 2019 8:28 AM
To: [Grover Cdr DH@ADM\(PA\) DPALC@Ottawa-Hull](mailto:Grover.Cdr.DH@ADM(PA).DPALC@Ottawa-Hull)
Subject: FW: W6369-19-X033/A
Attachments: W6369-19-X033-A - Assumptions from financial proposal.docx

Diane,

Please see attached assumptions from the bidder for the venue and the capabilities that we (i.e) ADM(PA) will provide as part of the course. Are there any showstoppers here?

From: Brousseau HA@ADM(Mat) D Svcs C@Ottawa-Hull
Sent: June-19-19 11:47 AM
To: Allison LCol DE@ADM(PA) DPAPQ@Ottawa-Hull <DOUGLAS.ALLISON@forces.gc.ca>
Subject: FW: W6369-19-X033/A

Hello Doug,

Further to Emic's proposal, here is a list of assumptions from their financial proposal.

Regards,
Holly

From: Brousseau HA@ADM(Mat) D Svcs C@Ottawa-Hull
Sent: June 18, 2019 3:26 PM
To: Allison LCol DE@ADM(PA) DPAPQ@Ottawa-Hull <DOUGLAS.ALLISON@forces.gc.ca>
Subject: W6369-19-X033/A

Hello Doug,

The above solicitation period has closed and I received one bid. I am sending you the technical proposal for you and 2 other to evaluate. I am also attaching the evaluation grid and the consensus grid. I will need each evaluator to put their name on the top of their evaluation grid and to sign it. All evaluators will also need to sign the consensus grid which I am also attaching.

Please let me know if you have any questions.

Thank you,

Holly Brousseau

Agent supérieur d'approvisionnement, Direction – Contracts de services, D C Svcs 4-2-5
Défense nationale/Gouvernement du Canada
Holly.brousseau@forces.gc.ca/ Tél. : 819-939-8478 / RCCC : 939-8478 / ATS : 1-800-467-9877

Senior Procurement Officer, Director Services Contracting, D Svcs C 4-2-5
National Defence / Government of Canada
Holly.brousseau@forces.gc.ca/ Tél. : 819-939-8478 / RCCC : 939-8478 / ATS : 1-800-467-9877

From: [Allison LCol DE@ADM\(PA\) DPAPO@Ottawa-Hull](mailto:Allison.LCol.DE@ADM(PA).DPAPO@Ottawa-Hull)
Sent: June 20, 2019 11:15 AM
To: [Marsaw MB@ADM\(PA\) DGPASP@Ottawa-Hull](mailto:Marsaw.MB@ADM(PA).DGPASP@Ottawa-Hull)
Subject: Re: W6369-19-X033/A

Sorry Sent wrong email

Sent from my BlackBerry 10 smartphone on the Bell network.

From: Marsaw MB@ADM(PA) DGPASP@Ottawa-Hull
Sent: Thursday, June 20, 2019 9:30 AM
To: Allison LCol DE@ADM(PA) DPAPO@Ottawa-Hull; Janzen BGen JH@ADM(PA) DPAPO@Ottawa-Hull; Grover Cdr DH@ADM(PA) DPALC@Ottawa-Hull
Subject: RE: W6369-19-X033/A

No problem Doug. Are all of the required docs attached? I only have one attachment and it is the list of assumptions; no evaluation grids etc.

Meghan

From: Allison LCol DE@ADM(PA) DPAPO@Ottawa-Hull
Sent: June-20-19 7:09 AM
To: Janzen BGen JH@ADM(PA) DPAPO@Ottawa-Hull <JAY.JANZEN@forces.gc.ca>; Marsaw MB@ADM(PA) DGPASP@Ottawa-Hull <MEGHAN.MARSAW@forces.gc.ca>; Grover Cdr DH@ADM(PA) DPALC@Ottawa-Hull <DIANE.GROVER@forces.gc.ca>
Subject: Fw: W6369-19-X033/A

Sir,

Attached is the lone submission for the RFP. We must evaluate it IAW the attached forms.

Meghan,

Could I ask that you act as an evaluator for this?

Diane,

Heads up for planning purposes. Note suggested dates for different options

Sent from my BlackBerry 10 smartphone on the Bell network.

From: Brousseau HA@ADM(Mat) D Svcs C@Ottawa-Hull <HOLLY.BROUSSEAU@forces.gc.ca>
Sent: Wednesday, June 19, 2019 11:46 AM
To: Allison LCol DE@ADM(PA) DPAPO@Ottawa-Hull
Subject: FW: W6369-19-X033/A

Hello Doug,

Further to Emic's proposal, here is a list of assumptions from their financial proposal.

Regards,
Holly

From: Brousseau HA@ADM(Mat) D Svcs C@Ottawa-Hull
Sent: June 18, 2019 3:26 PM
To: Allison LCol DE@ADM(PA) DPAP0@Ottawa-Hull <DOUGLAS.ALLISON@forces.gc.ca>
Subject: W6369-19-X033/A

Hello Doug,

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Please let me know if you have any questions.

Thank you,

Holly Brousseau

Agent supérieur d'approvisionnement, Direction – Contracts de services, D C Svcs 4-2-5
Défense nationale/Gouvernement du Canada
Holly.brousseau@forces.gc.ca / Tél. : 819-939-8478 / RCCC : 939-8478 / ATS : 1-800-467-9877

Senior Procurement Officer, Director Services Contracting, D Svcs C 4-2-5
National Defence / Government of Canada
Holly.brousseau@forces.gc.ca / Tél. : 819-939-8478 / RCCC : 939-8478 / ATS : 1-800-467-9877

From: [Allison LCol DE@ADM\(PA\).DPAPO@Ottawa-Hull](mailto:Allison.LCol.DE@ADM(PA).DPAPO@Ottawa-Hull)
Sent: June 20, 2019 1:47 PM
To: [Janzen BGen JH@ADM\(PA\).DPAPO@Ottawa-Hull](mailto:Janzen.BGen.JH@ADM(PA).DPAPO@Ottawa-Hull); [Grover Cdr DH@ADM\(PA\).DPALC@Ottawa-Hull](mailto:Grover.Cdr.DH@ADM(PA).DPALC@Ottawa-Hull); [Marsaw MB@ADM\(PA\).DGPASP@Ottawa-Hull](mailto:Marsaw.MB@ADM(PA).DGPASP@Ottawa-Hull)
Subject: FW: W6369-19-X033/A
Attachments: DND W6369-19-X033_A Section 1 Technical Bid.pdf; W6369-19-X033-A - Technical Evaluation Grid.doc; W6369-19-X033- A - Consensus Grid.doc

Apologies all as I sent the wrong e-mail

Sir,

Attached is the lone submission for the RFP. We must evaluate it IAW the attached forms.

Meghan,

Could I ask that you act as an evaluator for this?

Diane,

Heads up for planning purposes. Note suggested dates for different options

From: [Brousseau HA@ADM\(Mat\).D.Svcs.C@Ottawa-Hull](mailto:Brousseau.HA@ADM(Mat).D.Svcs.C@Ottawa-Hull)
Sent: June-18-19 3:26 PM
To: [Allison LCol DE@ADM\(PA\).DPAPO@Ottawa-Hull](mailto:Allison.LCol.DE@ADM(PA).DPAPO@Ottawa-Hull) <DOUGLAS.ALLISON@forces.gc.ca>
Subject: W6369-19-X033/A

Hello Doug,

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Please let me know if you have any questions.

Thank you,

Holly Brousseau

Agent supérieur d'approvisionnement, Direction – Contracts de services, D C Svcs 4-2-5
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Page 522

**is withheld pursuant to sections
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19(1), 20(1)(b), 20(1)(c)

**of the Access to Information Act
de la Loi sur l'accès à l'information**

**Pages 523 to / à 537
are withheld pursuant to sections
sont retenues en vertu des articles**

20(1)(b), 20(1)(c)

**of the Access to Information Act
de la Loi sur l'accès à l'information**

**Pages 538 to / à 544
are withheld pursuant to sections
sont retenues en vertu des articles**

19(1), 20(1)(b), 20(1)(c)

**of the Access to Information Act
de la Loi sur l'accès à l'information**

Solicitation No.: W6369-19-X033/A Supplier: Emic Consulting Ltd.

Evaluation Team Member: [Insert Name or _____ (print full name)] (DO NOT SAVE EVALUATION IN RDIMS)

- I have read, understood, completed and signed a *CONFLICT OF INTEREST AND NON-DISCLOSURE CERTIFICATION* form: Yes ___ No ___
- I have read and understood the *INSTRUCTIONS TO EVALUATION TEAM MEMBERS ON BID HANDLING* document: Yes ___ No ___
- I have read and understood the *TECHNICAL EVALUATION – INSTRUCTIONS AND INFORMATION* document: Yes ___ No ___

Signature

Date

Solicitation No.: W6369-19-X033/A Supplier: Emic Consulting Ltd.

Evaluation Team Member: [Insert Name or _____ (print full name)] (DO NOT SAVE EVALUATION IN RDIMS)

TECHNICAL EVALUATION GRID – MANDATORY CRITERIA

In their proposals, Bidders must demonstrate they meet the following mandatory criteria by providing complete details of the experience, including name and description of client organization, scope, timeframe (from-to dates month/year), and description of the roles and responsibilities.

Failure to meet any of the mandatory criteria will render the bid non-compliant and it will be given no further consideration.

NO.	MANDATORY CRITERION	BID PREPARATION INSTRUCTIONS (IF ANY)	MET	NOT MET	NOTES (MANDATORY & MUST BE LEGIBLE): 1. Cross-reference to proposal (page, section, para); <u>AND</u> ; 2. If applicable, calculation of months/years; <u>AND</u> 3. If not met, detailed explanation.
MT1	The bidder must demonstrate it has experience delivering a minimum of one (1) Target Audience Analysis (TAA) methodology courses/workshops in a group setting where the main topic of courses/workshops was the TAA methodology.	The Bidder must show where in their proposal this criterion is demonstrated as per the instructions above.			
MT2	The Bidder must demonstrate that its proposed lead instructor(s) has/have experience teaching a minimum of one (1) Target Audience Analysis (TAA) methodology workshops/courses.	The Bidder must show where in their proposal this criterion is demonstrated as per the instructions above.			

Solicitation No.: W6369-19-X033/A Supplier: Emic Consulting Ltd.

Evaluation Team Member: [Insert Name or _____ (print full name)]

(DO NOT SAVE EVALUATION IN RDIMS)

NO.	MANDATORY CRITERION	BID PREPARATION INSTRUCTIONS (IF ANY)	MET	NOT MET	NOTES (MANDATORY & MUST BE LEGIBLE): 1. Cross-reference to proposal (page, section, para); <u>AND</u> ; 2. If applicable, calculation of months/years; <u>AND</u> 3. If not met, detailed explanation.
MT3	The Bidder must demonstrate it has the capacity to: <ul style="list-style-type: none"> i. design a detailed curriculum and lecture/activity schedule for the course; ii. conduct examinations/assessments/individual and syndicate presentations at the mid and end-course points; and iii. provide the required learning materials, such as but not limited to, slide decks, handouts and reference documents (electronic or paper) for up to 24 students. 	The Bidder must provide details from previous courses delivered or examples of how they intend to meet the criterion.			
Compliant? (Yes/No)					

Solicitation No.: W6369-19-X033/A Supplier: Emic Consulting Ltd.

Evaluation Team Member: [Insert Name or _____ (print full name)] (DO NOT SAVE EVALUATION IN RDIMS)

TECHNICAL EVALUATION GRID – RATED CRITERIA

In their proposals, Bidders should demonstrate they meet the following rated criteria by providing complete details of the experience, including name and description of client organization, scope, timeframe (from-to dates month/year), and description of the roles and responsibilities.

NO.	RATED CRITERION	BID PREPARATION INSTRUCTIONS (IF ANY) & WEIGHTING (POINTS) / SCORING GUIDELINES	POINTS	SCORE	NOTES (MANDATORY & MUST BE LEGIBLE): 1. Cross-reference to proposal (page, section, para); <u>AND</u> 2. If applicable, calculation of months/years; <u>AND</u> 3. If applicable, calculation of points; <u>AND</u> 4. If score given differs from proposal, detailed explanation.
			Scoring		
RT1	The bidder should demonstrate it has experience teaching more than one (1) Target Audience Analysis (TAA) methodology courses/workshops in a group setting where the main topic of courses/workshops was the TAA methodology.	The Bidder must show where in their proposal this criterion is demonstrated as per the instructions above.	2 to 3 workshops/courses = 10pts 4 to 5 workshops/courses = 20pts 6 + workshops/courses = 30pts		
RT2	The Bidder should demonstrate that its proposed lead instructor(s) has/have experience teaching TAA methodology workshops/courses.	The Bidder must show where in their proposal this criterion is demonstrated as per the instructions above.	2 to 3 workshops/courses = 10pts 4 to 5 workshops/courses = 20pts 6 + workshops/courses = 30pts		

Solicitation No.: W6369-19-X033/A Supplier: Emic Consulting Ltd.

Evaluation Team Member: [Insert Name or _____ (print full name)]

(DO NOT SAVE EVALUATION IN RDIMS)

NO.	RATED CRITERION	BID PREPARATION INSTRUCTIONS (IF ANY) & WEIGHTING (POINTS) / SCORING GUIDELINES	POINTS	SCORE	NOTES (MANDATORY & MUST BE LEGIBLE): 1. Cross-reference to proposal (page, section, para); <u>AND</u> 2. If applicable, calculation of months/years; <u>AND</u> 3. If applicable, calculation of points; <u>AND</u> 4. If score given differs from proposal, detailed explanation.
			Scoring		
RT3	The Bidder should demonstrate it has provided TAA methodology workshops/courses to NATO organizations and/or allies.	The Bidder must show where in their proposal this criterion is demonstrated as per the instructions above.	Training provided to at least one NATO ally /organization = 10 pts Training provided to NATO ally(ies) AND NATO organization(s) = 20 pts		
RT4	The bidder should demonstrate it has provided TAA training to a military audience.	The Bidder must show where in their proposal this criterion is demonstrated as per the instructions above.	1 to 2 workshops/courses = 10pts 3 to 4 workshops/courses = 20pts 5+ workshops/courses = 30pts		
POINTS MIN = Overall Pass Mark – 44 points POINTS MAX = Total Possible Score – 110 SCORE = Total Actual Score					

Signature _____

Date _____

Solicitation No.: W6369-19-X033/A

(DO NOT SAVE SUMMARY/REPORT IN RDIMS)

TECHNICAL EVALUATION SUMMARY/CONSENSUS REPORT

MANDATORY CRITERIA					
MANDATORY CRITERION NO.	MET OR NOT MET				
	Emic Consulting Ltd.				
MT1					
MT2					
MT3					
Compliant? (Yes / No)					

RATED CRITERION NO.	SCORES				
	Emic Consulting Ltd.				
RT1					
RT2					
RT3					
Overall Total Score					
Minimum Score Required 44					

Solicitation No.: W6369-19-X033/A

(DO NOT SAVE SUMMARY/REPORT IN RDIMS)

If there were differences in the results of the individual evaluations for any mandatory criterion (met vs. not met) or, if applicable, any rated criterion (different scores), use the table below (if necessary, add rows or write on separate sheet) to document the discussion/explanation of how consensus was reached for each and every of those criteria. For example, if 2/3 evaluators indicated met for a mandatory criterion, or the same score for a rated criterion, and the 3rd evaluator indicated not met, or a different score, but after discussion, all 3 evaluators agreed on the same result, the discussion/explanation is to be documented in the table below. It is not sufficient to simply indicate that the 3rd evaluator changed their evaluation. More information is needed in the event of a court challenge (Canadian International Trade Tribunal or CITT). Individual evaluation grids should also be amended to reflect consensus. If the discussion/explanation of how consensus was reached is not properly documented and/or legible, evaluation documents might not be acceptable and require revision. If there are no differences in the results of the individual evaluations (the results are all the same), then the table below is not necessary and only the summary table(s) above is(are) necessary, along with signatures below.

CONSENSUS MEETING		
SUPPLIER	CRITERION NO.	DETAILED DISCUSSION NOTES/ EXPLANATION OF HOW CONSENSUS WAS REACHED

TECHNICAL EVALUATION TEAM MEMBERS:

 Name (print)

 Signature

 Date

 Name (print)

 Signature

 Date

 Name (print)

 Signature

 Date

From: [Brousseau HA@ADM\(Mat\).D.Svcs.C@Ottawa-Hull](mailto:Brousseau.HA@ADM(Mat).D.Svcs.C@Ottawa-Hull)
Sent: June 25, 2019 9:53 AM
To: [Allison LCol DE@ADM\(PA\).DPAPO@Ottawa-Hull](mailto:Allison.LCol.DE@ADM(PA).DPAPO@Ottawa-Hull)
Subject: Conflict of interest - NDC form
Attachments: Conflict of interest - NDC form for bid evaluation.pdf

Hello Doug,

Attached is the conflict of interest/non-disclosure form for each Evaluator.

Regards,

Holly Brousseau

Agent supérieur d'approvisionnement, Direction – Contracts de services, D C Svcs 4-2-5
Défense nationale/Gouvernement du Canada
Holly.brousseau@forces.gc.ca/ Tél. : 819-939-8478 / RCCC : 939-8478 / ATS : 1-800-467-9877

Senior Procurement Officer, Director Services Contracting, D Svcs C 4-2-5
National Defence / Government of Canada
Holly.brousseau@forces.gc.ca/ Tél. : 819-939-8478 / RCCC : 939-8478 / ATS : 1-800-467-9877



National Défense
Defence nationale

This form is for bid evaluation team members

CONFLICT OF INTEREST AND NON-DISCLOSURE CERTIFICATION

Solicitation Number: _____ **(insert contract number)**

Title: _____ **(insert procurement tool title)**

I hereby certify that as a team member or team leader participating in the evaluation of the bids received in response to the above-noted solicitation:

- 1. I understand that bid information may only be divulged to and discussed with government officials authorized to participate in this solicitation. I agree that I will not divulge, discuss or otherwise disclose any of this bid information to any person other than the authorized government officials.*
- 2. I agree to maintain the strict confidentiality of all proposals, the status of the evaluation process and any individual proposal, the deliberations of the evaluation team, as well as the number and identity of bidders.*
- 3. In order to provide impartial and objective evaluation of the bids on behalf of Canada and to avoid any real or apparent conflict of interest, I represent and warrant that I am not in a situation of conflict of interest that would render me unable to provide impartial evaluation of the bids, or affect or otherwise impair my objectivity in performing the evaluation of the bids. In the event that I discover I have potential conflict of interest with any bidder, I will immediately inform the Contracting Authority and other member(s) of the team that I can no longer participate in the evaluation.*
- 4. I will not reveal my identity as an evaluator to any other than those involved with the evaluation of this solicitation prior to contract award.*
- 5. I have read, understand and agree to fully comply with the bid solicitation evaluation provisions of the Procurement Administration Manual.*

Evaluator signature

Date

Print evaluator full name

Title



From: [Allison LCol DE@ADM\(PA\).DPAPO@Ottawa-Hull](mailto:Allison.LCol.DE@ADM(PA).DPAPO@Ottawa-Hull)
Sent: June 27, 2019 3:52 PM
To: [Brousseau HA@ADM\(Mat\).D.Svcs.C@Ottawa-Hull](mailto:Brousseau.HA@ADM(Mat).D.Svcs.C@Ottawa-Hull)
Subject: Evaluation Paperwork
Attachments: doc20190627154928.pdf

Holly,

Attached is the requested paperwork. Thks for your help

D. Allison
LCol/Lcol
Director-General Military Strategic Communication FD/Directeur général – communication
stratégique militaire DF
Department of National Defence & Canadian Armed Forces/ Ministère de la Défense nationale et
Forces armées canadiennes
Douglas.Allison@forces.gc.ca / Tel : 613-944-3291 / Cel/Tel. Cell : 613-219-2361 / CSN/RCCC : 944-
3291

s.20(1)(c)

s.21(1)(b)

RELEASED UNDER THE ATIA – UNCLASSIFIED INFORMATION
DIVULGUÉ EN VERTU DE LA LAI – RENSEIGNMENTS NON
CLASSIFIÉS

Solicitation No.: W6369-19-X033/A

(DO NOT SAVE SUMMARY/REPORT IN RDIMS)

s.20(1)(c)

s.21(1)(b)

Solicitation No.: W6369-19-X033/A

(DO NOT SAVE SUMMARY/REPORT IN RDIMS)

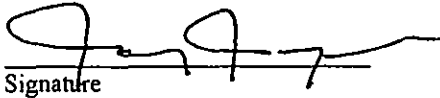
If there were differences in the results of the individual evaluations for any mandatory criterion (met vs. not met) or, if applicable, any rated criterion (different scores), use the table below (if necessary, add rows or write on separate sheet) to document the discussion/explanation of how consensus was reached for each and every of those criteria. For example, if 2/3 evaluators indicated met for a mandatory criterion, or the same score for a rated criterion, and the 3rd evaluator indicated not met, or a different score, but after discussion, all 3 evaluators agreed on the same result, the discussion/explanation is to be documented in the table below. It is not sufficient to simply indicate that the 3rd evaluator changed their evaluation. More information is needed in the event of a court challenge (Canadian International Trade Tribunal or CITT). Individual evaluation grids should also be amended to reflect consensus. If the discussion/explanation of how consensus was reached is not properly documented and/or legible, evaluation documents might not be acceptable and require revision. If there are no differences in the results of the individual evaluations (the results are all the same), then the table below is not necessary and only the summary table(s) above is(are) necessary, along with signatures below.

CONSENSUS MEETING

TECHNICAL EVALUATION TEAM MEMBERS:

Jay Janzen

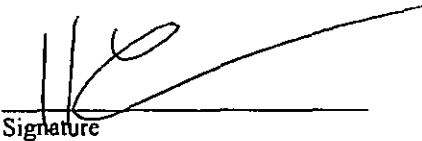
Name (print)


Signature

27 JUNE 19
Date

Meghan Marsaw

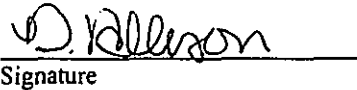
Name (print)


Signature

27 June '19
Date

Doug Allison

Name (print)


Signature

27 June 19
Date



National Défense
Defence nationale

This form is for bid evaluation team members

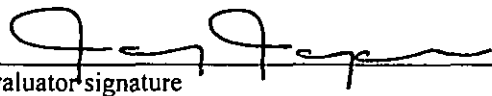
CONFLICT OF INTEREST AND NON-DISCLOSURE CERTIFICATION

Solicitation Number: W6369-19-X033/A (insert contract number)

Title: Target Audience Analysis (TAA) Methodology Training (insert procurement tool title)

I hereby certify that as a team member or team leader participating in the evaluation of the bids received in response to the above-noted solicitation:

1. *I understand that bid information may only be divulged to and discussed with government officials authorized to participate in this solicitation. I agree that I will not divulge, discuss or otherwise disclose any of this bid information to any person other than the authorized government officials.*
2. *I agree to maintain the strict confidentiality of all proposals, the status of the evaluation process and any individual proposal, the deliberations of the evaluation team, as well as the number and identity of bidders.*
3. *In order to provide impartial and objective evaluation of the bids on behalf of Canada and to avoid any real or apparent conflict of interest, I represent and warrant that I am not in a situation of conflict of interest that would render me unable to provide impartial evaluation of the bids, or affect or otherwise impair my objectivity in performing the evaluation of the bids. In the event that I discover I have potential conflict of interest with any bidder, I will immediately inform the Contracting Authority and other member(s) of the team that I can no longer participate in the evaluation.*
4. *I will not reveal my identity as an evaluator to any other than those involved with the evaluation of this solicitation prior to contract award.*
5. *I have read, understand and agree to fully comply with the bid solicitation evaluation provisions of the Procurement Administration Manual.*


Evaluator's signature

25 JUNE 2019
Date

Jay H. Janzen, BGEN
Print evaluator full name

ADM(PA) DGMSC
Title

Canada



National Défense
Defence nationale

This form is for bid evaluation team members

CONFLICT OF INTEREST AND NON-DISCLOSURE CERTIFICATION

Solicitation Number: W6369-19-X033/A (insert contract number)

Title: Target Audience Analysis (TAA) Methodology Training (insert procurement tool title)

I hereby certify that as a team member or team leader participating in the evaluation of the bids received in response to the above-noted solicitation:

- I understand that bid information may only be divulged to and discussed with government officials authorized to participate in this solicitation. I agree that I will not divulge, discuss or otherwise disclose any of this bid information to any person other than the authorized government officials.*
- I agree to maintain the strict confidentiality of all proposals, the status of the evaluation process and any individual proposal, the deliberations of the evaluation team, as well as the number and identity of bidders.*
- In order to provide impartial and objective evaluation of the bids on behalf of Canada and to avoid any real or apparent conflict of interest, I represent and warrant that I am not in a situation of conflict of interest that would render me unable to provide impartial evaluation of the bids, or affect or otherwise impair my objectivity in performing the evaluation of the bids. In the event that I discover I have potential conflict of interest with any bidder, I will immediately inform the Contracting Authority and other member(s) of the team that I can no longer participate in the evaluation.*
- I will not reveal my identity as an evaluator to any other than those involved with the evaluation of this solicitation prior to contract award.*
- I have read, understand and agree to fully comply with the bid solicitation evaluation provisions of the Procurement Administration Manual.*

D. Allison W. Col
Evaluator signature

21 June 19
Date

Doug Allison
Print evaluator full name

ADM(PA) DGMSC FD
Title

Canada



National Défense
Defence nationale

This form is for bid evaluation team members


CONFLICT OF INTEREST AND NON-DISCLOSURE CERTIFICATION

Solicitation Number: W6369-19-X033 (insert contract number)

Title: Target Audience Analysis Methodology Training (insert procurement tool title)

I hereby certify that as a team member or team leader participating in the evaluation of the bids received in response to the above-noted solicitation:

1. *I understand that bid information may only be divulged to and discussed with government officials authorized to participate in this solicitation. I agree that I will not divulge, discuss or otherwise disclose any of this bid information to any person other than the authorized government officials.*
2. *I agree to maintain the strict confidentiality of all proposals, the status of the evaluation process and any individual proposal, the deliberations of the evaluation team, as well as the number and identity of bidders.*
3. *In order to provide impartial and objective evaluation of the bids on behalf of Canada and to avoid any real or apparent conflict of interest, I represent and warrant that I am not in a situation of conflict of interest that would render me unable to provide impartial evaluation of the bids, or affect or otherwise impair my objectivity in performing the evaluation of the bids. In the event that I discover I have potential conflict of interest with any bidder, I will immediately inform the Contracting Authority and other member(s) of the team that I can no longer participate in the evaluation.*
4. *I will not reveal my identity as an evaluator to any other than those involved with the evaluation of this solicitation prior to contract award.*
5. *I have read, understand and agree to fully comply with the bid solicitation evaluation provisions of the Procurement Administration Manual.*



Evaluator Signature

21 June '19

Date

Meghan Marsaw

Print evaluator full name

Senior Comms Advisor

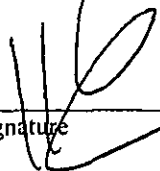
Title

Canada

Solicitation No.: W6369-19-X033/A Supplier: Emjc Consulting Ltd.

Evaluation Team Member: [Insert Name or Meghan Marsaw (print full name)] (DO NOT SAVE EVALUATION IN RDIMS)

- I have read, understood, completed and signed a *CONFLICT OF INTEREST AND NON-DISCLOSURE CERTIFICATION* form: Yes No
- I have read and understood the *INSTRUCTIONS TO EVALUATION TEAM MEMBERS ON BID HANDLING* document: Yes No
- I have read and understood the *TECHNICAL EVALUATION – INSTRUCTIONS AND INFORMATION* document: Yes No



Signature

26 June '19

Date

Solicitation No.: W6369-19-X033/A Supplier: Emic Consulting Ltd.

Evaluation Team Member: [Insert Name or Meghan Marsaw (print full name)] (DO NOT SAVE EVALUATION IN RDIMS)

TECHNICAL EVALUATION GRID – MANDATORY CRITERIA

In their proposals, Bidders must demonstrate they meet the following mandatory criteria by providing complete details of the experience, including name and description of client organization, scope, timeframe (from-to dates month/year), and description of the roles and responsibilities.

Failure to meet any of the mandatory criteria will render the bid non-compliant and it will be given no further consideration.

NO.	MANDATORY CRITERION	BID PREPARATION INSTRUCTIONS (IF ANY)	MET	NOT MET	NOTES (MANDATORY & MUST BE LEGIBLE): 1. Cross-reference to proposal (page, section, para); <u>AND</u> ; 2. If applicable, calculation of months/years; <u>AND</u> 3. If not met, detailed explanation.

Solicitation No.: W6369-19-X033/A Supplier: Emic Consulting Ltd.

Evaluation Team Member: [Insert Name or Meghan Marsaw (print full name)]

(DO NOT SAVE EVALUATION IN RDIMS)

NO.	MANDATORY CRITERION	BID PREPARATION INSTRUCTIONS (IF ANY)	MET	NOT MET	NOTES (MANDATORY & MUST BE LEGIBLE): 1. Cross-reference to proposal (page, section, para); <u>AND</u> ; 2. If applicable, calculation of months/years; <u>AND</u> 3. If not met, detailed explanation.
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Solicitation No.: W6369-19-X033/A Supplier: Emic Consulting Ltd.

Evaluation Team Member: [Insert Name or Meghan Marsaw (print full name)] (DO NOT SAVE EVALUATION IN RDIMS)

TECHNICAL EVALUATION GRID – RATED CRITERIA

In their proposals, Bidders should demonstrate they meet the following rated criteria by providing complete details of the experience, including name and description of client organization, scope, timeframe (from-to dates month/year), and description of the roles and responsibilities.

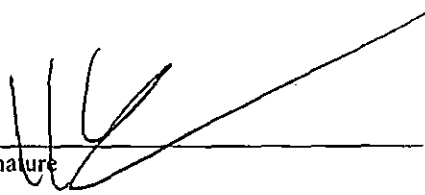
NO.	RATED CRITERION	BID PREPARATION INSTRUCTIONS (IF ANY) & WEIGHTING (POINTS) / SCORING GUIDELINES	POINTS	SCORE	NOTES (MANDATORY & MUST BE LEGIBLE): 1. Cross-reference to proposal (page, section, para); AND 2. If applicable, calculation of months/years; AND 3. If applicable, calculation of points; AND 4. If score given differs from proposal, detailed explanation.
			Scoring		

Solicitation No.: W6369-19-X033/A Supplier: Emic Consulting Ltd.

Evaluation Team Member: [Insert Name or Meghan Marsaw (print full name)]

(DO NOT SAVE EVALUATION IN RDIMS)

NO.	RATED CRITERION	BID PREPARATION INSTRUCTIONS (IF ANY) & WEIGHTING (POINTS) / SCORING GUIDELINES	POINTS	SCORE	NOTES (MANDATORY & MUST BE LEGIBLE): 1. Cross-reference to proposal (page, section, para); <u>AND</u> 2. If applicable, calculation of months/years; <u>AND</u> 3. If applicable, calculation of points; <u>AND</u> 4. If score given differs from proposal, detailed explanation.
			Scoring		


Signature

26 June '19
Date

Solicitation No.: W6369-19-X033/A Supplier: Emic Consulting Ltd.

Evaluation Team Member: LCol Douglas Allison

- I have read, understood, completed and signed a *CONFLICT OF INTEREST AND NON-DISCLOSURE CERTIFICATION* form: Yes X No ___
- I have read and understood the *INSTRUCTIONS TO EVALUATION TEAM MEMBERS ON BID HANDLING* document: Yes X No ___
- I have read and understood the *TECHNICAL EVALUATION – INSTRUCTIONS AND INFORMATION* document: Yes X No ___

D Allison
Signature

21 Jun 19
Date

Solicitation No.: W6369-19-X033/A Supplier: Emic Consulting Ltd.

Evaluation Team Member: LCol Douglas Allison

TECHNICAL EVALUATION GRID – MANDATORY CRITERIA

In their proposals, Bidders must demonstrate they meet the following mandatory criteria by providing complete details of the experience, including name and description of client organization, scope, timeframe (from-to dates month/year), and description of the roles and responsibilities.

Failure to meet any of the mandatory criteria will render the bid non-compliant and it will be given no further consideration.

NO.	MANDATORY CRITERION	BID PREPARATION INSTRUCTIONS (IF ANY)	MET	NOT MET	NOTES (MANDATORY & MUST BE LEGIBLE): 1. Cross-reference to proposal (page, section, para); <u>AND</u> ; 2. If applicable, calculation of months/years; <u>AND</u> 3. If not met, detailed explanation.

s.20(1)(c)
 s.21(1)(b)

Solicitation No.: W6369-19-X033/A Supplier: Emic Consulting Ltd.

Evaluation Team Member: LCol Douglas Allison

NO.	MANDATORY CRITERION	BID PREPARATION INSTRUCTIONS (IF ANY)	MET	NOT MET	NOTES <u>(MANDATORY & MUST BE LEGIBLE):</u> 1. Cross-reference to proposal (page, section, para); <u>AND;</u> 2. If applicable, calculation of months/years; <u>AND</u> 3. If not met, detailed explanation
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s.20(1)(c)
 s.21(1)(b)

Solicitation No.: W6369-19-X033/A Supplier: Emic Consulting Ltd.

Evaluation Team Member: LCol Douglas Allison

NO.	RATED CRITERION	BID PREPARATION INSTRUCTIONS (IF ANY) & WEIGHTING (POINTS) / SCORING GUIDELINES	POINTS	SCORE	NOTES (MANDATORY & MUST BE LEGIBLE): 1. Cross-reference to proposal (page, section, para); <u>AND</u> 2. If applicable, calculation of months/years; <u>AND</u> 3. If applicable, calculation of points; <u>AND</u> 4. If score given differs from proposal, detailed explanation.
			Scoring		

Signature _____

Date _____

Solicitation No.: W6369-19-X033/A Supplier: Emic Consulting Ltd.

Evaluation Team Member: LCol Douglas Allison

TECHNICAL EVALUATION GRID – RATED CRITERIA

In their proposals, Bidders should demonstrate they meet the following rated criteria by providing complete details of the experience, including name and description of client organization, scope, timeframe (from-to dates month/year), and description of the roles and responsibilities.

NO.	RATED CRITERION	BID PREPARATION INSTRUCTIONS (IF ANY) & WEIGHTING (POINTS) / SCORING GUIDELINES	POINTS	SCORE	NOTES (MANDATORY & MUST BE LEGIBLE): 1. Cross-reference to proposal (page, section, para); <u>AND</u> 2. If applicable, calculation of months/years; <u>AND</u> 3. If applicable, calculation of points; <u>AND</u> 4. If score given differs from proposal, detailed explanation.
			Scoring		

Solicitation No.: W6369-19-X033/A Supplier: Emic Consulting Ltd.

Evaluation Team Member: BGen Jay H. Janzen

- I have read, understood, completed and signed a *CONFLICT OF INTEREST AND NON-DISCLOSURE CERTIFICATION* form: Yes No
- I have read and understood the *INSTRUCTIONS TO EVALUATION TEAM MEMBERS ON BID HANDLING* document: Yes No
- I have read and understood the *TECHNICAL EVALUATION – INSTRUCTIONS AND INFORMATION* document: Yes No


Signature

25 JUNE 2018
Date

s.20(1)(c)
 s.21(1)(b)

Solicitation No.: W6369-19-X033/A Supplier: Emic Consulting Ltd.

Evaluation Team Member: BGen Jay H. Janzen

TECHNICAL EVALUATION GRID – MANDATORY CRITERIA

In their proposals, Bidders must demonstrate they meet the following mandatory criteria by providing complete details of the experience, including name and description of client organization, scope, timeframe (from-to dates month/year), and description of the roles and responsibilities.

Failure to meet any of the mandatory criteria will render the bid non-compliant and it will be given no further consideration.

NO.	MANDATORY CRITERION	BID PREPARATION INSTRUCTIONS (IF ANY)	MET	NOT MET	NOTES <u>(MANDATORY & MUST BE LEGIBLE):</u> 1. Cross-reference to proposal (page, section, para); <u>AND;</u> 2. If applicable, calculation of months/years; <u>AND</u> 3. If not met, detailed explanation.

Solicitation No.: W6369-19-X033/A Supplier: Emic Consulting Ltd.

Evaluation Team Member: BGen Jay H. Janzen

NO.	MANDATORY CRITERION	BID PREPARATION INSTRUCTIONS (IF ANY)	MET	NOT MET	NOTES (MANDATORY & MUST BE LEGIBLE): 1. Cross-reference to proposal (page, section, para); <u>AND</u> ; 2. If applicable, calculation of months/years; <u>AND</u> 3. If not met, detailed explanation.
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s.20(1)(c)
 s.21(1)(b)

Solicitation No.: W6369-19-X033/A Supplier: Emic Consulting Ltd.

Evaluation Team Member: BGen Jay H. Janzen

TECHNICAL EVALUATION GRID – RATED CRITERIA


In their proposals, Bidders should demonstrate they meet the following rated criteria by providing complete details of the experience, including name and description of client organization, scope, timeframe (from-to dates month/year), and description of the roles and responsibilities.

NO.	RATED CRITERION	BID PREPARATION INSTRUCTIONS (IF ANY) & WEIGHTING (POINTS) / SCORING GUIDELINES	POINTS	SCORE	NOTES <u>(MANDATORY & MUST BE LEGIBLE):</u> 1. Cross-reference to proposal (page, section, para); <u>AND</u> 2. If applicable, calculation of months/years; <u>AND</u> 3. If applicable, calculation of points; <u>AND</u> 4. If score given differs from proposal, detailed explanation.
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Solicitation No.: W6369-19-X033/A Supplier: Emic Consulting Ltd.

Evaluation Team Member: BGen Jay H. Janzen

NO.	RATED CRITERION	BID PREPARATION INSTRUCTIONS (IF ANY) & WEIGHTING (POINTS) / SCORING GUIDELINES	POINTS	SCORE	NOTES (MANDATORY & MUST BE LEGIBLE): 1. Cross-reference to proposal (page, section, para); AND 2. If applicable, calculation of months/years; AND 3. If applicable, calculation of points; AND 4. If score given differs from proposal, detailed explanation.
			Scoring		


Signature

25 JUNE 2019
Date

From: [Brousseau HA@ADM\(Mat\).D.Svcs.C@Ottawa-Hull](mailto:Brousseau.HA@ADM(Mat).D.Svcs.C@Ottawa-Hull)
Sent: June 27, 2019 3:58 PM
To: [Allison LCol DE@ADM\(PA\).DPAPO@Ottawa-Hull](mailto:Allison.LCol.DE@ADM(PA).DPAPO@Ottawa-Hull)
Subject: RE: Evaluation Paperwork

Hello Doug,

Thank you for the documents. I have complete the draft of the contract and it is being reviewed by my Manager. I'll be in touch with you next week.

Regards,
Holly

From: Allison LCol DE@ADM(PA).DPAPO@Ottawa-Hull
Sent: June 27, 2019 3:52 PM
To: Brousseau HA@ADM(Mat).D.Svcs.C@Ottawa-Hull <HOLLY.BROUSSEAU@forces.gc.ca>
Subject: Evaluation Paperwork

Holly,

Attached is the requested paperwork. Thks for your help

D. Allison
LCol/Lcol
Director-General Military Strategic Communication FD/Directeur général – communication
stratégique militaire DF
Department of National Defence & Canadian Armed Forces/ Ministère de la Défense nationale et
Forces armées canadiennes
Douglas.Allison@forces.gc.ca / Tel : 613-944-3291 / Cel/Tel. Cell : 613-219-2361 / CSN/RCCC : 944-
3291

From: [Raymond.TC@ADM\(PA\).DPAPI@Ottawa-Hull](mailto:Raymond.TC@ADM(PA).DPAPI@Ottawa-Hull)
Sent: July 4, 2019 9:33 AM
To: [Allison.LCol.DE@ADM\(PA\).DPAPO@Ottawa-Hull](mailto:Allison.LCol.DE@ADM(PA).DPAPO@Ottawa-Hull)
Subject: FW: W6369-19-X033/A - TAA
Attachments: W6369-19-X033-A - Contract Summary.doc

Hi LCol Allison,

My ADM(Mat) clients have informed me that they are ready to award a contract for your training needs. This means the information will be posted live on buyandsell.gc.ca.

I understand why this is a requirement for your group, but can also see how this could be misconstrued given the upcoming election period.

Do you have any lines to explain what this is, and if yes, could you please share with me?

Thanks,
-Tina

Tina Raymond

Senior Communications Advisor | Conseillère principale en communications
Materiel | Matériels
Assistant Deputy Minister (Public Affairs) ADM(PA) | Sous-ministre adjoint (Affaires publiques)
SMA(AP)
National Defence | Défense nationale
Telephone | Téléphone 613-995-6482
Government of Canada | Gouvernement du Canada

From: Porter DW@ADM(Mat) D Svcs C@Ottawa-Hull
Sent: July-03-19 4:08 PM
To: Raymond.TC@ADM(PA).DPAPI@Ottawa-Hull <TINA.RAYMOND@forces.gc.ca>
Subject: FW: W6369-19-X033/A - TAA

Hi Tina,

As discussed, please find attached copy of the contract summary for the Target Audience Analysis Training contract.

IAW the recently promulgated Election Guidance (also attached), could you please advise if we OK to proceed to the next step (which is in our case, contract award under our contracting authority).

Thank you,

David Porter

Chef de section, SMA(Mat)/DG Svcs acq/DC Svcs 4
Défense nationale / Gouvernement du Canada
david.porter2@forces.gc.ca | Tél. : 819-939-8543 | BB : 613-854-0832

Section Head, ADM(Mat)/DG Proc Svcs/D Svcs C 4
National Defence / Government of Canada
david.porter2@forces.gc.ca | Tel: 819-939-8543 | BB : 613-854-0832

From: Brousseau HA@ADM(Mat) D Svcs C@Ottawa-Hull
Sent: July-03-19 4:04 PM
To: Porter DW@ADM(Mat) D Svcs C@Ottawa-Hull <DAVID.PORTER2@forces.gc.ca>
Subject: W6369-19-X033/A - TAA

Hi Dave,

Attached is the contract summary for the above requirement.

Holly Brousseau

Agent supérieur d'approvisionnement, Direction – Contracts de services, D C Svcs 4-2-5
Défense nationale/Gouvernement du Canada
Holly.brousseau@forces.gc.ca / Tél. : 819-939-8478 / RCCC : 939-8478 / ATS : 1-800-467-9877

Senior Procurement Officer, Director Services Contracting, D Svcs C 4-2-5
National Defence / Government of Canada
Holly.brousseau@forces.gc.ca / Tél. : 819-939-8478 / RCCC : 939-8478 / ATS : 1-800-467-9877

INSTRUCTIONS (Delete upon completion of the template)

This document contains a contract summary/approval template.

1. The Contract Summary template details the results, the evaluation process and any issues that may have arisen during the solicitation process. Some information may be copied and pasted from the Procurement Plan.

Note: Templates are provided for guidance only. The Procurement Officer should determine the appropriate wording required. In the case of a standing offer, a search for the words “bid”, “proposal”, “contract”, “bidder”, “contractor”, etc. should be made and replacements made as necessary (e.g. bid or proposal = offer, contract = standing offer, bidder or contractor = offeror, Contracting Authority = Standing Offer Authority, etc.). If applicable, “Technical Authority” should be changed to “Project Authority” or “Scientific Authority”. Upon completion of the template, there should be no more highlighting and the only font colour used should be “Automatic”/black.

2. This is not the same as the Procurement Plan. See MMI 1355 for the Procurement Plan template. RDIMS document no. 4265135 may also be consulted for examples of what information to include in the Procurement Plan.

Last Update to Instructions (RDIMS Doc. No. 4546406): 24 Jan 2019 by Luc Maillet, D Svcs C 4-2-5

CONTRACT SUMMARY - DIRECTOR SERVICES CONTRACTING 4 (D SVCS C 4)

CONTRACT FILE NO.	W6369-19-X033/A	CLIENT REFERENCE NO.	N/A
REQUIREMENT TITLE	Target Audience Analysis		

CONTRACTING AUTHORITY	Holly Brousseau, Senior Procurement Officer, D Svcs C 4-2-5																		
APPROVING AUTHORITY (CONTRACT AND OPTIONS)	Director D Svcs C																		
TECHNICAL AUTHORITY	LCol Doug Allison, DG Military Strategic Communications																		
REQUIREMENT DESCRIPTION	This non-recurring requirement is for ADM (PA), the functional authority for the Public Affairs Branch. ADM (PA) is responsible for military public affairs and, thus, responsible for developing military public affairs' capability to support CDS direction, Defence Policy and CAF Joint Doctrine. ADM (PA) has identified Target Audience Analysis (TAA) as a capability it will acquire to support Joint Targeting, Information Operations and Strategic Communication as part of its initiative to operationalize the Public Affairs Branch.																		
CONTRACTOR	EMIC CONSULTING LTD.																		
CONTRACT VALUE	<p>The total overall potential value, inclusive of option(s), travel and applicable taxes () is \$615,285.00 CAD.</p> <p>Breakdown is as follows in CAD \$:</p> <table border="1"> <thead> <tr> <th>Period</th> <th>Goods and/or Services</th> <th>Travel [OR Other]</th> <th>Applicable Taxes</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Initial Contract</td> <td>\$615,258.00</td> <td>\$0.00</td> <td>\$0.00</td> <td>\$615,285.00</td> </tr> <tr> <td>Total</td> <td>\$615,285.00</td> <td>\$0.00</td> <td>\$0.00</td> <td>\$615,285.00</td> </tr> </tbody> </table>				Period	Goods and/or Services	Travel [OR Other]	Applicable Taxes	Total	Initial Contract	\$615,258.00	\$0.00	\$0.00	\$615,285.00	Total	\$615,285.00	\$0.00	\$0.00	\$615,285.00
Period	Goods and/or Services	Travel [OR Other]	Applicable Taxes	Total															
Initial Contract	\$615,258.00	\$0.00	\$0.00	\$615,285.00															
Total	\$615,285.00	\$0.00	\$0.00	\$615,285.00															
SOURCING STRATEGY	RFP (GETS) <input checked="" type="checkbox"/>	RFP (TC) <input type="checkbox"/>	ACAN <input type="checkbox"/>	Sole Source <input type="checkbox"/> PSPC SA <input type="checkbox"/> RFSO <input type="checkbox"/>															
BASIS OF PAYMENT AND METHOD OF PAYMENT	<p><u>Basis of Payment:</u> Limitation of price</p> <p><u>Method of Payment:</u> Milestone Payments</p>																		
EVALUATION SUMMARY	<p><u>Lowest Evaluated Price:</u></p> <p>There was only one bid received. Emic Consulting Ltd. is the successful bidder recommended for contract award, having complied with the requirements of the solicitation, met all mandatory criteria, met the minimum pass mark for rated criteria and offered the responsive bid with the lowest evaluated price.</p> <p>The price proposed is considered fair as it is within the estimate in the expenditure initiation form, \$706,250.00</p>																		
SECURITY	The contract contains no security requirement																		
ADDITIONAL COMMENTS	<ol style="list-style-type: none"> There were no Q&As and no amendment issued during the solicitation period; therefore, no changes were required in the resulting contract. Certifications were provided as required in the solicitation. Information on Former Public Servants is not applicable. The Contractor is not on the FCP Limited Eligibility to Bid list. The PSPC Integrity Regime confirms that there is no match in the database between the Contractor and convictions. 																		

SIGNATURES

Procurement Officer	Signature:	Date:
Holly Brousseau D Svcs C 4-2-5		

Reviewed By:	Remarks:	Signature:	Date:
Shannon Wintle D Svcs C 4-2			
Approved By:	Remarks:	Signature:	Date:
David Porter D Svcs C 4			

Last Update to Template (RDIMS Doc. No. 4546406): 24 Jan 2019 by Luc Maillet, D Svcs C 4-2-5

From: [Brousseau HA@ADM\(Mat\)_D_Svcs_C@Ottawa-Hull](mailto:Brousseau_HA@ADM(Mat)_D_Svcs_C@Ottawa-Hull)
Sent: July 4, 2019 2:03 PM
To: [Allison LCol DE@ADM\(PA\)_DPAPO@Ottawa-Hull](mailto:Allison_LCol_DE@ADM(PA)_DPAPO@Ottawa-Hull)
Cc: [Wintle SM@ADM\(Mat\)_D_Svcs_C@Ottawa-Hull](mailto:Wintle_SM@ADM(Mat)_D_Svcs_C@Ottawa-Hull)
Subject: FW: W6369-19-X033/A - TAA

Hello Doug,

I have sent a message to the Contractor requesting clarification on your question below. Since I am not in the office tomorrow, I have asked the vendor to provide Shannon with their response. Shannon will advise if her receives anything from the Contractor.

If we have not received a response by Monday, I will follow-up with the Contractor.

Regards,
Holly

From: Brousseau HA@ADM(Mat)_D_Svcs_C@Ottawa-Hull
Sent: July 4, 2019 8:58 AM
To: Allison LCol DE@ADM(PA)_DPAPO@Ottawa-Hull <DOUGLAS.ALLISON@forces.gc.ca>
Subject: RE: W6369-19-X033/A - TAA

Hello Doug,

I look into this and get back to you.

Thanks
Holly

From: Allison LCol DE@ADM(PA)_DPAPO@Ottawa-Hull
Sent: July 4, 2019 8:56 AM
To: Brousseau HA@ADM(Mat)_D_Svcs_C@Ottawa-Hull <HOLLY.BROUSSEAU@forces.gc.ca>
Subject: RE: W6369-19-X033/A - TAA

Holly,

We noticed a discrepancy in the offer. The RFP states:

2. OBJECTIVE 2.1. The expected outcome of this contract is that the Contractor will have trained a group of DND/CAF personnel in its TAA methodology. *By retaining usage of the methodology and courseware, DND/CAF will then be able to provide in-house training to a sufficient core of personnel. This will contribute to creating a sustainable TAA capability program that will support Joint Targeting, Information Operations and Strategic Communications in the long-term.*

3. SCOPE 3.1. The contractor must conduct a tailored course teaching a TAA methodology in Canada to CAF and DND personnel in order to create a core body of CAF and DND personnel who can apply the methodology in support of CAF operations. *Further, the contractor must provide the CAF with the methodology as well as the courseware in order to enable a sustained CAF capability using the methodology.*

In the bid (Page 6) , it states:

s.20(1)(b)

s.20(1)(c)

We want to ensure that the intent in objective and scope is not superseded by the bid language. Is there a way you can confirm this?

D. Allison

LCol/Lcol

Director-General Military Strategic Communication FD/Directeur général – communication
stratégique militaire DF

Department of National Defence & Canadian Armed Forces/ Ministère de la Défense nationale et
Forces armées canadiennes

Douglas.Allison@forces.gc.ca / Tel : 613-944-3291 / Cel/Tel. Cell : 613-219-2361 / CSN/RCCC : 944-
3291

From: Brousseau HA@ADM(Mat) D Svcs C@Ottawa-Hull

Sent: July-03-19 1:56 PM

To: Allison LCol DE@ADM(PA) DPAPO@Ottawa-Hull <DOUGLAS.ALLISON@forces.gc.ca>

Subject: W6369-19-X033/A - TAA

Hello Doug,

I just wanted to let you know that the contract package for review, approval and signature, as gone to my manager this afternoon. I will keep you posted on further progress.

Regards,

Holly Brousseau

Agent supérieur d'approvisionnement, Direction – Contracts de services, D C Svcs 4-2-5

Défense nationale/Gouvernement du Canada

Holly.brousseau@forces.gc.ca/ Tél. : 819-939-8478 / RCCC : 939-8478 / ATS : 1-800-467-9877

Senior Procurement Officer, Director Services Contracting, D Svcs C 4-2-5

National Defence / Government of Canada

Holly.brousseau@forces.gc.ca/ Tél. : 819-939-8478 / RCCC : 939-8478 / ATS : 1-800-467-9877

s.19(1)

From: [Allison LCol DE@ADM\(PA\).DPAPO@Ottawa-Hull](mailto:Allison.LCol.DE@ADM(PA).DPAPO@Ottawa-Hull)
Sent: July 8, 2019 11:14 AM
To: [Janzen BGen JH@ADM\(PA\).DPAPO@Ottawa-Hull](mailto:Janzen.BGen.JH@ADM(PA).DPAPO@Ottawa-Hull)
Subject: Fw: W6369-19-X033/A - TAA - Contract Award
Attachments: W6369-19-X033A - Award letter and contract.pdf

Sir,

Done deal

Sent from my BlackBerry 10 smartphone on the Bell network.

From: Brousseau HA@ADM(Mat) D Svcs C@Ottawa-Hull <HOLLY.BROUSSEAU@forces.gc.ca>
Sent: Monday, July 8, 2019 10:57 AM
To: Allison LCol DE@ADM(PA).DPAPO@Ottawa-Hull
Subject: FW: W6369-19-X033/A - TAA - Contract Award

Hello Doug,

The email below has been sent to Emic Consulting Ltd. As they have now been awarded the contract, you can contact them to begin work.

The contract is attached for your reference.

Please let me know if you have any questions.

Regards,
Holly

From: Brousseau HA@ADM(Mat) D Svcs C@Ottawa-Hull
Sent: July 8, 2019 10:55 AM
To:
Subject: W6369-19-X033/A - TAA - Contract Award

**Target Audience Analysis:
Contract Award**

REFERENCES: DND Reference No.: W6369-19-X033/A

Good day

Thank you for submitting a proposal addressing the Department of National Defence requirement for Target Audience Analysis training.

Please find enclosed the resulting Award Letter and Contract. Please sign and date the contract cover page and return to me.

Should you have any questions, please do not hesitate to contact me. My coordinates are below.

Regards,

Holly Brousseau

Agent supérieur d'approvisionnement, Direction – Contracts de services, D C Svcs 4-2-5
Défense nationale/Gouvernement du Canada
Holly.brousseau@forces.gc.ca / Tél. : 819-939-8478 / RCCC : 939-8478 / ATS : 1-800-467-9877

A0447662_1-000583

Senior Procurement Officer, Director Services Contracting, D Svcs C 4-2-5
National Defence / Government of Canada
Holly.brousseau@forces.gc.ca / Tél. : 819-939-8478 / RCCC : 939-8478 / ATS : 1-800-467-9877

UNCLASSIFIED



National Defence
National Defence Headquarters
Ottawa, Ontario
K1A 0K2

Défense nationale
Quartier général de la Défense nationale
Ottawa (Ontario)
K1A 0K2

Solicitation Number: W6369-19-X033/A

08 July 2019

Emic Consulting Ltd.

Dear

Thank you for submitting a proposal addressing the requirement for the Target Audience Analysis for the Department of National Defence. The evaluation has been completed and I am pleased to inform you that Emic Consulting Ltd. is the successful bidder.

Please find enclosed the resulting contract. The initial contract period is valued at \$615,285.00 CAD, applicable taxes included.

Your demonstrated interest in providing services to the Department is very much appreciated. If you have any questions, please contact me at 819-939-8478 or holly.brousseau@forces.gc.ca

Sincerely,

Holly Brousseau
Senior Procurement Officer

Enclosure

UNCLASSIFIED

Canada 



National Defence

Défense nationale

s.19(1)

National Defence Headquarters
 Ottawa, Ontario
 K1A 0K2

Quartier général de la Défense nationale
 Ottawa (Ontario)
 K1A 0K2

**DND CONTRACTING AUTHORITY
 AUTORITÉ CONTRACTANTE DU MND**

National Defence Headquarters
 Director Services Contracting 4 (D Svcs C 4)
 101 Colonel By Drive
 Ottawa, Ontario K1A 0K2

CONTRACT/CONTRAT


The referenced document is hereby amended: unless otherwise indicated, all other terms and conditions of the contract remain the same
 Ce document est par la présente modifié : sauf indication contraire, les modalités du contrat demeurent les mêmes.

The Vendor/Firm hereby accepts/acknowledges this contract.
 Le fournisseur/entrepreneur accepte la présente contrat/en accuse réception.

Signature _____ Date _____
 Name, title of person authorized to sign (type or print)
 Nom et titre du signataire autorisé (taper ou imprimer)

**NAME AND ADDRESS OF CONTRACTOR
 NOM ET ADRESSE DE L'ENTREPRENEUR**

Emic Consulting Ltd.

Title – Titre Target Audience Analysis	
Contract No. – N° du contrat W6369-19-X033/A	
Client Reference No. – N° de référence du client	Date 05 July 2019
Financial Code(s) – Code(s) financier(s) Fund : L101, Fund Centre 0161SC, General Ledger 4927, Internal Order 2505009	
Destination See herein – Voir ci-inclus	
Invoices – Original must be completed and sent to: Factures – La facture originale doit être remplie et envoyée à :	
Invoices must be completed and sent in accordance with the section titled "Invoice Instructions" in the Contract.	
Address Enquiries to: – Adresser toute demande de renseignements à : Holly Brousseau Senior Procurement Officer, D Svcs C 4-2-5, holly.brousseau@forces.gc.ca	
Telephone No. – N° de téléphone 819-939-8478	FAX No. – N° de fax
Total Cost (including all applicable duty, GST/HST, shipping and excise taxes) Coût total (droits, TPS/TVH, frais de livraison et taxes d'accise compris) \$615,285.00 (CAD)	
For the Minister – Pour le Ministre 	



Contract No. W6369-19-X033/A

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Contract No. W6369-19-X033/A

CONTRACT CLAUSES

1 Security Requirements

There is no security requirement applicable to the Contract.

2 Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work at Annex A.

3 Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

3.1 General Conditions

2010B (2018-06-21), General conditions: Professional services (medium complexity) apply to and form part of the Contract.

3.2 Supplemental General Conditions

4006 (2010-08-16), Contractor to Own Intellectual Property Rights in Foreground Information, apply to and form part of the Contract.

4 Term of Contract

4.1 Period of the Contract

This period of the contract is from date of contract award to 31 Jan 2020

The work must be completed by 30 Nov 2019.

5 Authorities

5.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Holly Brousseau

Title: Senior Procurement Officer, D Svcs C 4-2-5

Organization: Department of National Defence, Director Services Contracting 4 (D Svcs C 4)

Address: National Defence Headquarters

Attention: D Svcs C 4-2-5

101 Colonel By Drive

Ottawa, ON

K1A 0Z4

Telephone: 819-939-8480

E-mail address: holly.brousseau@forces.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

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Contract No. W6369-19-X033/A

5.2 Technical Authority

The Technical Authority for the Contract is:

Name: LCol Doug Allison
Title: DG Military Strategic Communications FD
Organization: Department of National Defence and Canadian Armed Forces
Address: National Defence Headquarters
101 Colonel By Drive
Ottawa, ON
K1A 0Z4

The Technical Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Technical Authority, however the Technical Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

5.3 Contractor's Representative

Name: Gaby van den Berg
Title: Director
Organization: Emic Consulting Ltd.
Address:

6 Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a Public Service Superannuation Act (PSSA) (<http://laws-lois.justice.gc.ca/eng/acts/P-36/FullText.html>) pension, the Contractor has agreed that this information will be reported on departmental websites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2012-2 of the Treasury Board Secretariat of Canada (http://www.tbs-sct.gc.ca/pubs_pol/dccpubs/contpolnotices/siglist-eng.asp).

7 Payment

7.1 Basis of Payment

For the Work described in Annex A, Statement of Work:

In consideration of the Contractor satisfactorily completing its obligations under the Contract, the Contractor will be paid a firm price, for a cost of \$615,285.00. Customs duties are excluded and Applicable Taxes are extra.

For the firm price portion of the Work only, Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work unless they have been approved, in writing, by the Contracting Authority before their incorporation into the Work.

Contract No. W6369-19-X033/A

7.2 Limitation of Price

SACC Manual clause C6000C (2017-08-17), Limitation of Price

7.3 Milestone Payments

H3010C (2016-01-28), Milestone Payments - Not subject to holdback

H4012C (2010-01-11), Schedule of Milestones

The schedule of milestones for which payments will be made in accordance with the Contract is as follows:

Milestone No.	Description of Deliverable	Firm Amount	Delivery Date
1	To include all aspects of course planning and preparation activities	20% of firm lot price, period of the contract.	Within the 1st month of the contract (upon receipt of applicable invoice).
2	After administration of the first exam.	40% of firm lot price, period of the contract.	Upon completion of 1 st half of course (upon receipt of invoice).
3	After completion of all contract activities.	40% of firm lot price, period of the contract	Upon completion of 2 nd half of course (upon receipt of invoice).

7.4 Electronic Payment of Invoices – Contract

The Contractor accepts to be paid using any of the following Electronic Payment Instrument(s):

- a. () VISA Acquisition Card;
- b. () MasterCard Acquisition Card;
- c. () Direct Deposit (Domestic and International);
- d. () Electronic Data Interchange (EDI);
- e. (X) Wire Transfer (International Only);

Contract No. W6369-19-X033/A

8 Invoicing Instructions

The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the General Conditions. Invoices cannot be submitted until all work identified in the invoice is completed.

Each invoice must be supported by:

- a. a copy of the release document and any other documents as specified in the Contract;
and
- b. a copy of the invoices, receipts, vouchers for all direct expenses

Invoices must be distributed as follows:

- a. The original must be forwarded to the Technical Authority address shown on page 4 of the Contract for certification and payment.
- b. One (1) copy must be forwarded to the Contracting Authority identified under the section entitled "Authorities" of the Contract.

9 Certifications and Additional Information

9.1 Compliance

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

10 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario

11 Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) supplemental general conditions 4006 (2010-08-16), Contractor to Own Intellectual Property Rights in Foreground Information;
- (c) general conditions 2010B (2018-08-16), General conditions: Professional Services (medium complexity);
- (c) Annex A, Statement of Work
- (d) Annex B, Basis of Payment
- (e) Annex C, Non-Disclosure Agreement;
- (f) the Contractor's bid dated 17 June 2019

Contract No. W6369-19-X033/A

12 SACC Manual Clauses

G1005C (2016-01-28), Insurance - No Specific Requirement
A9062C (2010-01-11), Government Site Regulations
A9117C (2007-11-30), T1204 - Direct Request by Customer Department
A2001C (2006-06-16), Foreign Nationals (Foreign Contractor)

Contract No. W6369-19-X033/A

ANNEX A - STATEMENT OF WORK

1. BACKGROUND

- 1.1. ADM (PA), as the Functional Authority for the Public Affairs Branch, is responsible for military public affairs and, thus, responsible for developing military public affairs capabilities to support the Chief of Defence Staff (CDS) direction, Defence Policy and CAF Joint Doctrine. ADM (PA) has identified Target Audience Analysis (TAA) as a capability it will acquire to support Joint Targeting, Information Operations and Strategic Communication as part of its initiative to operationalize the Public Affairs Branch.
- 1.2. As the ADM (PA) staff in charge of developing the operational capabilities of the Public Affairs Branch, this office's research has concluded that the CAF does not have a sufficient TAA methodology and must seek a civilian entity to train CAF personnel on this methodology in order to meet the requirement.

2. OBJECTIVE

- 2.1. The expected outcome of this contract is that the Contractor will have trained a group of DND/CAF personnel in its TAA methodology. By retaining usage of the methodology and courseware, DND/CAF will then be able to provide in-house training to a sufficient core of personnel. This will contribute to creating a sustainable TAA capability program that will support Joint Targeting, Information Operations and Strategic Communications in the long-term.

3. SCOPE

- 3.1. The contractor must conduct a tailored course teaching a TAA methodology in Canada to CAF and DND personnel in order to create a core body of CAF and DND personnel who can apply the methodology in support of CAF operations. Further, the contractor must provide the CAF with the methodology as well as the courseware in order to enable a sustained CAF capability using the methodology.

4. CONSTRAINTS

- 4.1. The course must be conducted with the following constraints:
 - (a) The course must be conducted in the National Capital Region of Canada;
 - (b) The course must be conducted at a DND facility;
 - (c) Training must be carried out during weekdays, with no weekend training;
 - (d) Training must be carried out in English;
 - (e) The course must be completed by 30 Nov 2019;
 - (f) The course must entail a live case study to assist in applying the methodology;
 - i. The live case study, which will pertain to CAF/DND issues, will be provided to the Contractor after contract award. The resulting findings must be practically applicable to CAF/DND;
 - ii. The live case study must be conducted in a manner consistent with accepted ethical norms pertaining to public opinion research;
 - (g) The course must involve a blend of classroom lectures, syndicate work, student presentations and activities;

Contract No. W6369-19-X033/A

- (h) Course material must be current and reflect any recent developments in Target Audience Analysis and Strategic Communication over the past calendar year; and
- (i) The students must receive examinations consisting of written, individual and syndicate presentations

5. TECHNICAL ENVIRONMENT

- 5.1. The course will be conducted using non-departmental networks (ie-civilian internet) through Wi-Fi connectivity. Microsoft Office applications (Outlook, PowerPoint, Word, etc.) will be used.

6. TASKS AND DELIVERABLES

The Contractor must provide the following tasks and deliverables:

- 6.1. Design and conduct a Target Audience Analysis course which ends no later than 30 Nov 2019 that will teach up to 24 students the methodology to a level where they can apply the methodology to conduct Target Audience Analysis.
- 6.2. Arrange and provide appropriate equipment for instruction (ie-instructor computers and pointers), excluding those already provided by the place of instruction (ie-electronic projectors and flip charts).
- 6.3. Provide all learning material, including but not limited to, books, slide decks and reference documents (electronic or paper) for up to 24 students which DND will keep.
- 6.4. Design a detailed curriculum and lecture/activity schedule with examinations/assessments at the mid- and end-course points.
- 6.5. Develop, facilitate and arrange the logistics for an in-course live case study, to include conducting qualitative (ie-focus groups) and quantitative public opinion research.
- 6.6. Refine the student findings from the live case study into a briefing document for consideration by the Department of National Defence no later than one month after the completion of training.
- 6.7. Design, conduct and assess written examinations, individual and syndicate presentations.
- 6.8. Provide course certificates of completion to each student at the end of the course.

7. REPORTING REQUIREMENTS

- 7.1. A progress report must be completed by the Contractor for each student and submitted to the Technical Authority at the quarter-, mid- and three-quarter marks of the course. At a minimum, each progress report must document the following information:
 - (a) All significant activities performed in the period covered that may impact the conduct of the course;
 - (b) Status of any outstanding activities that may extend beyond normal timelines;
 - (c) Any training concerns regarding student performance;
 - (d) Any student concerns regarding course material or delivery;
 - (e) Description of any problems encountered which will require attention or escalation; and
 - (f) Any recommendations to update or change the course schedule.

Contract No. W6369-19-X033/A

7.2. All reports must be provided in one (1) hard copy and one (1) soft copy, in a format acceptable to the Technical Authority. The soft copy must be compatible with Microsoft Office 2003 or Adobe Reader.

8. LANGUAGE REQUIREMENTS

8.1. The instructor(s) must be fluent in the English language. Fluent means that the individuals must be able to communicate orally and in writing without any assistance and with minimal errors.

9. LOCATION OF WORK

9.1. All instruction must be completed at DND facilities within the National Capital Region (NCR).

10. TRAVEL

10.1 There is no travel associated with this Contract. Travel within the NCR will not be reimbursed.

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Contract No. W6369-19-X033/A

ANNEX B – BASIS OF PAYMENT

1. Contract Period From Contract Award to 31 Jan 2020

A. During the period of the Contract, for Work performed in accordance with the Contract, the Contractor will be paid as specified below.

1.1 Schedule of Milestones

A. The schedule of milestones for which payments will be made in accordance with the Contract is as follows:

Milestone No.	Description of Deliverable	Firm Amount
1	Course planning and preparation activities.	
2	After administration of the first exam.	
3	After completion of all contract activities.	
Contract Total		\$615,285.00 CAD

NOTE: The above milestones are inclusive of overhead costs including general and administrative expenses and travel and living expenses for all contracted resources and instructors.

Contract No. W6369-19-X033/A

ANNEX C - NON-DISCLOSURE AGREEMENT

(This annex is to be completed after contract award and is not required in the bid.)

I, _____, recognize that in the course of my work as an employee or subcontractor of _____, I may be given access to information by or on behalf of Canada in connection with the Work, pursuant to Contract Serial No. W6369-19-X033/A between Her Majesty the Queen in right of Canada, represented by the Department of National Defence and _____, including any information that is confidential or proprietary to third parties, and information conceived, developed or produced by the Contractor as part of the Work. For the purposes of this agreement, information includes but not limited to: any documents, instructions, guidelines, data, material, advice or any other information whether received orally, in printed form, recorded electronically, or otherwise and whether or not labeled as proprietary or sensitive, that is disclosed to a person or that a person becomes aware of during the performance of the Contract.

I agree that I will not reproduce, copy, use, divulge, release or disclose, in whole or in part, in whatever way or form any information described above to any person other than a person employed by Canada on a need to know basis. I undertake to safeguard the same and take all necessary and appropriate measures, including those set out in any written or oral instructions issued by Canada, to prevent the disclosure of or access to such information in contravention of this agreement.

I also acknowledge that any information provided to the Contractor by or on behalf of Canada must be used solely for the purpose of the Contract and must remain the property of Canada or a third party, as the case may be.

I agree that the obligation of this agreement will survive the completion of the Contract Serial No.: W6369-19-X033/A

Signature

Date

From: [Smith Capt SC@ADM\(PA\)_DPAPO@Ottawa-Hull](mailto:Smith_Capt_SC@ADM(PA)_DPAPO@Ottawa-Hull)
Sent: August 7, 2019 11:42 AM
To: [Hurov LCdr CN@ADM\(PA\)_DGPA@Ottawa-Hull](mailto:Hurov_LCdr_CN@ADM(PA)_DGPA@Ottawa-Hull)
Subject: RE: Update on Actor and Audience Analysis Course - Info Session

Thanks Christine!

S.

From: Hurov LT(N) CN@ADM(PA) DGPA@Ottawa-Hull
Sent: August-07-19 11:05 AM
To: Smith Capt SC@ADM(PA) DPAPO@Ottawa-Hull <SHALAKO.SMITH@forces.gc.ca>
Subject: FW: Update on Actor and Audience Analysis Course - Info Session

As discussed, below are the particulars for the info session this afternoon. We will be calling-in from M-23.

Cheers,
Christine

Christine Hurov

Lieutenant (Navy) / Lieutenant de vaisseau
Military Strategic Communication Centre / Centre de communication strategique militaire
Canadian Armed Forces/ Forces armées canadiennes
Christine.Hurov2@forces.gc.ca / Tel : 613-998-8468

From: Salloum LCol AE@C Army DAPA@Ottawa-Hull
Sent: August-07-19 10:14 AM
To: Hurov LT(N) CN@ADM(PA) DGPA@Ottawa-Hull <Christine.Hurov2@forces.gc.ca>; Lauze WO JFL@ADM(PA) Combat Camera@Ottawa-Hull <JEAN-FRANCOIS.LAUZE@forces.gc.ca>
Cc: Neron MWO JF@ADM(PA) DGPA@Ottawa-Hull <Jean-Francois.Neron@forces.gc.ca>; Keirstead Maj DJ@ADM(PA) DPAPO@Ottawa-Hull <Doug.Keirstead@forces.gc.ca>
Subject: FW: Update on Actor and Audience Analysis Course - Info Session

Is your team tracking this session?

-AES

From: Allison LCol DE@ADM(PA) DPAPO@Ottawa-Hull
Sent: August-07-19 10:12 AM
To: Salloum LCol AE@C Army DAPA@Ottawa-Hull <ANDRE.SALLOUM@forces.gc.ca>; Morrell LCol DW@CJOC HQ@Ottawa-Hull <DARYL.MORRELL@forces.gc.ca>; Williamson Cdr KL@C Navy DNSM@Ottawa-Hull <Kelly.Williamson@forces.gc.ca>; Neta LCol SC@C Air Force D Air PA@Ottawa-Hull <Steven.Neta@forces.gc.ca>; Godin LCol SMM@CJOC HQ@Ottawa-Hull <STEPHANIE.GODIN@forces.gc.ca>; Golbeck LCol BL@ADM(PA) DPAPO@Ottawa-Hull <BONNIE.GOLBECK@forces.gc.ca>; Apostoliuk LCol HAB@ADM(PA) DPAPO@Ottawa-Hull <HOLLY.APOSTOLIUK@forces.gc.ca>; Thompson LCol RM@ADM(PA) DPAPO@Ottawa-Hull <Martell.Thompson@forces.gc.ca>; Doucette LCol PM@CJOC HQ@Ottawa-Hull <PAUL.DOUCETTE3@forces.gc.ca>; Devenney LCol DA@CDS@Ottawa-Hull <David.Devenney@forces.gc.ca>; Poirier LCol MLE@CJOC HQ@Ottawa-Hull <LYNE.POIRIER@forces.gc.ca>; Grover Cdr DH@ADM(PA) DPALC@Ottawa-Hull

<DIANE.GROVER@forces.gc.ca>; Vrinotis LCol G@HQ SACT Norfolk@Washington, US
<GEORGE.VRINIOTIS@forces.gc.ca>; Delaney LCol A@ADM(PA) DGPASP@Ottawa-Hull
<ALLISON.DELANEY@forces.gc.ca>; Allison LCol KL@ADM(PA) DPAPO@Ottawa-Hull
<KENDRAH.ALLISON@forces.gc.ca>; De Mora J@ADM(PA) DGPA@Ottawa-Hull
<JOE.DEMORA@forces.gc.ca>; Keenan JC@ADM(PA) DGMEC@Ottawa-Hull
<JANICE.KEENAN@forces.gc.ca>; Potoczny Col D@CJOC HQ@Ottawa-Hull
<DONALD.POTOCZNY@forces.gc.ca>; Carter Maj CJC@CJOC HQ@Ottawa-Hull
<Christopher.Carter3@forces.gc.ca>; Henderson Col CR@CJOC HQ@Ottawa-Hull
<Christopher.HENDERSON3@forces.gc.ca>; Sproll LCol NA@CFINTCOM DTRI@Ottawa-Hull
<NORMAN.SPROLL@forces.gc.ca>; Lamarre LCol MC@C Army DLF@Ottawa-Hull
<CAROLYNE.LAMARRE@forces.gc.ca>; Peebles Maj M@ <D-MARK.PEEBLES@forces.gc.ca>; Sproll
LCol NA@CFINTCOM DTRI@Ottawa-Hull <NORMAN.SPROLL@forces.gc.ca>; Chang Maj
FL@IATF@Kingston <Luc.Chang@forces.gc.ca>; White VC@ADM(PA) DGPA@Ottawa-Hull
<VANCE.WHITE@forces.gc.ca>; Salloum LCol AE@C Army DAPA@Ottawa-Hull
<ANDRE.SALLOUM@forces.gc.ca>; Morrell LCol DW@CJOC HQ@Ottawa-Hull
<DARYL.MORRELL@forces.gc.ca>; Luft LCol AJN@CJOC CJWC@Ottawa-Hull
<Alastair.Luft@forces.gc.ca>
Cc: Garcia Capt(N) N@ADM(PA) DPAPO@Ottawa-Hull <Nathalie.Garcia@forces.gc.ca>; Perreault
Col R@ADM(PA) COS(PA)@Ottawa-Hull <RICHARD.PERREAULT@forces.gc.ca>; MacNair Maj
DG@CMP CFLS@Ottawa-Hull <DOUGLAS.MACNAIR@forces.gc.ca>; Stewart Maj EJH@ADM(PA)
DPAPO@Ottawa-Hull <Edward.Stewart@forces.gc.ca>
Subject: Update on Actor and Audience Analysis Course - Info Session

Sirs et al,

Just a reminder that an Info Session will be held this afternoon from 1430 -1530 in the Malone Room at NDHQ. BGen Janzen will make opening remarks followed by a presentation from Maj Dave Bowen, who recently attended a Dutch run version of the course. For those who wish to call in please use the following:

Toll free - 1-877-413-4788
Local – 613-960-7513
Pass code – 4830212

Thank you,

D. Allison
LCol/Lcol
Director-General Military Strategic Communication FD/Directeur général – communication
stratégique militaire DF
Department of National Defence & Canadian Armed Forces/ Ministère de la Défense nationale et
Forces armées canadiennes
Douglas.Allison@forces.gc.ca / Tel : 613-944-3291 / Cel/Tel. Cell : 613-219-2361 / CSN/RCCC : 944-
3291

From: Allison LCol DE@ADM(PA) DPAPO@Ottawa-Hull
Sent: August-02-19 12:21 PM
To: Salloum LCol AE@C Army DAPA@Ottawa-Hull <ANDRE.SALLOUM@forces.gc.ca>; Morrell LCol
DW@CJOC HQ@Ottawa-Hull <DARYL.MORRELL@forces.gc.ca>; Williamson Cdr KL@C Navy
DNSM@Ottawa-Hull <Kelly.Williamson@forces.gc.ca>; Neta LCol SC@C Air Force D Air
PA@Ottawa-Hull <Steven.Neta@forces.gc.ca>; Godin LCol SMM@CJOC HQ@Ottawa-Hull

<STEPHANIE.GODIN@forces.gc.ca>; Golbeck LCol BL@ADM(PA) DPAPO@Ottawa-Hull
<BONNIE.GOLBECK@forces.gc.ca>; Apostoliuk LCol HAB@ADM(PA) DPAPO@Ottawa-Hull
<HOLLY.APOSTOLIUK@forces.gc.ca>; Thompson LCol RM@ADM(PA) DPAPO@Ottawa-Hull
<Martell.Thompson@forces.gc.ca>; Doucette LCol PM@CJOC HQ@Ottawa-Hull
<PAUL.DOUCETTE3@forces.gc.ca>; Devenney LCol DA@CDS@Ottawa-Hull
<David.Devenney@forces.gc.ca>; Poirier LCol MLE@CJOC HQ@Ottawa-Hull
<LYNE.POIRIER@forces.gc.ca>; Grover Cdr DH@ADM(PA) DPALC@Ottawa-Hull
<DIANE.GROVER@forces.gc.ca>; Vriniotis LCol G@HQ SACT Norfolk@Washington, US
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<ALLISON.DELANEY@forces.gc.ca>; Allison Maj KL@ADM(PA) DPAPO@Ottawa-Hull
<KENDRAH.ALLISON@forces.gc.ca>; De Mora J@ADM(PA) DGPA@Ottawa-Hull
<JOE.DEMORA@forces.gc.ca>; Keenan JC@ADM(PA) DGMEC@Ottawa-Hull
<JANICE.KEENAN@forces.gc.ca>; Potoczny Col D@CJOC HQ@Ottawa-Hull
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Cc: Garcia Capt(N) N@ADM(PA) DPAPO@Ottawa-Hull <Nathalie.Garcia@forces.gc.ca>; Perreault
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DG@CMP CFLS@Ottawa-Hull <DOUGLAS.MACNAIR@forces.gc.ca>; Stewart Maj EJH@ADM(PA)
DPAPO@Ottawa-Hull <Edward.Stewart@forces.gc.ca>
Subject: RE: Update on Actor and Audience Analysis Course

Sir/colleagues

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An info session on the course will be held on 7 August in the Malone Room at 1430 for those who are interested. Maj Dave Bowen, who recently attended a Dutch run version of the course, will provide an overview.

There are 24 vacancies available for the course. Nominations, in priority, to me please and are requested NLT 23 August.

D. Allison
LCol/Lcol

Director-General Military Strategic Communication FD/Directeur général – communication
stratégique militaire DF
Department of National Defence & Canadian Armed Forces/ Ministère de la Défense nationale et
Forces armées canadiennes
Douglas.Allison@forces.gc.ca / Tel : 613-944-3291 / Cel/Tel. Cell : 613-219-2361 / CSN/RCCC : 944-
3291

From: [White VC@ADM\(PA\).DGPA@Ottawa-Hull](mailto:White.VC@ADM(PA).DGPA@Ottawa-Hull)
Sent: August 8, 2019 11:09 AM
To: [Allison LCol DE@ADM\(PA\).DPAPO@Ottawa-Hull](mailto:Allison.LCol.DE@ADM(PA).DPAPO@Ottawa-Hull)
Cc: [Ducey AJ@ADM\(PA\).DGPA@Ottawa-Hull](mailto:Ducey.AJ@ADM(PA).DGPA@Ottawa-Hull)
Subject: RE: Update on Actor and Audience Analysis Course

Doug,

As requested, priority of nominations from the Stakeholder Engagement Team (SET) and regional Stakeholder Engagement Offices (SEO):

1. Jason Broadbent, SET HQ – NCR
2. Marie-Anne Jutras, SEO(Eastern) – Montreal
3. Capt Karyn Mazurek, SEO(Western) – Vancouver
4. Capt Peter Ryan, SEO(Central) – Toronto

If extra space available we could potentially provide other personnel:

5. Micheline-Marie Filion, SEO(Eastern) – Montreal
6. Tina Crouse, SET HQ – NCR
7. Maj JP Coulombe, SET HQ – Montreal

Yours,

Vance White

Communications Manager | Gestionnaire des communications
Directorate of Outreach and Speechwriting | Direction de Relais d'opinion et allocutions
Department of National Defence - Government of Canada | Ministère de la Défense nationale -
Gouvernement du Canada
Vance.White@forces.gc.ca / Tel: 613-996-6370 / Cel : 613-222-3272

From: Allison LCol DE@ADM(PA).DPAPO@Ottawa-Hull
Sent: August-02-19 12:21 PM
To: Salloum LCol AE@C Army DAPA@Ottawa-Hull <ANDRE.SALLOUM@forces.gc.ca>; Morrell LCol DW@CJOC HQ@Ottawa-Hull <DARYL.MORRELL@forces.gc.ca>; Williamson Cdr KL@C Navy DNSM@Ottawa-Hull <Kelly.Williamson@forces.gc.ca>; Neta LCol SC@C Air Force D Air PA@Ottawa-Hull <Steven.Neta@forces.gc.ca>; Godin LCol SMM@CJOC HQ@Ottawa-Hull <STEPHANIE.GODIN@forces.gc.ca>; Golbeck LCol BL@ADM(PA).DPAPO@Ottawa-Hull <BONNIE.GOLBECK@forces.gc.ca>; Apostoliuk LCol HAB@ADM(PA).DPAPO@Ottawa-Hull <HOLLY.APOSTOLIUK@forces.gc.ca>; Thompson LCol RM@ADM(PA).DPAPO@Ottawa-Hull <Martell.Thompson@forces.gc.ca>; Doucette LCol PM@CJOC HQ@Ottawa-Hull <PAUL.DOUCETTE3@forces.gc.ca>; Devenney LCol DA@CDS@Ottawa-Hull <David.Devenney@forces.gc.ca>; Poirier LCol MLE@CJOC HQ@Ottawa-Hull <LYNE.POIRIER@forces.gc.ca>; Grover Cdr DH@ADM(PA).DPALC@Ottawa-Hull <DIANE.GROVER@forces.gc.ca>; Vriniotis LCol G@HQ SACT Norfolk@Washington, US <GEORGE.VRINIOTIS@forces.gc.ca>; Delaney LCol A@ADM(PA).DGPASP@Ottawa-Hull <ALLISON.DELANEY@forces.gc.ca>; Allison Maj KL@ADM(PA).DPAPO@Ottawa-Hull <KENDRAH.ALLISON@forces.gc.ca>; De Mora J@ADM(PA).DGPA@Ottawa-Hull <JOE.DEMORA@forces.gc.ca>; Keenan JC@ADM(PA).DGMEC@Ottawa-Hull <JANICE.KEENAN@forces.gc.ca>; Potoczny Col D@CJOC HQ@Ottawa-Hull <DONALD.POTOCZNY@forces.gc.ca>; Carter Maj CJC@CJOC HQ@Ottawa-Hull <Christopher.Carter3@forces.gc.ca>; Henderson Col CR@CJOC HQ@Ottawa-Hull <Christopher.HENDERSON3@forces.gc.ca>; Sproll LCol NA@CFINTCOM DTRI@Ottawa-Hull <NORMAN.SPROLL@forces.gc.ca>; Lamarre LCol MC@C Army DLFD@Ottawa-Hull

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D. Allison
LCol/Lcol

Director-General Military Strategic Communication FD/Directeur général – communication
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s.19(1)

From: Stewart Maj EJH@ADM(PA) DPAPO@Ottawa-Hull
Sent: August 13, 2019 11:04 AM
To: Allison LCol DE@ADM(PA) DPAPO@Ottawa-Hull
Cc: Smyth Maj TA@ADM(PA) DPAPO@Ottawa-Hull; Godin Col
SMM@ADM(PA) DPAPO@Ottawa-Hull
Subject: MSC-PLS Nomination - AAA Course -

Sir,

On behalf of LCol Godin, MSC-PLS would like to submit to attend this training.

relevant courses include:

- a. Canadian IO Course
- b. NATO IO Course
- c. US Marine Corps Marine Air Ground Task Force IO Course; and
- d. NATO OSINT Course

VR

Ed

Major E.J.H. Stewart

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613.302.9794

From: [Godin Col SMM@ADM\(PA\).DPAPO@Ottawa-Hull](mailto:Godin.Col.SMM@ADM(PA).DPAPO@Ottawa-Hull)
Sent: August 14, 2019 1:10 PM
To: [Allison LCol DE@ADM\(PA\).DPAPO@Ottawa-Hull](mailto:Allison.LCol.DE@ADM(PA).DPAPO@Ottawa-Hull)
Cc: [Stewart Maj EJH@ADM\(PA\).DPAPO@Ottawa-Hull](mailto:Stewart.Maj.EJH@ADM(PA).DPAPO@Ottawa-Hull);
[@ADM\(PA\).DPAPO@Ottawa-Hull](mailto:@ADM(PA).DPAPO@Ottawa-Hull)
Subject: RE: Update on Actor and Audience Analysis Course

Doug,

Still GTG for from MSC-PLS with the change of dates.

Steph

LCol Stéphanie Godin

Head, Military Strategic Communications – Personnel and Legal Services
 Canadian Armed Forces
stephanie.godin@forces.gc.ca / Tel : 613-901-8812 / BB: 613-790-2735

Chef des affaires publiques - Communications stratégiques militaires - Personnel et services
 juridiques
 Ministère de la Défense nationale / Gouvernement du Canada

stephanie.godin@forces.gc.ca / Tél. : 613-901-8812 / BB: 613-790-2735

From: Allison LCol DE@ADM(PA).DPAPO@Ottawa-Hull
Sent: August-14-19 12:25 PM
To: Salloum LCol AE@C Army DAPA@Ottawa-Hull <ANDRE.SALLOUM@forces.gc.ca>; Morrell LCol
 DW@CJOC HQ@Ottawa-Hull <DARYL.MORRELL@forces.gc.ca>; Williamson Cdr KL@C Navy
 DNSM@Ottawa-Hull <Kelly.Williamson@forces.gc.ca>; Neta LCol SC@C Air Force D Air
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 <STEPHANIE.GODIN@forces.gc.ca>; Golbeck LCol BL@ADM(PA).DPAPO@Ottawa-Hull
 <BONNIE.GOLBECK@forces.gc.ca>; Apostoliuk LCol HAB@ADM(PA).DPAPO@Ottawa-Hull
 <HOLLY.APOSTOLIUK@forces.gc.ca>; Thompson LCol RM@ADM(PA).DPAPO@Ottawa-Hull
 <Martell.Thompson@forces.gc.ca>; Doucette LCol PM@CDLS(W) Public Affairs@Ottawa-Hull
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 <LYNE.POIRIER@forces.gc.ca>; Grover Cdr DH@ADM(PA).DPALC@Ottawa-Hull
 <DIANE.GROVER@forces.gc.ca>; Vriniotis LCol G@HQ SACT Norfolk@Washington, US
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 <ALLISON.DELANEY@forces.gc.ca>; Allison LCol KL@ADM(PA).DPAPO@Ottawa-Hull
 <KENDRAH.ALLISON@forces.gc.ca>; De Mora J@ADM(PA).DGPA@Ottawa-Hull
 <JOE.DEMORA@forces.gc.ca>; Keenan JC@ADM(PA).DGMEC@Ottawa-Hull
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 <NORMAN.SPROLL@forces.gc.ca>; Lamarre LCol MC@C Army DLF@Ottawa-Hull
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<Alastair.Luft@forces.gc.ca>; Peebles Maj M@X87@Deployed <Mark.Peebles@forces.gc.ca>
Cc: Garcia Capt(N) N@ADM(PA) DPAPO@Ottawa-Hull <Nathalie.Garcia@forces.gc.ca>; Perreault
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DG@C Army DAPA@Ottawa-Hull <DOUGLAS.MACNAIR@forces.gc.ca>; Stewart Maj
EJH@ADM(PA) DPAPO@Ottawa-Hull <Edward.Stewart@forces.gc.ca>; Janzen BGen JH@ADM(PA)
DPAPO@Ottawa-Hull <JAY.JANZEN@forces.gc.ca>
Subject: RE: Update on Actor and Audience Analysis Course

Sirs/ma'am/colleagues,

This is to advise you all that the course dates have been shifted to the right by a week. We will now conduct the course from 23 Sep to 8 Nov. This was done to accommodate trg requirements that arose from the CJOC conducted IEAA course that will be held from 9 -20 Sep. Nom still by 23 Aug please.

From: Allison LCol DE@ADM(PA) DPAPO@Ottawa-Hull
Sent: August-02-19 12:21 PM
To: Salloum LCol AE@C Army DAPA@Ottawa-Hull <ANDRE.SALLOUM@forces.gc.ca>; Morrell LCol DW@CJOC HQ@Ottawa-Hull <DARYL.MORRELL@forces.gc.ca>; Williamson Cdr KL@C Navy DNSM@Ottawa-Hull <Kelly.Williamson@forces.gc.ca>; Neta LCol SC@C Air Force D Air PA@Ottawa-Hull <Steven.Neta@forces.gc.ca>; Godin LCol SMM@CJOC HQ@Ottawa-Hull <STEPHANIE.GODIN@forces.gc.ca>; Golbeck LCol BL@ADM(PA) DPAPO@Ottawa-Hull <BONNIE.GOLBECK@forces.gc.ca>; Apostoliuk LCol HAB@ADM(PA) DPAPO@Ottawa-Hull <HOLLY.APOSTOLIUK@forces.gc.ca>; Thompson LCol RM@ADM(PA) DPAPO@Ottawa-Hull <Martell.Thompson@forces.gc.ca>; Doucette LCol PM@CJOC HQ@Ottawa-Hull <PAUL.DOUCETTE3@forces.gc.ca>; Devenney LCol DA@CDS@Ottawa-Hull <David.Devenney@forces.gc.ca>; Poirier LCol MLE@CJOC HQ@Ottawa-Hull <LYNE.POIRIER@forces.gc.ca>; Grover Cdr DH@ADM(PA) DPALC@Ottawa-Hull <DIANE.GROVER@forces.gc.ca>; Vriniotis LCol G@HQ SACT Norfolk@Washington, US <GEORGE.VRINIOTIS@forces.gc.ca>; Delaney LCol A@ADM(PA) DGPASP@Ottawa-Hull <ALLISON.DELANEY@forces.gc.ca>; Allison Maj KL@ADM(PA) DPAPO@Ottawa-Hull <KENDRAH.ALLISON@forces.gc.ca>; De Mora J@ADM(PA) DGPA@Ottawa-Hull <JOE.DEMORA@forces.gc.ca>; Keenan JC@ADM(PA) DGMEC@Ottawa-Hull <JANICE.KEENAN@forces.gc.ca>; Potoczny Col D@CJOC HQ@Ottawa-Hull <DONALD.POTOCZNY@forces.gc.ca>; Carter Maj CJC@CJOC HQ@Ottawa-Hull <Christopher.Carter3@forces.gc.ca>; Henderson Col CR@CJOC HQ@Ottawa-Hull <Christopher.Henderson3@forces.gc.ca>; Sproll LCol NA@CFINTCOM DTRI@Ottawa-Hull <NORMAN.SPROLL@forces.gc.ca>; Lamarre LCol MC@C Army DLF@Ottawa-Hull <CAROLYNE.LAMARRE@forces.gc.ca>; Peebles Maj M@ <D-MARK.PEEBLES@forces.gc.ca>; Sproll LCol NA@CFINTCOM DTRI@Ottawa-Hull <NORMAN.SPROLL@forces.gc.ca>; Chang Maj FL@IATF@Kingston <Luc.Chang@forces.gc.ca>; White VC@ADM(PA) DGPA@Ottawa-Hull <VANCE.WHITE@forces.gc.ca>; Salloum LCol AE@C Army DAPA@Ottawa-Hull <ANDRE.SALLOUM@forces.gc.ca>; Morrell LCol DW@CJOC HQ@Ottawa-Hull <DARYL.MORRELL@forces.gc.ca>; Luft LCol AJN@CJOC CJWC@Ottawa-Hull <Alastair.Luft@forces.gc.ca>
Cc: Garcia Capt(N) N@ADM(PA) DPAPO@Ottawa-Hull <Nathalie.Garcia@forces.gc.ca>; Perreault Col R@ADM(PA) COS(PA)@Ottawa-Hull <RICHARD.PERREULT@forces.gc.ca>; MacNair Maj DG@CMP CFLS@Ottawa-Hull <DOUGLAS.MACNAIR@forces.gc.ca>; Stewart Maj EJH@ADM(PA) DPAPO@Ottawa-Hull <Edward.Stewart@forces.gc.ca>
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D. Allison

LCol/Lcol

Director-General Military Strategic Communication FD/Directeur général – communication
stratégique militaire DF

Department of National Defence & Canadian Armed Forces/ Ministère de la Défense nationale et
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s.19(1)

From: Otis N@CMP DRPG@Ottawa-Hull
Sent: August 29, 2019 2:36 PM
To:
Cc: Allison LCol DE@ADM(PA) DPAPO@Ottawa-Hull
Subject: RE: Data
Attachments: DRDC-RDDC-2019-C110-finalPDFA.pdf; CAF Prospect Survey DRDC-RDDC-2019-C058-finalPDFA.pdf

Hi Dave,

I am attaching the most recent reports for the CAF Prospect Survey and the CAF Recruiting Survey. I would appreciate if you could give more details about your research question. This could help me determine which other reports would be relevant for you and/or direct you to other researchers within DGMPRA. For us to share our data for you to conduct secondary analysis, a signed document is required (possibly a service level agreement) that describes the analyses you intend to do and your research questions. DGMPRA would oversee the research and ensure it to go through the appropriate peer-review and publication process if a report is produced.

Best regards,
Nancy

-----Original Message-----

From:
Sent: August-29-19 2:10 PM
To: Otis N@CMP DRPG@Ottawa-Hull <NANCY.OTIS@forces.gc.ca>
Cc: Allison LCol DE@ADM(PA) DPAPO@Ottawa-Hull <DOUGLAS.ALLISON@forces.gc.ca>
Subject: Data

Good afternoon,

I'm helping collect data for our upcoming Actor and Audience Analysis course. Ideally we would like access to any relevant surveys the DND has done before looking at recruiting women or perceptions of women towards the CAF. In an ideal world data spanning several years would be ideal. We would like the methodology, questions and data if possible.

Kind regards

Dave

D Bowen, CD
Major
Officer Commanding
Canadian Information Domain Detachment

Sent from my iPhone



National Defence

National Defence Headquarters
Ottawa, Ontario
K1A 0K2

Défense nationale

Quartier général de la Défense nationale
Ottawa (Ontario)
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Analyses of the 2018 Canadian Armed Forces Recruiting Survey Data

Edward Yeung, MA

Dan van der Werf, MA

Andrea Butler, PhD

Prepared by:
Human Resource Systems Group, Ltd
6 Antares Drive, Phase II Suite 100 Ottawa, Ontario, K2E 8A9, Canada
PSPC Contract Number: W7714-09-1141

Technical Authority: Nancy Otis, DRPG 3-2
Director General Military Personnel Research and Analysis

Contractor's date of publication: February 2019

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Defence Research and Development Canada

Contract Report
DRDC-RDDC-2019-C110
April 2019

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IMPORTANT INFORMATIVE STATEMENTS

This document was reviewed for Controlled Goods by Defence Research and Development Canada using the Schedule to the *Defence Production Act*.

The data collected as part of this study was approved either by Defence Research and Development Canada's Human Research Ethics Board or by the Director General Military Personnel Research & Analysis' Social Science Research Review Board.

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Analyses of the 2018 Canadian Armed Forces Recruiting Survey Data

Director General Military Personnel Research and Analysis (DGMPRA)

Edward Yeung, M.A.

Dan van der Werf, M.A.

Andrea Butler, Ph.D.

February 14, 2019



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Abstract

This report presents the results of the Canadian Armed Forces Recruiting Survey (CAFRS) data, collected from March to October 2018. The CAFRS was designed to evaluate recruiting initiatives and service satisfaction by asking individuals interested in joining the Canadian Armed Forces (CAF) questions concerning their experiences at Canadian Forces recruiting centres and detachments, their reasons for wanting to join the CAF, and the factors that influenced their decision to contact the CAF for employment. The sample consisted of 2,283 prospective recruits who completed the CAFRS online approximately one week after the completion of their Military Career Counselor interview. Satisfaction with recruiting staff and the CFRCs was high, and slightly more than half of respondents expressed a preference for face-to-face communication with recruitment staff. The source of official advertisement that was most often seen and the top influential source affecting respondents' decisions to contact the CAF was the CAF recruitment website. Notably, newly collected information regarding respondents' awareness of CAF advertisements on social media suggests that it could play an important role in increasing familiarity with the CAF and initiating applicants' interest in the CAF. Respondents also rated friends and family with CAF experience as having influenced their decision to contact the CAF. The most influential reasons for seeking to join the CAF among prospective recruits were to have new experiences or an exciting life, personal growth, and the opportunity to make a difference. This report also includes analyses and discussion of differences by gender, visible minority status, and Indigenous person status, as well as recommendations for practice and future research based on key findings.



Résumé

Le présent rapport présente les résultats du Sondage de recrutement des Forces armées canadiennes (SRFAC), dont les données ont été recueillies de mars à octobre 2018. Le SRFAC a pour objet d'évaluer les initiatives de recrutement et la satisfaction à l'égard du service offert en posant à des personnes intéressées par un engagement au sein des Forces armées canadiennes (FAC) des questions sur leur expérience dans les centres de recrutement des FAC et leurs détachements, sur les motifs pour lesquels ils souhaitent se joindre aux FAC et sur les facteurs qui ont influencé leur décision de communiquer avec les FAC à propos des perspectives d'emploi. L'échantillon était composé de 2 283 recrues potentielles qui ont répondu au SRFAC en ligne environ une semaine après leur entrevue avec un conseiller en carrières militaires. La satisfaction à l'égard du personnel de recrutement et des CRFC était élevée, et un peu plus de la moitié des personnes interrogées ont affirmé préférer une communication en face à face avec le personnel de recrutement. Le site Web de recrutement des FAC a représenté la source de publicité officielle la plus largement vue, et celle qui a eu la plus grande influence sur la décision des candidats de communiquer avec les FAC. En particulier, les nouvelles informations recueillies concernant la connaissance des publicités des FAC sur les médias sociaux semblent indiquer que la publicité pourrait jouer un rôle important pour mieux faire connaître les FAC et susciter l'intérêt des candidats à leur égard. Les personnes interrogées ont estimé que leurs amis et les membres de leur famille qui sont ou ont été membres des FAC ont joué un rôle dans leur décision de communiquer avec les FAC. Le désir de vivre de nouvelles expériences ou une vie passionnante, la croissance personnelle et l'occasion de faire une différence figuraient parmi les raisons qui avaient la plus grande influence sur le souhait des recrues potentielles de s'enrôler dans les FAC. Le présent rapport comprend également des analyses et des réflexions sur les différences en fonction du sexe, de l'appartenance à une minorité visible et du statut d'autochtone, ainsi que des recommandations de pratiques et de recherches ultérieures basées sur les principales conclusions de l'étude.



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Executive Summary

Introduction

The Canadian Armed Forces Recruiting Survey (CAFRS) was designed to evaluate recruiting initiatives and service satisfaction by asking individuals interested in joining the CAF questions concerning their experiences at Canadian Forces recruiting centres (CFRCs) and detachments (Dets) and their reasons for wanting to join the CAF. Furthermore, the CAFRS asks questions about factors that influence people to contact the CAF for employment. The CAFRS was first launched in 2012 and has been collecting data since then. This report presents the first analyses of the CAFRS data since its new online version was implemented in March 2018.

Methodology and Sample

Between March and October 2018, 4,905 potential respondents were invited via e-mail to complete the CAFRS online approximately one week after the completion of their Military Career Counselor (MCC) interview. In total, 2,283 respondents completed the survey, yielding a response rate of 46.5%. This new survey administration method differs from the previous method where recruits were invited by the MCC or recruiter to complete the CAFRS at varying points during the recruitment process at a computer located within a CFRC/Det. The sample was approximately one-quarter female (24.7%) and three-quarters male (74.2%), and were mostly between 17 and 29 years of age (68.9%). Over half of respondents were working full- or part-time (61.3%), whereas a minority were unemployed (14.3%), students who were not currently working (11.5%), or students who were working full- or part-time (12.0%). Nearly two-thirds of respondents had at least completed high school (including GED; 65.4%), whereas smaller numbers also held college diplomas (22.6%), or undergraduate (19.1%) and graduate degrees (6.9%). Nearly one-fifth of respondents identified themselves as visible minorities (18.3%) and first-generation immigrants (18.6%), while smaller numbers identified themselves as Indigenous persons (5.7%).

Overall Results

The results of the analyses of the 2018 CAFRS data revealed positive results regarding the various aspects of the recruiting process. Specifically, the majority of prospective recruits report that they believe the CAF recruiting sources are informative. Respondents are also satisfied with the overall recruiting process, professionalism of the staff, and the available resources, and most respondents feel that the recruitment centre atmosphere is professional, respectful, welcoming, and friendly. In addition, results indicated that face-to-face communication with recruiting staff is practical for the majority of respondents, with slightly over half of these respondents reporting it was their most preferred mode of communication.

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Results also indicated that the CAF recruitment website was the place where recruits were most likely to have recently seen advertising about CAF career opportunities. The CAF recruitment website was also rated as the most influential source of CAF advertising followed by friends and relatives with CAF experience. The most influential reasons for contacting the CAF regarding employment opportunities were, in order of importance, *for new experiences/an exciting life, for personal growth, for the opportunity to make a difference, to have pride in my job, to serve my country, to stay fit/have an active lifestyle, for career opportunities, and for challenging work*. Because prospective recruits' motivations were varied, future CAF recruitment campaigns and advertisements should focus on a range of potential motivations to join.

Group Comparison Results

The present report includes comparisons of service satisfaction, recruitment centre atmosphere, the influence of information sources, employment preferences, and reasons for joining by gender, visible minority status, and Indigenous person status.

Males and females generally reported a similarly high level of satisfaction with aspects of recruiting and the recruitment centre atmosphere. The CAF recruitment website was the most influential source that affected both males' and females' decisions to contact the CAF regarding career opportunities. Overall, males' and females' decisions to contact the CAF regarding career opportunities were generally influenced similarly by the official CAF information sources, while males were slightly more influenced than females by all the non-CAF information sources (e.g., knowledge of other militaries, non-CAF media). Both male and female respondents rated friends and relatives with current or previous CAF experience as the most influential individuals – however, females tended to be more influenced by these individuals. Regarding employment preferences, both male and female prospective recruits were most frequently interested in joining the Regular Force. However, males were slightly more likely than females to be most interested in the Regular Force, and females were slightly more likely than males to indicate they were unsure about the component they were most interested in. Similarly, both males and females were most interested in the non-commissioned officer (NCM) stream, but males were slightly more likely to prefer the NCM stream and females were slightly more likely than males to indicate they were not sure about which employment stream they preferred. Finally, although joining the Canadian Army was the most preferred option for both males and females, males were more likely than females to prefer this environment. In contrast, females were more likely than males to prefer joining the Royal Canadian Navy, the Royal Canadian Air Force, and to be unsure about the environment they were most interested in. In terms of their reasons for joining, women appeared to be more influenced by occupation-related factors (e.g., pay and benefits, career opportunities), whereas men appeared to be more influenced by institution-related factors (e.g., defending Canada, comradeship).

Analysis by visible minority status indicated that both Caucasians and visible minority group members reported a high level of satisfaction with each aspect of the recruitment process. However, Caucasians were slightly more satisfied than visible minorities with the level of professionalism of the recruiting

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staff, as well as the resources available to them. Caucasians and visible minorities reported similarly high levels of satisfaction with the recruitment centre atmosphere. Both Caucasians and visible minorities indicated that the most influential official CAF information source affecting their decisions to contact the CAF regarding career opportunities was the CAF recruitment website. However, compared to Caucasians, visible minorities tended to report greater influence from official CAF sources. Concerning employment preferences, visible minorities were more likely to prefer the officer stream than Caucasians, whereas Caucasians were more likely than visible minorities to prefer the NCM stream. In terms of reasons for joining, visible minorities were slightly more likely than Caucasians to rate personal growth, serving their country, career opportunities, learning a trade or profession, gaining discipline, education opportunities, pay and benefits, job security, and job scarcity as influential reasons. In contrast, Caucasians were slightly more likely than visible minority respondents to indicate adventure, the travel, encouragement of a friend or family member, and family tradition as influential reasons for joining.

Comparing by Indigenous person status, non-Indigenous and Indigenous respondents reported a similarly high level of satisfaction with aspects of recruiting and the recruitment centre atmosphere. Both Indigenous and non-Indigenous respondents indicated that the most influential official CAF information source affecting their decisions to contact the CAF regarding career opportunities was the CAF recruitment website, but Indigenous respondents were moderately more likely than non-Indigenous respondents to rate recruiting events, information brochures, and Service Canada as influential CAF information sources. Indigenous and non-Indigenous respondents perceived similar levels of influence from non-CAF information sources, as well as from family, friends, and other individuals. Regarding their employment preferences, both groups were most likely to indicate that were interested in joining the Regular Force, but non-Indigenous respondents were more likely than Indigenous respondents to be most interested in the Regular Force. In addition, Indigenous respondents were more likely than non-Indigenous respondents to indicate they were unsure about the component they were most interested in. Similarly, both Indigenous and non-Indigenous respondents were most interested in the NCM stream, and similar proportions of both groups were interested in the officer stream. However, non-Indigenous respondents were more likely than Indigenous respondents to prefer the NCM stream, whereas Indigenous respondents were more likely to indicate that they were unsure about the employment stream they were most interested in. Finally, Indigenous and non-Indigenous respondents generally reported being similarly influenced by various reasons for joining the CAF, with the exception that Indigenous respondents were moderately more likely than non-Indigenous respondents to indicate that the education opportunities and moving away from home were influential reasons for joining.

Comparison to Previous CAFRS Results

Findings that were consistent with previous CAFRS results included that most respondents reported high levels of satisfaction with the recruiting services and information provided by CRFCs/dets. Similar to previous years, the majority of respondents had no current or past military experience; among those

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who reported past military experience, the majority were Cadets. Consistent with past results, the individuals who were most influential in affecting respondents' decisions to contact the CAF continued to be friends and relatives with CAF experience. Finally, another continuing trend is the markedly lower levels of exposure to the CAF through television – likely due to reduced viewership of television and increased prevalence of viewing content through internet websites, social media, or streaming services among younger individuals.

The most noticeable difference from the current to previous CAFRS results is related to satisfaction with recruiting services and information. Specifically, respondents indicated slightly lower satisfaction with recruiting services and information sources in the current data compared to prior years. For instance, the percentages of respondents who indicated being *satisfied to completely satisfied* with the overall recruiting process was 71.4% in 2018 while it was 85.1% in 2017. Respondents also indicated slightly lower influence of all information sources, and the influence of recruiters appeared markedly lower in the current results compared to prior results (with 40.6% of respondents reporting them as having a *strong to very strong influence* in 2018 versus 54.3% in 2017). Some of this trend could be attributable to recent changes in CAFRS administration method. Notably, the present sample consisted of applicants who completed the MCC interview (the final step in the selection process) while in prior years, the sample was comprised of respondents at different stages of the recruiting process. In addition, respondents are invited by researchers to complete the CAFRS via email whereas they were previously invited by the MCC or recruiters. Thus, prospective recruits may be somewhat less likely to believe that their survey responses will impact the recruitment process and are more willing to be critical in their assessments.

Despite the challenges of contrasting the current results with those from past years, several additional differences stood out as notable. First, the percentage of female prospective recruits is higher in the current results than in prior years, indicating that broader efforts to increase the representation of women in the CAF may be succeeding. In addition, a smaller proportion of current respondents appear to be interested in full-time service compared to the past, with more respondents expressing interest in part-time service within the Reserves; this may reflect recent efforts to increase the size of the Reserve Forces. Notably, the preference for face-to-face communication among prospective recruits has been declining over the past several years, while preferences for e-mail communications have risen over the same period. Thus, although face-to-face communication with recruiting staff continues to be an important source of information for prospective recruits, current findings may be indicative of increasing preferences for recruitment communications via electronic means (e.g., e-mail, text messaging, social media).

Several minor changes were made to the content of the CAFRS in 2018, such that it now assesses respondents' exposure to CAF advertising via social media and the influence that CAF social media had on their decisions to contact the CAF. Present results suggest that social media is the second most far-reaching medium for the CAF and respondents were moderately influenced by this information source.



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Furthermore, the updated 2018 version of the CAFRS now assesses motivations for joining related to meaningful personal experiences, self-actualization, or personal challenge. The present findings indicate that these reasons ranked among the most influential reasons for joining the CAF.

Recommendations

Based on the current findings, some broader recommendations for current practices were offered:

- The CAF recruitment website continues to be the most visible and influential information source for prospective recruits, which supports recent investment in the website to enable prospective recruits to readily access in-depth information about military careers;
- Findings regarding the high visibility and influence of social media suggest that it may be beneficial for the CAF to direct more advertising resources towards this medium, as social media use has become ubiquitous among Canadians – with 94% of Canadian adults having an account on at least one social media platform (e.g., Facebook, Twitter, Instagram), and up to 79% using social media daily (depending on platform; Gruzd, Jacobson, Mai, & Dubois, 2018);
- Further investment in CAF social media may also be an effective means of reaching greater numbers of female prospective recruits, as females rated CAF social media as among the most influential official CAF sources. Women also tend to have adopted most social media platforms in higher proportions than men (Gruzd et al., 2018);
- Face-to-face communication is still the most preferred method of communication by just over half of the respondents (for whom face-to-face communication is practical). However, given that the proportion of respondents preferring this method has fallen over the past several years, and that nearly half of these respondents preferred other modes of communication (e-mail and telephone), it may be beneficial for recruiters to utilize a variety of methods to communicate with recruits (e.g., e-mail, text messaging, social media) in order to best meet their needs and preferences; and
- It is recommended that CAFRS data continue to be analyzed and reported on annually to monitor and identify changes in prospective recruits' demographics, recruiting experiences, and the factors that influence them to join.

Recommendations pertaining to the key findings regarding employment equity group differences were provided:

- Women were likely to report friends and family with CAF experience as particularly influential – thus, outreach or marketing efforts leveraging positive word-of-mouth from these individuals may be a particularly effective means of increasing interest from prospective female recruits;
- Results suggest that visible minorities may draw upon a broader range of information sources when deciding to contact the CAF – thus, consistent messaging across mediums may be an important factor to consider in the recruitment of visible minority members; and
- Given that women were particularly drawn to the CAF for career-related reasons (e.g., career opportunities, pay and benefits), efforts to increase interest among prospective female recruits should emphasize these factors as potential benefits of a CAF career.

Suggestions to guide future research and analysis were also provided:



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- Comparisons with results from prior data collections revealed a broader trend of lower average ratings of satisfaction with the various aspects of recruiting. One possible explanation for this finding is that respondents at differing stages of the recruitment process differ in their satisfaction with the process (the sample now exclusively consists of respondents at the end of the recruiting process). To investigate whether satisfaction with the various aspects of recruiting changes as the recruitment process progresses, it may be useful to conduct a longitudinal study of prospective recruits throughout the selection process to explore changes in service satisfaction; and
- Given that the results indicated that prospective recruits endorse many varying motivations for joining, it may be useful to examine the motivational profiles of recruits (i.e., a combination of types of motivation, such as respondents high in occupational motivations and low on institutional motivations). It is possible that recruits could be divided into clusters of reasons or profiles, which could be used to further investigate relationships with recruitment outcomes or early attrition (e.g., are prospective recruits with certain types of motivational profiles more likely to succeed in the selection process?).

Sommaire

Introduction

Le Sondage de recrutement des Forces armées canadienne (SRFAC) a pour objet d'évaluer les initiatives de recrutement et la satisfaction à l'égard du service offert en posant à des personnes intéressées par un engagement dans les Forces armées canadiennes (FAC) des questions sur leur expérience dans les centres de recrutement des Forces canadiennes (CRFC) et leurs détachements (dét), ainsi que sur les motifs pour lesquels ils souhaitent se joindre aux FAC. Le SRFAC comporte aussi des questions sur les facteurs qui ont influencé la décision de communiquer avec les FAC à propos des perspectives d'emploi. Le SRFAC a été lancé pour la première fois en 2012 et recueille des données depuis cette date. Le présent rapport présente les premières analyses des données du SRFAC depuis la mise en ligne de sa nouvelle version en mars 2018.

Méthodologie et échantillon

De mars à octobre 2018, 4 905 répondants potentiels ont été invités par courriel à remplir le SRFAC en ligne environ une semaine après leur entrevue avec un conseiller en carrières militaires (CCM). Au total, 2 283 personnes y ont répondu, ce qui correspond à un taux de participation de 46,5 %. Cette nouvelle méthode d'administration du sondage diffère de l'ancienne méthode selon laquelle les recrues étaient invitées par le CCM ou le recruteur à remplir le SRFAC à différentes étapes du processus de recrutement à l'aide d'un ordinateur situé dans un CRFC ou un détachement. L'échantillon était composé d'environ un quart de femmes (24,7 %) et de trois quarts d'hommes (74,2 %), et la plupart étaient âgés de 17 à 29 ans (68,9 %). Plus de la moitié des répondants avaient un emploi à temps partiel ou à temps plein (61,3 %); une minorité d'entre eux étaient au chômage (14,3 %), aux études et sans emploi (11,5 %), ou aux études avec un emploi à temps plein ou à temps partiel (12,0 %). Près des deux tiers des répondants avaient au moins terminé leurs études secondaires (y compris la formation générale; 65,4 %), tandis qu'une proportion moindre détenait également un diplôme d'études collégiales (22,6 %), un diplôme de premier cycle universitaire (19,1 %) ou un diplôme d'études supérieures (6,9 %). Près du cinquième des répondants ont déclaré appartenir à une minorité visible (18,3 %) et être immigrants de première génération (18,6 %), tandis qu'une proportion moins élevée d'entre eux se sont définis comme étant Autochtones (5,7 %).

Résultats globaux

Les résultats de l'analyse des données du SRFAC de 2018 ont révélé des résultats positifs en ce qui concerne les divers aspects du processus de recrutement. Plus précisément, la majorité des recrues potentielles déclarent qu'elles jugent utiles les sources de recrutement des FAC. Les répondants sont également satisfaits du processus de recrutement dans son ensemble, du professionnalisme du personnel et des ressources mises à leur disposition, et la plupart d'entre eux estiment que l'atmosphère dans les centres de recrutement est professionnelle, respectueuse, accueillante et



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amicale. De plus, les résultats démontrent que la communication en personne avec le personnel de recrutement est pratique pour la majorité des répondants, un peu plus de la moitié d'entre eux ayant déclaré que c'était leur mode de communication préféré.

Les résultats révèlent également que le site Web de recrutement des FAC était l'endroit où les recrues étaient le plus susceptibles d'avoir vu récemment de la publicité sur les possibilités de carrière au sein des FAC. Les personnes interrogées ont également désigné le site Web de recrutement des FAC comme étant la source de renseignements qui a le plus influencé leur décision de communiquer avec les FAC, suivi des amis et des parents ayant une expérience des FAC. Les raisons qui ont le plus influencé leur décision de se tourner vers les FAC pour les perspectives d'emploi étaient, par ordre d'importance, *le désir de vivre de nouvelles expériences ou une vie passionnante, l'occasion de faire une différence, la fierté liée à l'emploi, l'occasion de servir leur pays, l'occasion de rester en forme ou de mener une vie active, l'occasion d'apprendre un métier ou une profession, et la possibilité d'avoir un travail stimulant*. Compte tenu des motivations variées des recrues potentielles, les futures campagnes et publicités de recrutement des FAC devraient mettre l'accent sur un éventail de motivations potentielles d'adhésion.

Résultats de la comparaison des groupes

Le présent rapport compare, en fonction du sexe, de l'appartenance à une minorité visible et du statut d'autochtone, les résultats obtenus en matière de satisfaction à l'égard du service reçu, de l'atmosphère dans les centres de recrutement, de l'influence des sources de renseignements, des préférences d'emploi et des motivations pour se joindre aux FAC.

De façon générale, les hommes et les femmes ont fait état d'un niveau de satisfaction élevé semblable à l'égard du recrutement et de l'atmosphère dans les centres de recrutement. Le site Web des FAC a été la source de renseignements qui a le plus influencé la décision des hommes et des femmes de se tourner vers les FAC pour les perspectives de carrière. Dans l'ensemble, les décisions des hommes et des femmes de communiquer avec les FAC au sujet des possibilités de carrière ont été généralement influencées de la même façon par les sources de renseignements officielles des FAC; toutefois, les hommes étaient un peu plus influencés par des sources de renseignements ne provenant pas des FAC (p. ex., connaissance d'autres forces armées, médias autres que ceux des FAC). Les hommes et les femmes interrogés ont indiqué que les amis et les membres de leur famille qui sont ou ont été membres des FAC étaient les personnes qui ont exercé une plus grande influence sur leur décision; cependant, les femmes avaient tendance à être plus influencées par ces personnes. En ce qui concerne les préférences en matière d'emploi, les recrues potentielles, hommes et femmes, souhaitent le plus souvent se joindre à la Force régulière. Toutefois, les hommes étaient légèrement plus susceptibles que les femmes de s'intéresser davantage à la Force régulière, tandis que les femmes étaient légèrement plus susceptibles que les hommes d'indiquer qu'elles n'étaient pas certaines de la composante qui les intéressait le plus. De même, les hommes et les femmes étaient plus intéressés par un rôle de militaire du rang (MR), mais les hommes étaient légèrement plus susceptibles de préférer un rôle de MR et les femmes étaient légèrement plus susceptibles que les hommes d'indiquer qu'elles ne savaient pas quel type d'emploi



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elles préféreraient. Enfin, bien que l'enrôlement dans l'Armée canadienne soit l'option préférée des hommes et des femmes, les hommes étaient plus susceptibles que les femmes de préférer cet environnement. À l'opposé, les femmes étaient plus susceptibles que les hommes de préférer s'enrôler dans la Marine royale canadienne ou dans l'Aviation royale canadienne et d'être incertaines de l'environnement qui les intéressait le plus. En ce qui concerne les raisons de leur engagement dans les FAC, les femmes semblaient être davantage influencées par des facteurs liés à la profession (p. ex., salaires et avantages sociaux, possibilités de carrière), tandis que les hommes semblaient être davantage influencés par des facteurs institutionnels (p. ex., défense du Canada, camaraderie).

L'analyse selon l'appartenance à une minorité visible a révélé que les caucasiens et les membres des minorités visibles se sont dits très satisfaits de chaque aspect du processus de recrutement. Toutefois, les caucasiens étaient légèrement plus satisfaits que les membres des minorités visibles quant au niveau de professionnalisme du personnel de recrutement et des ressources mises à leur disposition. Les caucasiens et les membres des minorités visibles se sont dits tout aussi satisfaits de l'atmosphère qui régnait dans les centres de recrutement. Tant les caucasiens que les membres des minorités visibles ont affirmé que la source de renseignements officielle qui a le plus influencé leur décision de communiquer avec les FAC au sujet des possibilités de carrière était le site Web de recrutement des FAC. Toutefois, comparativement aux caucasiens, les membres des minorités visibles ont eu tendance à signaler une plus grande influence provenant des sources officielles des CAF. En ce qui concerne les préférences en matière d'emploi, les membres des minorités visibles étaient plus susceptibles que les caucasiens de préférer la filière des officiers, tandis que les caucasiens étaient plus susceptibles que les membres des minorités visibles de préférer la filière des MR. En ce qui concerne les raisons de s'engager dans les FAC, les membres des minorités visibles étaient légèrement plus susceptibles que les caucasiens d'attribuer une cote plus élevée à la croissance personnelle, au service de leur pays, aux possibilités de carrière, à l'apprentissage d'un métier ou d'une profession, à la discipline, aux possibilités de formation, à la rémunération et aux avantages sociaux, à la sécurité d'emploi et à la pénurie d'emplois comme raisons importantes. En revanche, les répondants caucasiens étaient légèrement plus susceptibles que les répondants des minorités visibles d'évoquer l'aventure, les voyages, l'encouragement d'un ami ou d'un membre de la famille et la tradition familiale comme raisons ayant influencé leur décision de s'engager dans les FAC.

Lorsque l'on compare les répondants selon le statut d'autochtone, les répondants autochtones et non autochtones ont exprimé un niveau de satisfaction semblable à l'égard du recrutement et de l'atmosphère dans les centres de recrutement. Les répondants autochtones et non autochtones ont indiqué que la source officielle de renseignements qui a exercé une plus grande influence sur leur décision de communiquer avec les FAC au sujet des possibilités de carrière était le site Web de recrutement des FAC, mais les répondants autochtones étaient modérément plus susceptibles que les répondants non autochtones de désigner les événements de recrutement, les brochures d'information et Service Canada comme sources de renseignements des FAC ayant eu une influence sur leur décision. Les répondants autochtones et non autochtones ont perçu des niveaux d'influence similaires de la part

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de sources de renseignements ne provenant pas des FAC, ainsi que de la famille, des amis et d'autres personnes. En ce qui concerne leurs préférences en matière d'emploi, les deux groupes étaient plus susceptibles d'indiquer qu'ils envisageaient de se joindre à la Force régulière, mais les répondants non autochtones étaient plus susceptibles que les répondants autochtones d'être plus intéressés par la Force régulière. En outre, les répondants autochtones étaient plus susceptibles que les répondants non autochtones d'indiquer qu'ils étaient incertains de la composante qui les intéressait le plus. De même, les répondants autochtones et non autochtones étaient plus intéressés par la filière des MR, et des proportions semblables des deux groupes étaient intéressées par la filière des officiers. Toutefois, les répondants non autochtones étaient plus susceptibles que les répondants autochtones de préférer la filière des MR, tandis que les répondants autochtones étaient plus susceptibles d'indiquer qu'ils n'étaient pas certains du volet d'emploi qui les intéressait le plus. Enfin, les répondants autochtones et non autochtones ont généralement déclaré avoir été influencés de la même façon par diverses raisons de s'engager dans les FAC, à l'exception du fait que les répondants autochtones étaient modérément plus susceptibles que les répondants non autochtones d'affirmer que les possibilités d'éducation et le fait de quitter leur domicile étaient des raisons influentes de s'inscrire.

Comparaison avec les résultats du SRFAC des années précédentes

Parmi les constatations qui concordaient avec les résultats antérieurs du SRFAC, mentionnons que la plupart des répondants se sont dits très satisfaits des services de recrutement et des renseignements fournis par les CRFC et les détachements. Comme c'était le cas lors des années précédentes, la majorité des répondants n'avaient aucune expérience militaire actuelle ou passée; parmi ceux qui ont déclaré posséder une expérience militaire passée, la plupart étaient des cadets. Conformément aux résultats constatés lors des sondages précédents, les personnes qui ont eu le plus d'influence sur la décision des répondants de communiquer avec les FAC ont continué d'être des amis et des parents ayant une expérience des FAC. Enfin, une autre tendance constante est la baisse marquée des niveaux d'exposition aux FAC au moyen de la télévision – probablement en raison de la diminution du nombre de téléspectateurs et de la prévalence accrue de l'écoute de contenu par le biais des sites Internet, des médias sociaux ou des services de diffusion en continu chez les plus jeunes.

La différence la plus marquée entre les résultats actuels et les résultats antérieurs du SRFAC porte sur la satisfaction à l'égard des services de recrutement et des renseignements. Plus précisément, les répondants se sont dits légèrement moins satisfaits des services de recrutement et des sources de renseignements lors du sondage actuel que lors des années précédentes. Par exemple, le pourcentage de répondants qui se sont dits *satisfaits* ou *entièrement satisfaits* de l'ensemble du processus de recrutement était de 71,4 % en 2018 et de 85,1 % en 2017. Les répondants ont également signalé une influence légèrement inférieure de toutes les sources de renseignements, et l'influence des recruteurs semble nettement inférieure dans les résultats actuels comparativement aux années antérieures (40,6 % des répondants ont qualifié leur influence de *forte* à *très forte* en 2018 contre 54,3 % en 2017). Une partie de cette tendance pourrait être attribuable aux récents changements apportés à la méthode

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d'administration du SRFAC. Soulignons notamment que l'échantillon actuel était composé de candidats qui avaient passé l'entrevue avec un CCM (étape finale du processus de sélection), tandis que lors des années précédentes, l'échantillon était composé de répondants qui se trouvaient à différentes étapes du processus de recrutement. De plus, les répondants sont désormais invités par les chercheurs à remplir le SRFAC par courriel alors qu'ils étaient auparavant invités à le faire par le CCM ou les recruteurs. Par conséquent, les recrues potentielles pourraient être un peu moins portées à croire que leurs réponses au sondage auront une incidence sur le processus de recrutement et être plus disposées à se montrer critiques dans leurs évaluations.

Malgré la difficulté de comparer les résultats actuels à ceux des années précédentes, plusieurs autres différences se sont révélées notables. Premièrement, les résultats actuels font état d'un pourcentage de recrues potentielles féminines plus élevé qu'au cours des années précédentes, ce qui donne à penser que des efforts plus importants visant à accroître la représentation des femmes au sein des FAC pourraient se révéler fructueux. En outre, une plus faible proportion des répondants actuels semble intéressée par le service à temps plein que par le passé, et un plus grand nombre de répondants se disent intéressés par le service à temps partiel au sein de la Réserve; ces résultats pourraient être attribuables aux efforts récents visant à accroître l'effectif de la Réserve. Notons que la préférence pour la communication en personne parmi les recrues potentielles a diminué au cours des dernières années, tandis que la préférence pour les communications par courriel a augmenté au cours de la même période. Ainsi, bien que les communications en personne avec le personnel chargé du recrutement continuent d'être une importante source de renseignements pour les recrues potentielles, les résultats actuels pourraient être révélateurs d'une préférence croissante pour les communications de recrutement par voie électronique (p. ex. courriel, messagerie texte, médias sociaux).

Plusieurs modifications mineures ont été apportées au contenu du SRFAC en 2018, de sorte qu'il évalue maintenant l'exposition des répondants aux publicités des FAC sur les médias sociaux et l'influence exercée par les médias sociaux des FAC sur leur décision de contacter les FAC. Les résultats actuels révèlent que les médias sociaux constituent le deuxième média d'importance pour les FAC en ce qui concerne la portée d'influence et que les répondants ont été modérément influencés par cette source de renseignements. De plus, le SRFAC actualisé de 2018 évalue désormais les motivations liées aux expériences personnelles significatives, à la réalisation de soi ou au défi personnel en ce qui concerne la décision des candidats de s'engager dans les FAC. Les présentes conclusions démontrent que ces raisons figurent parmi les raisons qui ont eu la plus grande influence sur la décision des candidats de se joindre aux FAC.

Recommandations

Au vu des conclusions actuelles, nous avons formulé des recommandations plus générales sur les pratiques en vigueur :



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- Le site Web de recrutement des FAC continue d’être la source de renseignements la plus visible et celle ayant la plus grande influence sur les recrues potentielles, ce qui soutient les investissements récemment réalisés à cet effet visant à permettre aux recrues potentielles d’obtenir facilement des renseignements détaillés sur les différentes carrières militaires;
- Les résultats concernant la grande visibilité et l’influence des médias sociaux suggèrent qu’il pourrait être avantageux pour les FAC d’orienter davantage de ressources publicitaires vers ce type de média, l’utilisation des médias sociaux étant devenue omniprésente chez les Canadiens. En effet, 94 % des adultes canadiens possèdent un compte sur au moins une plateforme de médias sociaux (p. ex., Facebook, Twitter, Instagram) et jusqu’à 79 % utilisent quotidiennement les médias sociaux (selon la plateforme; Gruzd, Jacobson, Mai, & Dubois, 2018);
- Un investissement supplémentaire des FAC dans les médias sociaux peut également se révéler un moyen efficace d’atteindre un plus grand nombre de recrues potentielles féminines, les femmes ayant classé les médias sociaux des FAC parmi les sources officielles de l’institution ayant le plus influencé leur décision. Une tendance chez les femmes à adopter la plupart des plateformes de médias sociaux dans des proportions plus élevées que les hommes a également été constatée (Gruzd et coll., 2018);
- La communication en personne demeure le mode de communication préféré d’un peu plus de la moitié des répondants, qui la jugent pratique. Toutefois, puisque la proportion de répondants préférant cette méthode a diminué au cours des dernières années et que près de la moitié d’entre eux préfèrent d’autres modes de communication (notamment le courriel et le téléphone), il pourrait être avantageux pour les recruteurs d’utiliser divers modes de communication avec les recrues (par exemple, le courriel, la messagerie texte et les médias sociaux) afin de mieux satisfaire les besoins et préférences exprimés par ces derniers;
- Il est souhaitable de continuer d’analyser les données du SRFAC et de produire un rapport annuellement, de façon à suivre l’évolution des caractéristiques démographiques, de l’expérience de recrutement et des autres facteurs qui influencent les recrues potentielles.

Des recommandations ont été formulées quant aux principales constatations portant sur différences observées chez les groupes visés par l’équité en emploi :

- Les femmes étaient plus susceptibles de déclarer que les amis et les membres de leur famille ayant une expérience des FAC avaient eu une influence particulièrement importante sur leur décision; par conséquent, les efforts de sensibilisation ou de marketing misant sur le bouche-à-oreille positif de ces personnes pourraient être un moyen particulièrement efficace d’accroître l’intérêt des recrues féminines potentielles;
- Les résultats suggèrent que les membres des minorités visibles sont susceptibles de puiser dans une plus grande variété de sources de renseignements lorsqu’ils décident de communiquer avec les FAC; ainsi, la cohérence des messages dans l’ensemble des médias peut être un facteur important à prendre en considération lorsqu’il s’agit de recruter des membres de minorités visibles;
- Étant donné que les femmes sont particulièrement attirées par les FAC pour des raisons liées à la carrière (p. ex., possibilités de carrière, rémunération et avantages sociaux), les efforts visant à accroître l’intérêt des recrues féminines potentielles devraient mettre l’accent sur ces facteurs comme avantages potentiels d’une carrière au sein des FAC.

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Des suggestions ont été formulées pour orienter les recherches et les analyses à l'avenir :

- Les comparaisons avec les résultats issus de collectes de données antérieures ont révélé une tendance générale à la baisse des taux moyens de satisfaction à l'égard des divers aspects du recrutement. Cette constatation peut s'expliquer par le fait que les répondants aux différentes étapes du processus de recrutement peuvent afficher des taux de satisfaction plus ou moins élevés à l'égard du processus (l'échantillon est maintenant composé exclusivement de répondants qui en sont à l'étape finale du processus de recrutement). Afin de déterminer si la satisfaction à l'égard des divers aspects du recrutement évolue au fur et à mesure que progresse le processus de recrutement, il pourrait être utile de réaliser une étude longitudinale des recrues potentielles tout au long du processus de sélection afin d'examiner les changements dans la satisfaction à l'égard du service;
- Puisque les résultats démontrent que les recrues potentielles sont motivées par diverses raisons, il pourrait être utile d'examiner le profil de motivation des recrues (p. ex., une combinaison de types de motivation, comme des répondants ayant une forte motivation professionnelle et une faible motivation institutionnelle). On pourrait alors envisager de diviser les recrues en différents groupes selon les motivations ou le profil, ce qui permettrait par la suite de réaliser une étude plus approfondie des liens avec les résultats du recrutement ou l'attrition anticipée (p. ex., les recrues potentielles affichant certains types de profils de motivation sont-elles plus susceptibles de réussir le processus de sélection?)

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1 Introduction

1.1 Aim

This report presents the overall descriptive results of the Canadian Armed Forces Recruiting Survey (CAFRS) data, collected from March to October 2018. In addition, this report presents an examination of survey responses by employment equity group (gender, visible minority status, and Indigenous persons status). The analyses in this report have been specified by the Director General Military Personnel Research and Analysis (DGMPRA) Recruitment and Retention Research Section (Otis, 2018).

1.2 Background Information

The CAFRS was launched in 2012 and was designed to provide Canadian Forces Recruiting Group (CFRG) information on: 1) demographic characteristics and interests of prospective recruits; 2) prospective recruits' satisfaction with services provided by Canadian Forces Recruiting Centres (CFRCs) and Detachments (Dets), as well as recruiting materials; and 3) the effectiveness of various advertising and attraction strategies as well as factors that influence individuals to contact the Canadian Armed Forces (CAF). Because the CAFRS is a continuous survey, the data is published annually, providing an ongoing picture of CAF prospective recruits and applicants (see Yeung & Bremner, 2018 for the last published report).

Until recently, the CAFRS was administered electronically on computers located within each CFRC/Det. The survey was intended to be administered to prospective recruits on the day they have their Military Career Counsellor (MCC) interview. At this point, recruits would have had significant exposure to recruiting staff and information sources; thus, they would be in a position to comment on quality of services. However, past analysis revealed that prospective recruits were actually completing the survey at various points during the recruitment process (Yeung & Bremner, 2018). In order to improve consistency in the administration method, as well as providing respondents the option to complete the survey from any location and according to their chosen time, a new online version of the survey was implemented in March 2018.

Since then, prospective recruits are invited to complete the online survey the week after they complete the interview via an email invitation sent by DGMPRA researchers. In addition to ensuring consistency in the administration method and offering more flexibility to potential respondents on when and how they will complete the survey, this new way of proceeding has other advantages, such as allowing the calculation of response rates. Previously, the number of prospective recruits invited to complete the survey was not tracked by CFRG. Objectivity in survey responses is also another potential advantage of the new administration method. The fact that MCCs were inviting prospective recruits to complete the survey could have influenced participants' responding in a way that they thought would lead them to a good outcome.



2 Methodology¹

2.1 Instrument and Procedure

The CAFRS is an anonymous and voluntary online survey that takes approximately 10 to 15 minutes to complete. A copy of the full version of the survey can be found in Annex A. Minor modifications were made to the survey in 2018 including the addition of items to assess the influence of social media and additional reasons for joining related to personal experiences and self-development. Each week, a list of CAF candidates who have completed their interview with the MCC over the preceding week is generated by DGMPPRA researchers using the Canadian Forces Recruiting Information Management System Version 2 (CFRIMS2). Each of these identified potential respondents is invited to complete the CAFRS via their personal email address. The email invitation includes a URL link to a survey in their official language of choice. Potential respondents subsequently receive an email survey reminder one week after the initial invitation and a final reminder two weeks after the first reminder. Respondents can complete the survey from mobile devices, tablets, or desktop computers. Upon completion of the survey, the data are transmitted directly to a database in the DGMPPRA information technology section.

2.2 Sample

Between March and October 2018, the CAFRS was sent to 4,905 potential respondents with a valid email address. In total, 2,283 respondents completed the survey, yielding a response rate of 46.5%.² Table 1 presents the respondents' demographic characteristics.³ The majority of respondents were male (74.2%) between the ages of 17 and 29 years (68.9%). A small percentage of respondents identified themselves as Indigenous persons (5.7%), a visible minority group member (18.3%), or as a first-generation immigrant (18.6%). Table 2 and Table 3 present a more detailed breakdown of respondents' Indigenous persons status and visible minority group membership.

A large proportion of respondents preferred to be served in English (78.0%) and most often spoke English when at home (68.3%). About half of respondents had family or relatives with previous or current military experience (52.7%). The majority of respondents were exclusively working full- or part-time (61.3%), whereas a minority were unemployed (14.3%), unemployed students (11.5%), or students

¹ The majority of this section was cited verbatim from the contract report presenting the results of the 2017 CAFRS (Yeung & Bremner, 2018).

² During that time, 2,995 participants initiated the survey. However, approximately one-quarter (24.3%, $n = 727$) of these respondents did not complete most or all of the demographic survey questions (only up to 2 of the 10 demographic questions presented in Table 1). Additionally, of these respondents, 712 completed less than one-half of the survey. These respondents included 174 individuals who initiated the survey and indicated that they had previously completed the survey (and were taken directly to the "thank you" page). Throughout this report, these 712 respondents are excluded from analyses. Thus, the final sample size is 2,283.

³ Percentages for some demographic characteristics may not add exactly to 100% due to rounding of values to one significant digit.



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working full- or part-time (12.0%). In terms of their current employment area, respondents most frequently indicated general labour and trade (15.3%) and food services (15.2%), as well as other, unlisted areas (22.4%). Approximately two-thirds of respondents (65.4%) reported that they had completed high school (including GED), while 22.6% completed college, 19.1% earned an undergraduate degree, and 6.9% held a graduate degree.

Table 1: Demographic characteristics of respondents.

Demographic Characteristic	Number of Respondents (N = 2,283) ¹	Percent
Gender		
Male	1,675	74.2%
Female	558	24.7%
Prefer not to answer	25	1.1%
Indigenous Person Status		
Yes	128	5.7%
No	2,078	92.2%
Prefer not to answer	48	2.1%
Visible Minority Group Member²		
Yes	413	18.3%
No	1,791	79.4%
Prefer not to answer	53	2.3%
First Generation Immigrant		
Yes	419	18.6%
No	1,797	79.7%
Prefer not to answer	40	1.8%
Age		
Less than 17 years old	80	3.7%
17 – 19	518	24.1%
20 – 24	574	26.8%
25 – 29	387	18.0%
30 – 34	185	8.6%
35 – 39	138	6.4%
40 years or older	263	12.3%
First Official Language Served In		
English	1,759	78.0%
French	495	22.0%
Language Spoken Most Often at Home		

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English	1,543	68.3%
French	511	22.6%
Other	206	9.1%
Family or Relatives with Current or Former CAF Experience		
Current CAF members	490	21.7%
Former CAF members	701	31.0%
Neither current nor former	1,248	55.2%
Current Employment Status		
Working full-time	1,021	44.7%
Working part-time	378	16.6%
Unemployed	326	14.3%
Student, working full-time	55	2.4%
Student, working part-time	220	9.6%
Student	263	11.5%
Area of Employment		
Administration and support	172	10.3%
Telecommunications	38	2.3%
Engineering	60	3.6%
Health care	112	6.7%
Public protection	78	4.7%
General labour and trade	255	15.3%
Retail	205	12.3%
Construction	120	7.2%
Food services	254	15.2%
Other	373	22.4%
Levels of Education Completed³		
Some high school	458	20.3%
High school graduate (GED)	1,479	65.4%
Trade certificate	262	11.6%
Some college	362	15.9%
College graduate (including CEGEP)	510	22.6%
Some university	331	14.6%
Undergraduate degree	436	19.1%
Graduate degree	156	6.9%

¹ The total number of responses for each demographic variable may not add up to $n = 2,283$ due to missing data.

² Respondents answering "Yes" included $n = 11$ individuals who also identified as Indigenous persons.

³ Respondents were directed to select all levels of education completed.

Table 2: Breakdown of Indigenous persons.

Indigenous Persons Breakdown	Number of Respondents (n = 128)	Percent
1 First Nations	73	57.0%
2 Métis	54	42.2%
3 Inuit	1	0.8%

Table 3: Breakdown of visible minorities.

Visible Minority Group Breakdown	Number of Respondents (n = 411)	Percent
Chinese	76	18.5%
Black	62	15.1%
South Asian/East Indian	58	14.1%
Filipino	45	10.9%
Persons of mixed origin (with one parent in one of the visible minority groups listed above)	38	9.2%
West Asian, North African, or Arab	36	8.8%
Latin American	32	7.8%
Korean	23	5.6%
Southeast Asian	21	5.1%
Other visible minority group	17	4.1%
Japanese	3	0.7%

Table 4 presents the distribution of respondents who completed the selection process at the various CFRCs and Dets. In the Atlantic region, the largest percentage of respondents (7.6%) completed the survey after interviewing at CFRC Halifax. In Québec, the largest proportion of respondents (12.4%) had interviewed at CFRC Montréal. In Northern and Eastern Ontario, most respondents (10.0%) were from CFRC Ottawa. In Southern Ontario, the largest number of respondents were from CFRC Toronto (8.8%). In the Prairies and Northern region, most surveys were based on potential recruits from CFRC Calgary (7.2%), and most surveys in the Pacific region were from CFRC Vancouver (7.6%). Overall, the number of surveys completed at each CFRC/Det was roughly proportional to the size of the centre – in other words, larger recruiting centres generally yielded more completed surveys than smaller centres.

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Table 4: Recruiting centres and detachments represented in the sample.

Recruiting Centres and Detachments	Number of Respondents (N = 2,055)	Percent
Atlantic		
CFRC Halifax	157	7.6%
CFRC Fredericton	53	2.6%
CFRC Moncton	19	0.9%
CFRC St. John's	17	0.8%
CFRC Sydney	8	0.4%
CFRC Corner Brook	3	0.1%
CFRC Charlottetown	2	0.1%
Québec		
CFRC Montréal	255	12.4%
CFRC Québec	114	5.5%
CFRC Sherbrooke	51	2.5%
CFRC Chicoutimi	35	1.7%
CFRC Rimouski	9	0.4%
Northern & Eastern Ontario		
CFRC Ottawa	205	10.0%
CFRC Sudbury	48	2.3%
CFRC Kingston	29	1.4%
Southern Ontario		
CFRC Toronto	181	8.8%
CFRC Hamilton	116	5.6%
CFRC London	101	4.9%
CFRC Barrie	53	2.6%
CFRC Oshawa	30	1.5%
Prairies & North		
CFRC Calgary	148	7.2%
CFRC Edmonton	108	5.3%
CFRC Regina	58	2.8%
CFRC Winnipeg	41	2.0%
Pacific		
CFRC Vancouver	157	7.6%
CFRC Victoria	57	2.8%

2.2 Statistical Approach

All analyses were conducted in IBM's Statistical Package for the Social Sciences (SPSS) statistics software (version 22). For the descriptive analyses, most of the questions on the survey were Likert-type scale items (e.g., level of satisfaction with various aspects of recruiting on a rating scale with a fixed number of options) for which means and frequencies were reported. A smaller number of questions on the survey were multiple-selection items (e.g., "where are you in the recruiting process?"), for which the proportion of respondents endorsing each item was reported.

For group comparisons, independent samples *t*-tests were used to compare means by gender (male vs. female), visible minority status (visible minority vs. Caucasians), and Indigenous persons status (Indigenous persons vs. non-Indigenous). When the assumption of homogeneous variances was violated (as indicated by a significant Levene's Test of Equality of Variances), a *t*-test accounting for unequal variances was used to assess the statistical significance of mean differences. Given that the group sizes were sufficiently large ($n > 30$), normality of the sampling distribution of the means was assumed regardless of whether the data were skewed (Tabachnick & Fidell, 2007). As the data were measured on a five-point Likert scale with a clearly limited range, an absence of univariate outliers was also assumed. Data were examined for multivariate outliers using Mahalanobis distance from a regression analysis predicting respondents' identification number using the responses to all Likert-type items in the survey. A small number of cases ($n = 88$) were identified as exceeding the critical chi-square value, and thus were excluded from these analyses.⁴ Cohen's *d* was calculated as a measure of effect size, using the following guidelines for interpretation: $d = 0.2$ indicating a small effect, $d = 0.5$ indicating a medium effect, and $d = 0.8$ indicating a large effect (Cohen, 1992). In descriptive text, small effects are described as *slightly more/less*, small to medium effects as *moderately more/less*, medium to large effects as *more/less*, and large effects as *much more/less*. For example, the phrase "females reported *slightly more* satisfaction with the overall recruiting process than did males" indicates that the effect size for this difference is small.

Chi-square tests of independence were used to determine whether the frequencies of selected responses for employment preferences (Component: *Regular Force*, *Reserve Force*, *Not sure*; Employment Stream: *Officer*, *Non-commissioned member*, *Not sure*; and Environment: *Canadian Army*, *Royal Canadian Air Force*, *Royal Canadian Navy*, *Not sure*) differed by gender, visible minority status, or Indigenous persons status. When the chi-square test was statistically significant ($p < 0.05$), follow-up proportion tests determined whether one group selected a particular response proportionally more often than the other group (e.g., a higher proportion of males selecting Regular Force than females). Given that the group sizes were large and the contingency tables were small, the tests of independence were not affected by low expected cell counts (McHugh, 2013). Cramer's *V* was calculated as a measure of effect size using the following guidelines for interpretation: Cramer's *V* = 0.1 indicating a small effect, Cramer's *V* = 0.3 indicating a medium effect, and Cramer's *V* = 0.5 indicating a large effect (Cohen,

⁴ A conservative critical value of $p < .001$ was used.



1988). In descriptive text, small effects are described as *slightly more/less*, small to medium effects as *moderately more/less*, medium to large effects as *more/less*, and large effects as *much more/less*.

2.3 Presentation of Results

To facilitate the presentation of results and improve interpretability and communication of findings, Likert scale responses were grouped when data were presented in figures and when results were discussed. Specifically, for survey items that asked respondents to select a response on a five-point scale, the first two categories (e.g., *strongly disagree* and *disagree*) and the last two categories (e.g., *agree* and *strongly agree*) were collapsed, leaving the middle category (*neutral*) unaltered. The following scales were collapsed in the same way:

- *Strongly disagree, disagree, neutral, agree, and strongly agree* were collapsed into *strongly disagree or disagree, neutral, and agree or strongly agree*;
- *No influence, little influence, moderate influence, strong influence, and very strong influence* were collapsed into *no or little influence, moderate influence, and strong or very strong influence*;
- *Completely dissatisfied, dissatisfied, neutral, satisfied, and completely satisfied* were collapsed into *completely dissatisfied or dissatisfied, neutral, and satisfied or completely satisfied*; and
- *Not at all, slightly, moderately, very much, and totally* were collapsed into *not at all or slightly, moderately, and very much or totally*.

All analyses exclude N/A (not applicable) responses.

3 Results

3.1 Current and Past Military Experience

Four-fifths of respondents (81.5%; $n = 1,852$) indicated that they do not currently belong to the CAF or a foreign military, nor have they in the past. Of those who had previous experience in the CAF or a foreign military (14.0%; $n = 317$), the majority had worked with the Cadets (72.6%; $n = 230$), approximately one-fifth had worked in the Regular Force (19.2%; $n = 61$) or Primary Reserve (19.2%; $n = 61$), and a small number had worked with the Cadet Organizations Administration and Training Service (COATS; 4.7%; $n = 15$) or a foreign military (4.1%; $n = 13$). When asked how long it had been since they released, nearly one-half of respondents who had worked with the Cadets (44.4%), Primary Reserve (41.7%), or the Regular Force (49.2%), and over one-half of those who had worked with COATS (60.0%) had released within the last five years.

Of the respondents who were currently involved with a military organization (4.5%; $n = 102$), most of them were working with the Cadets (72.3%; $n = 73$), one-sixth were in the Primary Reserve (15.8%; $n = 16$), and a small number of respondents were working with the COATS (11.9%; $n = 12$). No respondents were currently working with the Regular Force, Canadian Rangers, or a foreign military.

3.2 Recruiting Process

Respondents were asked how they prefer to communicate with CAF recruiting staff. Most respondents indicated that face-to-face communication with CAF recruiting staff is practical for them (84.5%; $n = 1,926$). Just over half of these respondents (52.1%; $n = 987$) reported that face-to-face communication was their most preferred method for interacting with CAF recruiting staff, while one-third (33.7%; $n = 639$) reported e-mail as their most preferred option, and one-fifth (21.2%; $n = 402$) reported telephone as their most preferred option. A small number (2.1%; $n = 40$) indicated that social media was their most preferred method of communication. Respondents who indicated face-to-face communication is not practical for them (15.5%; $n = 352$) were divided on whether they prefer e-mail correspondence (52.4%, $n = 183$) or a conversation over the telephone (46.5%, $n = 160$), although a small number of these respondents (3.2%; $n = 11$) reported that they would prefer to communicate over social media.

Prospective recruits were also asked for their level of agreement, on a five-point scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*), concerning whether CAF recruiting sources have been informative. On average, respondents agreed that all CAF recruiting sources were informative (see Table 5). Recruiters were rated as the most highly informative source (88.4% *agreed or strongly agreed*; see Figure 1). In contrast, the recruiting brochures were perceived as the least informative source (although 69.1% still *agreed or strongly agreed* that the brochures were informative).



Table 5: Level of information provided by CAF recruiting sources.

CAF Recruiting Sources	<i>n</i>	Mean	SD
Recruiters were informative	2,167	4.3	0.9
Military career counsellors were informative	1,913	4.3	0.9
The Forces.ca website was informative	2,203	4.2	0.9
The occupation videos were informative	2,009	4.1	0.9
The basic training video was informative	1,942	4.1	0.9
The recruiting brochures were informative	1,519	3.8	0.9

Note. Mean agreement scores on a scale from 1 to 5, where 1 = *Strongly disagree*; 2 = *Disagree*; 3 = *Neutral*; 4 = *Agree*; 5 = *Strongly agree*

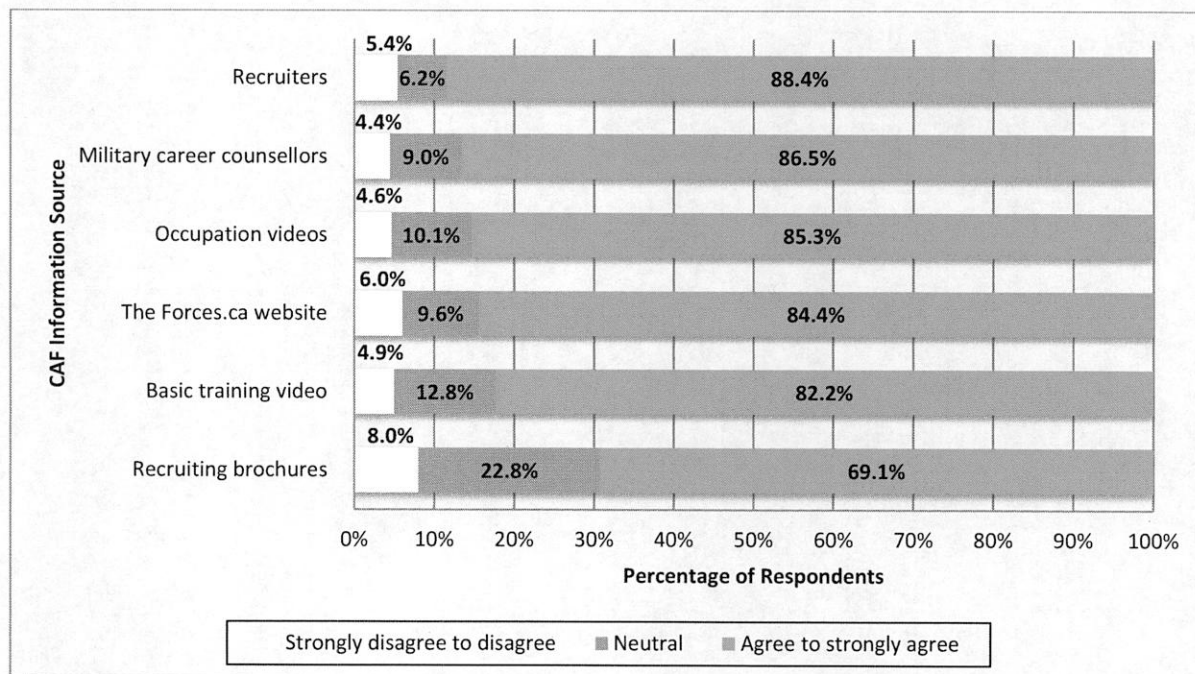


Figure 1: Level of information provided by CAF recruiting sources.

When respondents were asked about their level of satisfaction with various aspects of recruiting, they were satisfied with all aspects on average (see Table 6). The most positively rated aspect was the professionalism of recruiting staff (92.1% *satisfied or completely satisfied*), whereas the least positively rated aspect was the overall recruiting process (71.4% *satisfied or completely satisfied*, with 12.1% *dissatisfied or completely dissatisfied*; see Figure 2).

Table 6: Mean satisfaction with aspects of recruiting.

Aspects of Recruiting	<i>n</i>	Mean	SD
The level of professionalism of the recruiting staff	2,245	4.5	0.8
The resources available to you	2,180	4.1	0.8
The overall recruiting process	2,240	3.8	1.0

Note. Mean satisfaction scores on a scale from 1 to 5, where 1 = *Completely dissatisfied*; 2 = *Dissatisfied*; 3 = *Neutral*; 4 = *Satisfied*; 5 = *Completely satisfied*

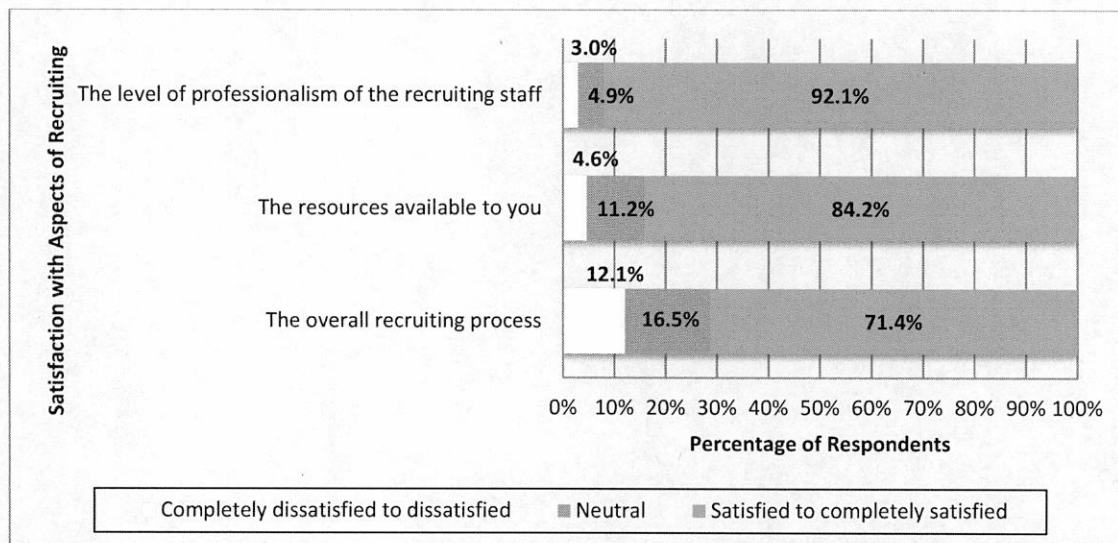


Figure 2: Satisfaction with aspects of recruiting.

A final question concerning the recruitment process asked respondents to rate the extent to which the recruiting centre provided a respectful, friendly, welcoming, and professional atmosphere. On average, respondents perceived the recruitment centre atmosphere as very professional, respectful, welcoming, and friendly (see Table 7). Most respondents rated the recruitment centre atmosphere as professional (93.4% *very much or totally*), and respectful (93.2% *very much or totally*). Although the recruitment

centre atmosphere was less highly rated in terms of being friendly (80.3% *very much* or *totally*) and welcoming (78.0% *very much* or *totally*), the percentages of respondents who rated these aspects poorly were small (3.5% and 3.9%, respectively; see Figure 3).

Table 7: Recruitment centre atmosphere.

Recruitment Centre Atmosphere	<i>n</i>	Mean	SD
Professional	2,256	4.5	0.7
Respectful	2,257	4.4	0.7
Friendly	2,259	4.1	0.8
Welcoming	2,256	4.1	0.9

Note. Mean scores on a scale from 1 to 5, where 1 = *Not at all*; 2 = *Slightly*; 3 = *Moderately*; 4 = *Very much*; 5 = *Totally*

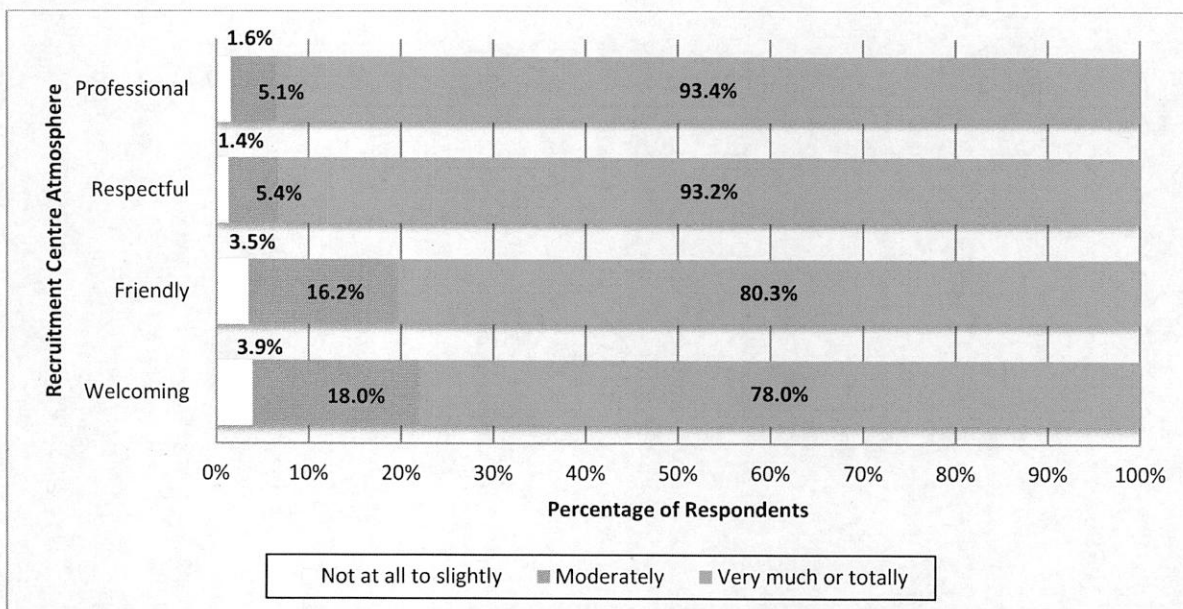


Figure 3: Recruitment centre atmosphere.

3.3 Recently Seen Advertising and Influential Sources

Respondents were asked several questions about whether they had recently seen or heard a variety of CAF recruitment advertisements and the extent that various official and non-official CAF information sources and individuals influenced their decision to contact the CAF about career opportunities. They were first presented with a list of advertising sources and were asked to select all of the sources in

which they had recently seen or heard about CAF career opportunities. The source that respondents selected most frequently was the Forces.ca website (66.0%). Additionally, approximately one-third of respondents reported having seen CAF advertising on social media (35.2%; see Table B-2 in Annex B for social media sources listed by respondents) and internet sites (34.0%), and under one-third of respondents reported seeing CAF advertising on television (27.5%). Approximately one-fifth of respondents indicated that they had seen or heard about CAF career opportunities at a recruiting event (20.2%; see Table B-1 in Annex B for specific recruiting events listed by respondents) and indicated seeing CAF advertising from “other” sources (19.1%; please refer to Table B-3 in Annex B for a full list of responses in the “other” category). Figure 4 presents the percentage of respondents who had seen, heard, or read advertising about CAF career opportunities through each source.

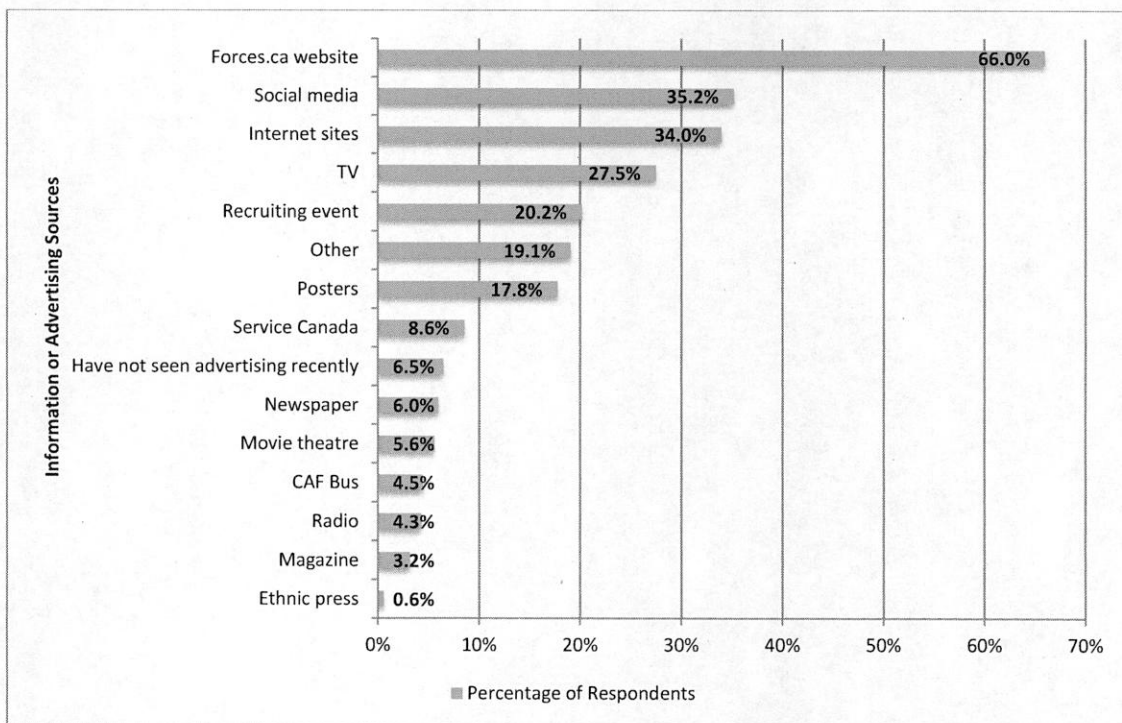


Figure 4: “Where have you recently seen or heard advertising about CAF recruiting or career opportunities?”

A second question asked respondents to indicate the extent to which each item in a list of *official* CAF information or advertising sources had influenced their decision to contact the CAF about career opportunities. Respondents provided their ratings of influence using a five-point Likert scale ranging from 1 (*no influence*) to 5 (*very strong influence*). Table 8 presents the mean influence of each official CAF information source. Figure 5 presents the percentages of respondents who indicated the sources had *little to no influence*, *moderate influence*, or *strong to very strong influence*. Results show that most respondents (84.8%) indicated that the CAF website had a *moderate or strong to very strong influence*

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on their decision to contact the CAF about career opportunities. The next most influential sources were internet advertising (64.5%), CAF commercials (63.9%), displays (63.3%), CAF social media (63.3%), and recruiting events (62.8%). In contrast, respondents indicated that print advertising had the least influence (66.7% selected *no influence* or *little influence*) on their decision to contact the CAF about career opportunities.

Table 8: Mean level of influence of the CAF information sources.

CAF Information Sources	<i>n</i>	<i>Mean</i>	<i>SD</i>
Forces.ca website	2,084	3.7	1.2
Recruiting events	1,522	3.1	1.5
Displays	1,530	3.0	1.5
CAF social media	1,669	3.0	1.4
Internet advertising	1,742	3.0	1.3
CAF commercials	1,687	2.9	1.3
Information brochures	1,538	2.5	1.2
Service Canada	1,356	2.2	1.2
Print advertising	1,385	2.1	1.1

Note. Mean influence scores on a scale from 1 to 5, where 1 = *No influence*; 2 = *Little influence*; 3 = *Moderate influence*; 4 = *Strong influence*; 5 = *Very strong influence*

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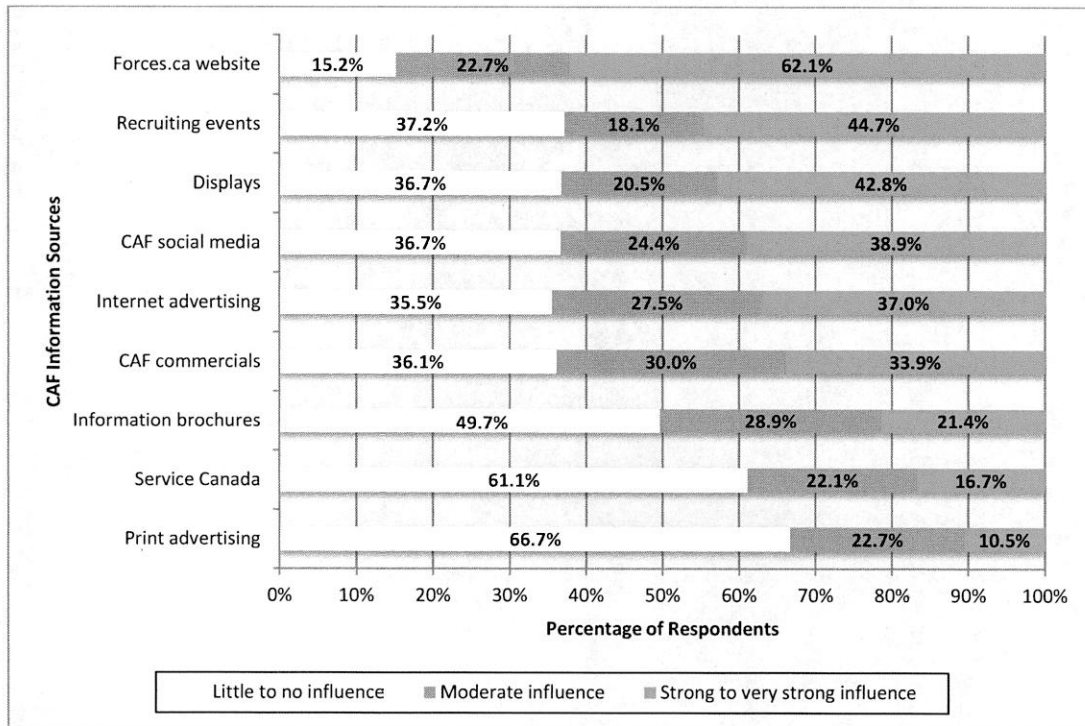


Figure 5: Levels of influence of the CAF information sources.

The next question asked respondents to rate the influence that *unofficial* sources of advertising or media had had on their decision to contact the CAF about career opportunities. Results show that the most influential unofficial sources of advertising were the media (65.5%), knowledge of other militaries (64.9%), and movies (52.5%; rated as *moderate* or *strong* to *very strong* influence). In contrast, the unofficial source that respondents reported had the least influence on their decision to contact the CAF about career opportunities was video games, with the majority of respondents (68.7%) selecting *no influence* or *little influence* (see Table 9 and Figure 6).

Table 9: Mean level of influence of non-CAF information sources.

Non-CAF Information Sources	<i>n</i>	<i>Mean</i>	<i>SD</i>
Knowledge of other militaries	1,779	3.1	1.4
Media	1,879	3.0	1.3
Movies	1,749	2.6	1.3
TV shows	1,658	2.4	1.3
Unofficial CAF internet sites/forums	1,499	2.4	1.3

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Video games	1,635	2.1	1.2
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Note. Mean influence scores on a scale from 1 to 5, where 1 = No influence 2; = Little influence; 3 = Moderate influence; 4 = Strong influence; 5 = Very strong influence

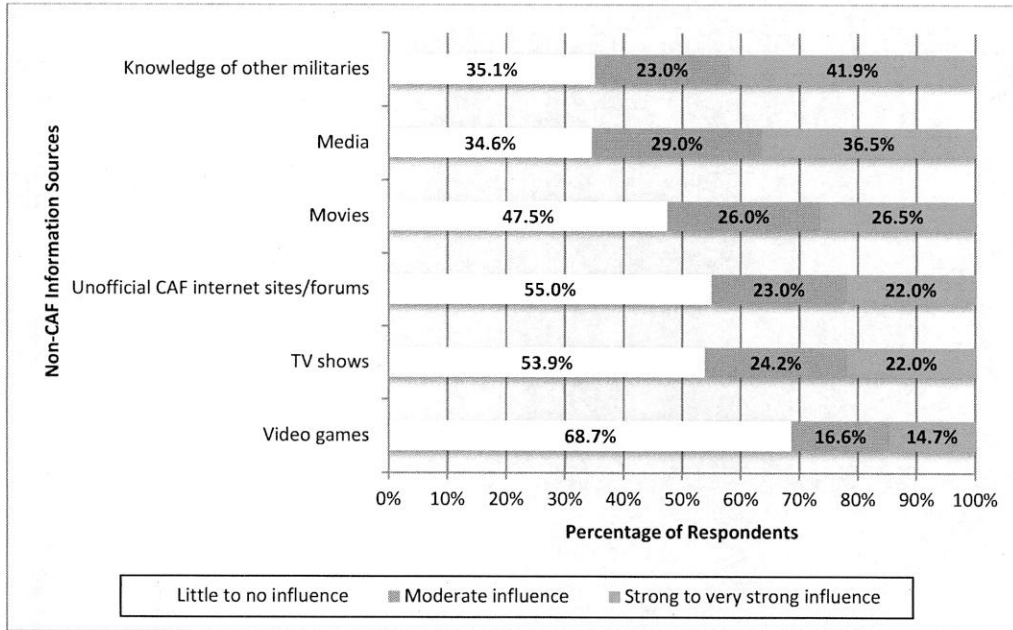


Figure 6: Levels of influence of non-CAF information sources.

Prospective recruits were also asked to indicate the extent to which various individuals had influenced their decision to contact the CAF regarding career opportunities. Table 10 presents the mean level of influence individuals had on respondents' decisions to contact the CAF about career opportunities. Figure 7 presents the percentages of respondents who indicated the individuals had *little to no influence*, *moderate influence* or a *strong to very strong influence* on their decision to contact the CAF. The results show that friends or relatives with current or previous CAF experience, and recruiters had the strongest influence on their desire to contact the CAF about career opportunities. In particular, the majority of respondents reported a *moderate influence* or *strong to very strong influence* from friends (72.9%) or relatives (62.6%) with CAF experience, and recruiters (65.4%). In contrast, approximately two-thirds of respondents reported that advisors (66.3%) and other individuals (65.1%; see Table B-4 in Annex B for "other" individuals listed by respondents) had *little or no influence*.

Table 10: Mean level of influence of family, friends, and other individuals.

Influential Individuals	n	Mean	SD
Friend - with CAF experience	1,650	3.4	1.5

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Relative - with CAF experience	1,397	3.2	1.6
Recruiter	1,547	3.0	1.4
Relative - with no CAF experience	1,657	2.4	1.4
Friend - with no CAF experience	1,635	2.1	1.3
Other	548	2.1	1.5
Advisor	1,354	2.1	1.3

Note. Mean influence scores on a scale from 1 to 5, where 1 = No influence; 2 = Little influence; 3 = Moderate influence; 4 = Strong influence; 5 = Very strong influence

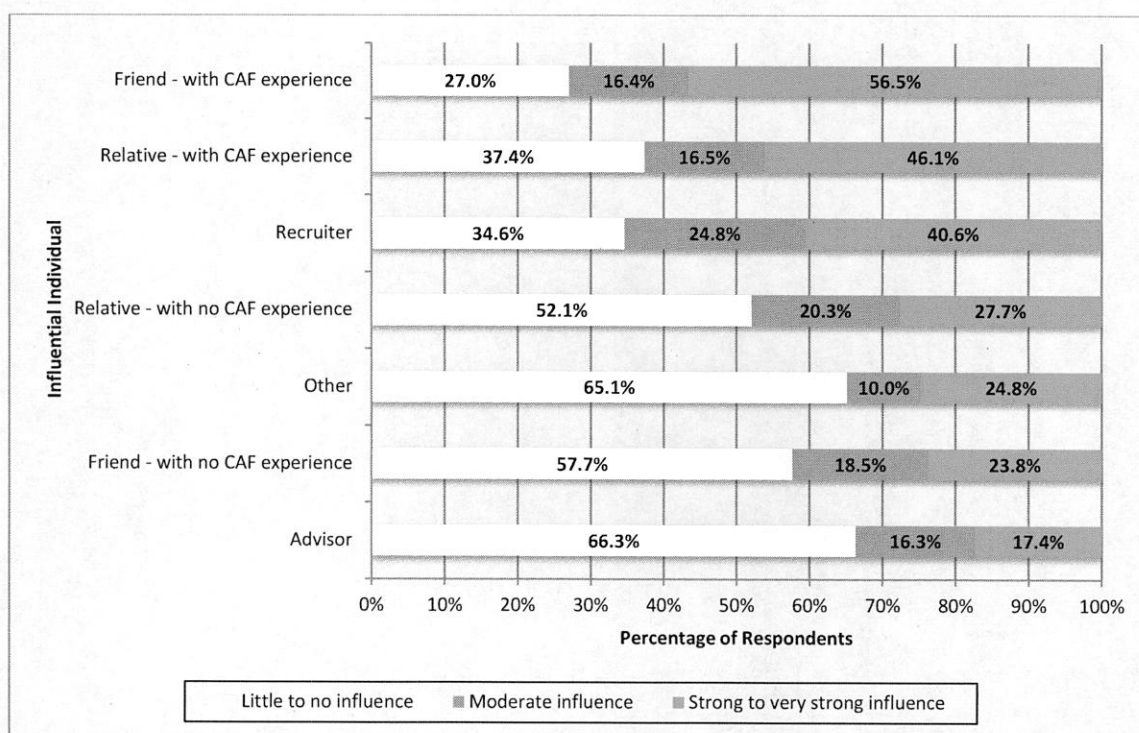


Figure 7: Individuals who influenced prospective recruits' decision to contact the CAF.

3.3.1 Top Ten Most Influential Official and Non-Official Information Sources and Individuals

Of the official and non-official CAF information and advertising sources and influential individuals, the most influential source that had a *strong to very strong influence* was the CAF recruitment website (62.1%), followed by friends with CAF experience (56.5%), relatives with CAF experience (46.1%), recruiting events (44.7%), displays (42.8%), knowledge of other militaries (41.9%), recruiters (40.6%), CAF social media (38.9%), internet advertising (37.0%), and non-CAF media (36.5%).

3.4 Career Aspirations

When respondents were asked about their employment preferences, over two-thirds indicated they were most interested in joining the Regular Force (69.4%; $n = 1,571$). In addition, two-thirds of respondents were most interested in the Direct Entry plan (66.3%; $n = 1,043$). Over half of the respondents were most interested in the non-commissioned member (NCM) employment stream (51.7%; $n = 1,169$) and in joining the Canadian Army (57.7%; $n = 1,311$; see Table 11).

Table 11: Employment preferences.

Employment Preferences	<i>n</i>	Percent
Component ($n = 2,263$)		
Regular	1,571	69.4%
Reserve	622	27.5%
Not sure	70	3.1%
Plan ($n = 1,572$)		
Direct Entry	1,043	66.3%
Paid Education	420	26.7%
Not sure	109	6.9%
CAF Employment Stream ($n = 2,262$)		
Officer	836	37.0%
NCM	1,169	51.7%
Not sure	257	11.4%
Environment ($n = 2,271$)		
Canadian Army	1,311	57.7%
Royal Canadian Navy	290	12.8%
Royal Canadian Air Force	513	22.6%
Not sure	157	6.9%

3.5 Reasons for Joining

Respondents were presented a list of possible reasons a person might want to join the CAF and were asked to specify the degree of influence each reason had on their decision to contact the CAF regarding

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employment. The results show that the reasons carried a wide range of influence from *little influence* on average to a *strong influence* (see Table 12). The reasons most frequently selected as having a *strong influence* or *very strong influence* on respondents' decisions to contact the CAF about employment were *for new experiences/an exciting life* (76.2%), *for personal growth (self-improvement, challenge)* (75.8%), *for the opportunity to make a difference* (75.2%), *to have pride in my job* (74.8%), *to serve my country* (72.6%), and *to stay fit/have an active lifestyle* (71.9%; see Figure 8). Occupational motivations such as *joining for career opportunities* (70.4%) and *for challenging work* (66.7%) were also endorsed by more than two-thirds of the respondents.

Table 12: Reasons for joining the CAF.

Reasons for Joining	<i>n</i>	Mean	SD
For new experiences/an exciting life	2,231	4.1	1.0
For personal growth (self-improvement, challenge)	2,222	4.1	1.0
For the opportunity to make a difference	2,228	4.1	1.1
To have pride in my job	2,222	4.0	1.1
To serve my country	2,226	4.0	1.1
To stay fit/have an active lifestyle	2,231	4.0	1.0
For career opportunities	2,221	3.9	1.1
For challenging work	2,219	3.8	1.1
For adventure	2,219	3.7	1.2
To provide peacekeeping/humanitarian aid	2,225	3.6	1.2
For the comradeship	2,219	3.6	1.2
To defend Canada/warfighting	2,222	3.6	1.2
To learn a trade or profession	2,217	3.5	1.3
To gain discipline	2,215	3.4	1.3
For the education opportunities	2,209	3.3	1.3
For the travel	2,220	3.3	1.3
For the pay and benefits	2,221	3.2	1.2
For the job security	2,218	3.0	1.4
To live in different places	2,209	2.6	1.3
Because of the encouragement/influence of a friend or family member	2,213	2.5	1.3

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To move away from home	2,213	2.2	1.3
Because jobs are scarce	2,209	2.0	1.2
For family tradition	2,214	1.9	1.3

Note. Mean influence scores on a scale from 1 to 5, where 1 = *No influence*; 2 = *Little influence*; 3 = *Moderate influence*; 4 = *Strong influence*; 5 = *Very strong influence*

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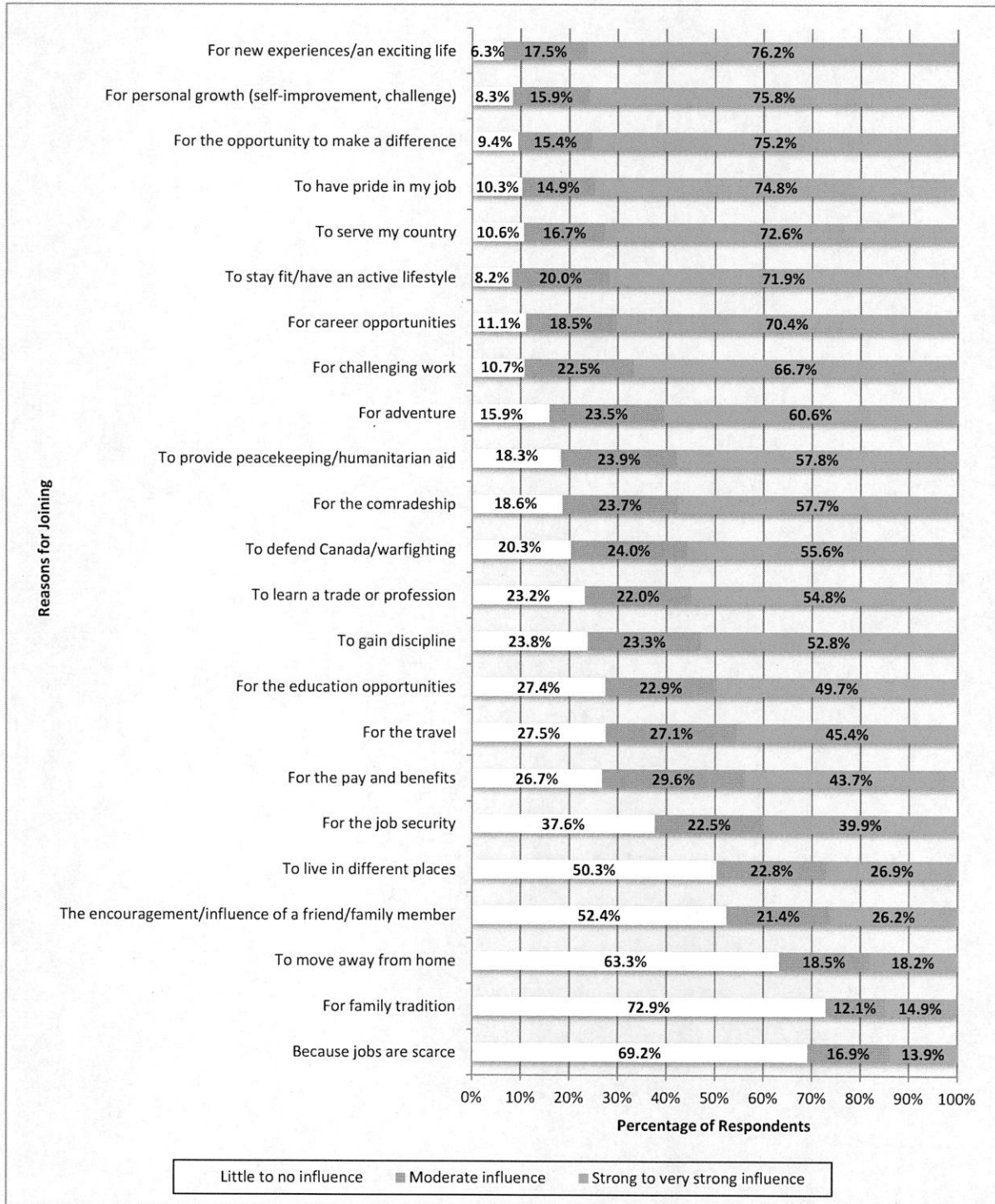


Figure 8: Reasons for joining the CAF.

3.6 Results by Employment Equity Group

3.6.1 Gender⁵

Males and females generally reported a similarly high level of satisfaction with aspects of recruiting and the recruitment centre atmosphere, with a few minor differences (see Table 13 and Table 14). Females reported slightly higher satisfaction with the overall recruiting process than did males, while males rated the recruitment centre atmosphere as slightly more professional than did females (small effects).

Table 13: Mean satisfaction with aspects of recruiting: Gender analysis.

Aspects of Recruiting	Males			Female			Cohen's <i>d</i>
	<i>n</i>	<i>Mean</i>	<i>SD</i>	<i>n</i>	<i>Mean</i>	<i>SD</i>	
The level of professionalism of the recruiting staff	1,582	4.5	0.7	527	4.5	0.7	0.03
The resources available to you	1,542	4.1	0.8	510	4.1	0.8	0.02
The overall recruiting process	1,578	3.9	1.0	526	4.0	0.9	0.10

Note. **Bold:** Significant differences at $p < .05$. Mean satisfaction scores on a scale from 1 to 5, where 1 = Completely dissatisfied; 2 = Dissatisfied; 3 = Neutral; 4 = Satisfied; 5 = Completely satisfied

Table 14: Recruitment centre atmosphere: Gender analysis.

Recruitment Centre Atmosphere	Males			Females			Cohen's <i>d</i>
	<i>n</i>	<i>Mean</i>	<i>SD</i>	<i>n</i>	<i>Mean</i>	<i>SD</i>	
Professional	1,588	4.5	0.7	532	4.4	0.7	0.10
Respectful	1,592	4.5	0.7	529	4.4	0.6	0.03
Friendly	1,590	4.2	0.8	533	4.1	0.8	0.02
Welcoming	1,588	4.1	0.8	532	4.2	0.8	0.05

Note. **Bold:** Significant differences at $p < .05$. Mean scores on a scale from 1 to 5, where 1 = Not at all; 2 = Slightly; 3 = Moderately; 4 = Very much; 5 = Totally

Both males and females indicated that the most influential official CAF information source affecting their decisions to contact the CAF regarding career opportunities was the Forces.ca website, followed by CAF recruiting events (see Table 15). Males also rated CAF displays as among the most influential sources, and females rated CAF social media among the most influential. Further results suggest that males' and females' decisions to contact the CAF regarding career opportunities were generally influenced similarly by the official CAF information sources, with the exception that males rated CAF commercials as slightly more

⁵ This analysis excludes respondents who preferred not to report their gender.

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influential than did females, and that females rated Service Canada as a slightly more influential source than did males (although the effects were small in both cases).

Table 15: Mean influence of CAF information sources: Gender analysis.

CAF Information Sources	Males			Females			Cohen's <i>d</i>
	<i>n</i>	<i>Mean</i>	<i>SD</i>	<i>n</i>	<i>Mean</i>	<i>SD</i>	
Forces.ca website	1,472	3.7	1.1	486	3.8	1.2	0.04
Displays	1,115	3.1	1.5	331	3.0	1.5	0.08
Recruiting events	1,106	3.1	1.5	322	3.1	1.5	0.01
Internet advertising	1,267	3.0	1.3	380	3.0	1.4	0.00
CAF commercials	1,238	3.0	1.3	356	2.8	1.3	0.15
CAF social media	1,201	3.0	1.4	376	3.1	1.4	0.12
Information brochures	1,124	2.5	1.2	325	2.6	1.2	0.08
Service Canada	966	2.2	1.2	318	2.4	1.3	0.15
Print advertising	1,000	2.1	1.1	309	2.1	1.1	0.05

Note. **Bold:** Significant differences at $p < .05$. Mean influence scores on a scale from 1 to 5, where 1 = No influence; 2 = Little influence; 3 = Moderate influence; 4 = Strong influence; 5 = Very strong influence

Regarding non-CAF information sources, both males and females rated knowledge of other militaries and non-CAF media as the most influential sources. As shown in Table 16, results suggest that every listed unofficial CAF information source was slightly more influential for males than for females. Although video games had little influence on either group, the largest difference observed was that males rated video games as a more influential source than did females (medium effect size).

Table 16: Mean influence of non-CAF information source: Gender analysis.

Non-CAF Information Sources	Males			Females			Cohen's <i>d</i>
	<i>n</i>	<i>Mean</i>	<i>SD</i>	<i>n</i>	<i>Mean</i>	<i>SD</i>	
Knowledge of other militaries	1,296	3.1	1.4	384	2.9	1.4	0.15
Media	1,354	3.1	1.3	412	2.9	1.3	0.12
Movies	1,282	2.7	1.3	371	2.4	1.3	0.19
TV shows	1,221	2.5	1.3	351	2.3	1.3	0.15
Unofficial CAF internet sites/forums	1,106	2.4	1.3	312	2.3	1.3	0.14
Video games	1,251	2.2	1.3	300	1.6	1.0	0.49

Note. Bold: Significant differences at $p < .05$. Mean influence scores on a scale from 1 to 5, where 1 = No influence; 2 = Little influence; 3 = Moderate influence; 4 = Strong influence; 5 = Very strong influence

In regards to the influence of various individuals on respondents' decisions to contact the CAF about career opportunities, both male and female respondents rated friends and relatives with current or previous CAF experience as the most influential sources (see Table 17). However, females rated these sources as slightly more influential than did males (small effects). Females also rated "other" unlisted individuals as moderately more influential, compared to males (small to medium effect).

Table 17: Mean influence of family, friends, and other individuals: Gender analysis.

Influential Individual	Males			Females			Cohen's <i>d</i>
	<i>n</i>	<i>Mean</i>	<i>SD</i>	<i>n</i>	<i>Mean</i>	<i>SD</i>	
Friend - with CAF experience	1,167	3.4	1.5	396	3.6	1.4	0.18
Relative - with CAF experience	992	3.2	1.6	327	3.5	1.5	0.21
Recruiter	1,124	3.0	1.3	338	3.1	1.4	0.05
Relative - with no CAF experience	1,192	2.4	1.4	372	2.4	1.4	0.03
Friend - with no CAF experience	1,175	2.2	1.3	374	2.2	1.3	0.02
Advisor	1,013	2.1	1.3	269	2.1	1.4	0.07
Other	394	2.0	1.5	107	2.5	1.7	0.28

Note. Bold: Significant differences at $p < .05$. Mean influence scores on a scale from 1 to 5, where 1 = No influence; 2 = Little influence; 3 = Moderate influence; 4 = Strong influence; 5 = Very strong influence

Concerning employment preferences, both male and female prospective recruits were most frequently interested in joining the Regular Force (see Table 18). However, males (71.1%) were slightly more likely than females (65.0%) to be most interested in the Regular Force, whereas females (5.4%) were slightly more likely than males (2.2%) to indicate they were unsure about the component they were most interested in. Males and females did not differ significantly in terms of their preferred entry plans – approximately two-thirds of both males and females preferred direct entry plans.

Regarding CAF employment streams, about half of males and females preferred the NCM stream. However, males (54.1%) were slightly more likely than females (47.9%) to prefer the NCM stream, whereas females (13.7%) were slightly more likely than males (10.6%) to indicate they were not sure about which employment stream they preferred.

Differences also emerged between male and female prospective recruits in terms of their preferred environment. Although joining the Canadian Army was the most preferred option for both males and females, males (62.5%) were more likely than females (46.0%) to prefer this environment. In contrast,

females were more likely than males to prefer joining the Royal Canadian Navy (15.8% vs. 11.8%), Royal Canadian Air Force (27.2% vs. 20.7%), and to be unsure about the environment they were most interested in (11.0% vs. 5.1%).

Table 18: Employment preferences: Gender analysis.

Employment Preference	Males		Females		Cramer's V
	n	%	n	%	
Component					.09***
Regular	1,132	71.1%	348	65.0%	
Reserve	425	26.7%	158	29.5%	
Not sure	35	2.2%	29	5.4%	
Plan					.03
Direct Entry	761	67.2%	224	64.4%	
Paid Education	294	25.9%	99	28.4%	
Not sure	78	6.9%	25	7.2%	
CAF Employment Stream					.06*
Officer	563	35.4%	205	38.4%	
NCM	861	54.1%	256	47.9%	
Not sure	168	10.6%	73	13.7%	
Environment					.16***
Canadian Army	998	62.5%	247	46.0%	
Royal Canadian Navy	188	11.8%	85	15.8%	
Royal Canadian Air Force	330	20.7%	146	27.2%	
Not sure	82	5.1%	59	11.0%	

Note. **Bold:** Significant differences at $p < .05$. Chi-square Test of Independence: ** $p < .01$
 *** $p < .001$.

In terms of reasons for joining the CAF, both males and females rated the prospect of new experiences/an exciting life, the opportunity to make a difference, and personal growth as among the most strongly influential reasons for joining (see Table 19). Males also rated the prospect of having pride in their jobs and to serve their country among the most influential reasons. In contrast, females were likely to rate career opportunities as among the most strongly influential reasons for joining.

Several statistically significant differences emerged when comparing males' and females' ratings of influence. Specifically, the largest observed difference (medium effect size) was that males were more likely than females to indicate defending Canada or fighting wars as an influential reason for joining. Additionally, males were moderately more likely than females to endorse moving away from home, to gain discipline, serving their country, and the comradeship as influential reasons for joining (small to medium effect sizes). The remaining differences were slight (small effect sizes) – males were slightly more likely than females to endorse staying fit or having an active lifestyle, family tradition, and to have

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pride in their job as influential reasons. In contrast, females reported slightly higher influence of career opportunities and pay and benefits, compared to males.

Table 19: Reasons for joining the CAF: Gender analysis.

Reasons for Joining	Males			Females			Cohen's <i>d</i>
	<i>n</i>	<i>Mean</i>	<i>SD</i>	<i>n</i>	<i>Mean</i>	<i>SD</i>	
For new experiences/an exciting life	1,572	4.1	0.9	529	4.1	0.9	0.03
To serve my country	1,573	4.1	1.0	524	3.8	1.1	0.30
To have pride in my job	1,569	4.1	1.1	524	4.0	1.1	0.13
For personal growth (self-improvement, challenge)	1,570	4.1	1.0	523	4.1	1.0	0.05
For the opportunity to make a difference	1,574	4.1	1.0	524	4.1	1.0	0.02
To stay fit/have an active lifestyle	1,575	4.0	0.9	526	3.9	1.0	0.12
For career opportunities	1,565	3.9	1.1	527	4.1	1.0	0.16
For challenging work	1,565	3.8	1.0	525	3.9	1.1	0.06
To defend Canada/warfighting	1,573	3.8	1.2	519	3.1	1.3	0.56
For adventure	1,563	3.7	1.2	527	3.6	1.2	0.08
For the comradeship	1,564	3.7	1.2	526	3.4	1.2	0.25
To provide peacekeeping/humanitarian aid	1,569	3.7	1.2	526	3.6	1.2	0.06
To gain discipline	1,566	3.5	1.3	520	3.2	1.3	0.26
To learn a trade or profession	1,562	3.5	1.3	526	3.5	1.2	0.01
For the education opportunities	1,559	3.3	1.3	521	3.4	1.3	0.07
For the travel	1,566	3.3	1.3	525	3.3	1.3	0.05
For the pay and benefits	1,566	3.2	1.2	526	3.4	1.2	0.19
For the job security	1,565	3.0	1.4	524	3.1	1.4	0.07
To live in different places	1,560	2.6	1.3	520	2.6	1.3	0.01
Because of the encouragement/influence of a friend or family member	1,563	2.5	1.3	520	2.6	1.4	0.06
To move away from home	1,561	2.3	1.3	522	2.0	1.2	0.28
Because jobs are scarce	1,560	2.0	1.2	520	2.0	1.2	0.00
For family tradition	1,563	2.0	1.3	522	1.8	1.2	0.14

Note. **Bold:** Significant differences at $p < .05$. Mean influence scores on a scale from 1 to 5, where 1 = No influence; 2 = Little influence; 3 = Moderate influence; 4 = Strong influence; 5 = Very strong influence

3.6.2 Visible Minority Status^{6,7}

In terms of their satisfaction with various aspects of recruiting, satisfaction with each aspect was high for both Caucasians and visible minorities. However, Caucasians were slightly more satisfied than visible minorities with the level of professionalism of the recruiting staff, as well as the resources available to them (small effects; see Table 20). Caucasians and visible minorities reported similarly high levels of satisfaction with the recruitment centre atmosphere (see Table 21).

Table 20: Mean satisfaction with aspects of recruiting: Caucasians and visible minorities.

Aspects of Recruiting	Caucasians			Visible Minorities			Cohen's <i>d</i>
	<i>n</i>	<i>Mean</i>	<i>SD</i>	<i>n</i>	<i>Mean</i>	<i>SD</i>	
The level of professionalism of the recruiting staff	1,589	4.6	0.7	375	4.4	0.8	0.16
The resources available to you	1,543	4.1	0.8	367	4.0	0.8	0.13
The overall recruiting process	1,587	3.9	1.0	371	3.9	1.0	0.03

Note. **Bold:** Significant differences at $p < .05$. Mean satisfaction scores on a scale from 1 to 5, where 1 = *Completely dissatisfied*; 2 = *Dissatisfied*; 3 = *Neutral*; 4 = *Satisfied*; 5 = *Completely satisfied*

Table 21: Recruitment centre atmosphere: Caucasians and visible minorities.

Recruitment Centre Atmosphere	Caucasians			Visible Minorities			Cohen's <i>d</i>
	<i>n</i>	<i>Mean</i>	<i>SD</i>	<i>n</i>	<i>Mean</i>	<i>SD</i>	
Professional	1,594	4.5	0.7	377	4.4	0.7	0.11
Respectful	1,593	4.5	0.6	378	4.4	0.7	0.10
Friendly	1,595	4.2	0.8	378	4.1	0.8	0.04
Welcoming	1,594	4.1	0.8	376	4.1	0.9	0.08

Note. Mean scores on a scale from 1 to 5, where 1 = *Not at all*; 2 = *Slightly*; 3 = *Moderately*; 4 = *Very much*; 5 = *Totally*

Both Caucasians and visible minorities indicated that the most influential official CAF information source affecting their decisions to contact the CAF regarding career opportunities was the Forces.ca website, followed by CAF recruiting events (see Table 22). Caucasians also rated CAF displays and CAF social

⁶ A visible minority group member was defined as a person other than an Indigenous person who is also non-Caucasian or non-white in color; thus, this analysis excludes respondents who identified as Indigenous (5.7%; $n = 128$).

⁷ This analysis excludes respondents who preferred not to report whether they belong to a visible minority group (2.3%; $n = 53$).

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media as among the most influential sources, and visible minorities rated internet advertising among the most influential.

The influence of many of the CAF information sources differed between Caucasians and visible minorities. Visible minorities reported moderately greater influence from recruiting events, internet advertising, and information brochures (small to medium effects). In addition, although Service Canada and print advertising had relatively low levels of influence for both groups, visible minorities rated each of these sources as moderately more influential than did Caucasians (small to medium effects). Finally, visible minorities reported being slightly more influenced by the Forces.ca website and CAF social media.

Table 22: Mean influence of CAF information sources: Caucasians and visible minorities.

CAF Information Sources	Caucasians			Visible Minorities			Cohen's <i>d</i>
	<i>n</i>	<i>Mean</i>	<i>SD</i>	<i>N</i>	<i>Mean</i>	<i>SD</i>	
Forces.ca website	1,467	3.7	1.1	354	3.9	1.1	0.17
Displays	1,089	3.0	1.5	253	3.2	1.5	0.12
Recruiting events	1,061	3.0	1.5	257	3.3	1.5	0.23
CAF social media	1,181	3.0	1.4	282	3.2	1.4	0.15
Internet advertising	1,221	2.9	1.3	302	3.3	1.3	0.25
CAF commercials	1,205	2.9	1.3	270	3.1	1.3	0.11
Information brochures	1,054	2.4	1.2	274	2.8	1.2	0.34
Service Canada	935	2.1	1.2	244	2.5	1.4	0.33
Print advertising	977	2.0	1.1	232	2.4	1.3	0.34

Note. **Bold:** Significant differences at $p < .05$. Mean influence scores on a scale from 1 to 5, where 1 = No influence; 2 = Little influence; 3 = Moderate influence; 4 = Strong influence; 5 = Very strong influence

Regarding non-CAF information sources, both Caucasians and visible minorities rated knowledge of other militaries and non-CAF media as the most influential sources. As shown in Table 23, results suggest that the influence of some unofficial sources differed by visible minority status. Specifically, visible minorities were moderately more likely than Caucasians to rate unofficial CAF internet sites or forums as influential (small to medium effect size). Other differences were slight (small effects) – visible minorities were slightly more likely to rate knowledge of other militaries and non-CAF media as influential sources.

Table 23: Mean influence of non-CAF information sources: Caucasians and visible minorities.

Non-CAF Information Sources	Caucasians			Visible Minorities			Cohen's <i>d</i>
	<i>n</i>	<i>Mean</i>	<i>SD</i>	<i>n</i>	<i>Mean</i>	<i>SD</i>	
Knowledge of other militaries	1,272	3.0	1.4	290	3.2	1.4	0.14
Media	1,326	3.0	1.3	312	3.2	1.3	0.21
Movies	1,265	2.6	1.3	278	2.7	1.4	0.10
TV shows	1,203	2.5	1.3	265	2.6	1.3	0.07
Unofficial CAF internet sites/forums	1,060	2.3	1.3	256	2.7	1.4	0.29
Video games	1,180	2.1	1.2	258	2.2	1.4	0.12

Note. **Bold:** Significant differences at $p < .05$. Mean influence scores on a scale from 1 to 5, where 1 = No influence; 2 = Little influence; 3 = Moderate influence; 4 = Strong influence; 5 = Very strong influence

Regarding the influence of various individuals on respondents' decisions to contact the CAF about career opportunities, both Caucasians and visible minority respondents rated friends with current or previous CAF experience as the most influential source (see Table 24). However, Caucasians were moderately more likely than visible minorities to rate relatives with CAF experience as influential (small to medium effect). In addition, although "other" unlisted individuals were rated as having relatively low levels of influence by both groups, visible minorities were moderately more likely to rate "other" individuals as influential (small to medium effect). Finally, compared to Caucasians, visible minorities rated recruiters as slightly more influential (small effect).

Table 24: Mean influence of family, friends, and other individuals: Caucasians and visible minorities.

Influential Individual	Caucasians			Visible Minorities			Cohen's <i>d</i>
	<i>n</i>	<i>Mean</i>	<i>SD</i>	<i>n</i>	<i>Mean</i>	<i>SD</i>	
Friend - with CAF experience	1,215	3.5	1.4	240	3.5	1.4	0.05
Relative - with CAF experience	1,046	3.3	1.5	164	2.7	1.6	0.42
Recruiter	1,099	3.0	1.4	254	3.2	1.3	0.15
Relative - with no CAF experience	1,217	2.4	1.3	234	2.5	1.5	0.12
Friend - with no CAF experience	1,212	2.2	1.3	230	2.3	1.4	0.09
Other	371	2.1	1.5	83	2.6	1.7	0.32
Advisor	984	2.0	1.3	193	2.2	1.4	0.14

Note. **Bold:** Significant differences at $p < .05$. Mean influence scores on a scale from 1 to 5, where 1 = No influence; 2 = Little influence; 3 = Moderate influence; 4 = Strong influence; 5 = Very strong influence

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Concerning employment preferences, both Caucasians and visible minorities were most frequently interested in joining the Regular Force and were most interested in direct entry plans (see Table 25). Preferences for component or entry plan did not differ by visible minority status.

Regarding CAF employment streams, more than half of Caucasian respondents most preferred the NCM stream, whereas over half of visible minority respondents preferred the officer stream. In line with this, statistically significant differences emerged such that visible minorities (51.1%) were more likely to prefer the officer stream than Caucasians (33.0%), whereas Caucasians (56.4%) were more likely than visible minorities (40.7%) to prefer the NCM stream.

Joining the CA was the most preferred option for both Caucasians and visible minorities, with more than half of each group indicating that they preferred this environment. No statistically significant group differences emerged in terms of preferences for environment.

Table 25: Employment preferences: Caucasians and visible minorities.

Employment Preference	Caucasians		Visible Minorities		Cramer's V
	n	%	n	%	
Component					.05
Regular	1,141	71.3%	250	66.1%	
Reserve	420	26.3%	119	31.5%	
Not sure	39	2.4%	9	2.4%	
Plan					.04
Direct Entry	766	67.1%	157	62.8%	
Paid Education	295	25.8%	77	30.8%	
Not sure	81	7.1%	16	6.4%	
CAF Employment Stream					.15***
Officer	528	33.0%	193	51.1%	
NCM	902	56.4%	154	40.7%	
Not sure	169	10.6%	31	8.2%	
Environment					.05
Canadian Army	950	59.1%	203	53.6%	
Royal Canadian Navy	201	12.5%	59	15.6%	
Royal Canadian Air Force	355	22.1%	89	23.5%	
Not sure	101	6.3%	28	7.4%	

Note. **Bold:** Significant differences at $p < .05$. Chi-square Test of Independence: ** $p < .01$
 *** $p < .001$.

In terms of reasons for joining the CAF, both Caucasians and visible minorities rated the prospect of new experiences or an exciting life, the opportunity to make a difference, and personal growth as among the

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most strongly influential reasons for joining (see Table 26). Caucasians also rated the prospect of having pride in their jobs as one of the most strongly influential reasons, and visible minority respondents rated serving their country as among the most strongly influential reasons for joining.

Several statistically significant differences emerged when comparing Caucasian and visible minority respondents' ratings of influence – however, all observed differences were slight (small effects). Specifically, visible minorities were slightly more likely than Caucasians to rate personal growth, serving their country, the career opportunities, learning a trade or profession, gaining discipline, education opportunities, pay and benefits, job security, and because jobs are scarce as influential reasons. In contrast, Caucasians were slightly more likely than visible minority respondents to indicate adventure, the travel, the encouragement of a friend or family member, and family tradition as influential reasons for joining.

Table 26: Reasons for joining the CAF: Caucasians and visible minorities.

Reasons for Joining	Caucasians			Visible Minorities			Cohen's <i>d</i>
	<i>n</i>	<i>Mean</i>	<i>SD</i>	<i>n</i>	<i>Mean</i>	<i>SD</i>	
For new experiences/an exciting life	1,582	4.1	0.9	372	4.2	0.9	0.06
To have pride in my job	1,576	4.1	1.1	369	4.1	1.2	0.01
For the opportunity to make a difference	1,577	4.1	1.0	372	4.2	1.0	0.10
For personal growth (self-improvement, challenge)	1,574	4.1	1.0	370	4.2	1.0	0.15
To stay fit/have an active lifestyle	1,581	4.0	1.0	373	4.0	1.0	0.02
To serve my country	1,577	4.0	1.1	371	4.2	1.0	0.14
For career opportunities	1,575	3.9	1.1	369	4.1	1.1	0.18
For challenging work	1,575	3.8	1.0	368	3.9	1.0	0.04
For adventure	1,575	3.7	1.1	367	3.6	1.2	0.14
For the comradeship	1,572	3.6	1.2	370	3.6	1.3	0.04
To provide peacekeeping/humanitarian aid	1,578	3.6	1.2	370	3.7	1.2	0.07
To defend Canada/warfighting	1,573	3.6	1.2	372	3.6	1.2	0.05
To learn a trade or profession	1,569	3.5	1.3	371	3.8	1.2	0.24
To gain discipline	1,569	3.4	1.3	369	3.6	1.2	0.17
For the travel	1,575	3.3	1.3	368	3.2	1.4	0.13
For the education opportunities	1,563	3.3	1.3	369	3.5	1.3	0.19
For the pay and benefits	1,573	3.2	1.2	371	3.4	1.2	0.12
For the job security	1,571	2.9	1.4	369	3.1	1.4	0.14
To live in different places	1,566	2.6	1.3	366	2.6	1.4	0.01

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Because of the encouragement/influence of a friend or family member	1,568	2.6	1.3	369	2.4	1.4	0.12
To move away from home	1,570	2.2	1.3	366	2.1	1.3	0.06
Because jobs are scarce	1,565	2.0	1.2	369	2.2	1.3	0.19
For family tradition	1,569	1.9	1.3	368	1.8	1.3	0.13

Note. **Bold:** Significant differences at $p < .05$. Mean influence scores on a scale from 1 to 5, where 1 = No influence; 2 = Little influence; 3 = Moderate influence; 4 = Strong influence; 5 = Very strong influence

3.6.3 Indigenous Persons Status^{8,9}

Non-Indigenous and Indigenous respondents reported a similarly high level of satisfaction with aspects of recruiting and the recruitment centre atmosphere (see Table 27 and Table 28).

Table 27: Mean satisfaction with aspects of recruiting: Non-Indigenous and Indigenous persons.

Aspects of Recruiting	Non-Indigenous			Indigenous Persons			Cohen's <i>d</i>
	<i>n</i>	Mean	SD	<i>n</i>	Mean	SD	
The level of professionalism of the recruiting staff	1,964	4.5	0.7	120	4.6	0.6	0.06
The resources available to you	1,911	4.1	0.8	118	4.1	0.7	0.04
The overall recruiting process	1,958	3.9	1.0	121	3.9	1.0	0.05

Note. Mean satisfaction scores on a scale from 1 to 5, where 1 = Completely dissatisfied; 2 = Dissatisfied; 3 = Neutral; 4 = Satisfied; 5 = Completely satisfied

Table 28: Recruitment centre atmosphere: Non-Indigenous and Indigenous persons.

Recruitment Centre Atmosphere	Non-Indigenous			Indigenous Persons			Cohen's <i>d</i>
	<i>n</i>	Mean	SD	<i>n</i>	Mean	SD	
Professional	1,972	4.5	0.7	124	4.6	0.6	0.13
Respectful	1,972	4.5	0.6	124	4.5	0.6	0.06
Friendly	1,974	4.1	0.8	124	4.2	0.9	0.07

⁸ This analysis excludes respondents who preferred not to report whether they identify as Indigenous persons (2.1%; $n = 48$).

⁹ Overall, fewer statistically significant differences were observed in comparisons between non-Indigenous and Indigenous persons, versus comparisons by gender and visible minority status. This is likely due to the relatively small number of respondents who identified as Indigenous persons (and the resultant reduction in statistical power to detect group differences).

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Welcoming	1,971	4.1	0.8	124	4.2	0.9	0.10
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Note. Mean scores on a scale from 1 to 5, where 1 = *Not at all*; 2 = *Slightly*; 3 = *Moderately*; 4 = *Very much*; 5 = *Totally*

Both Indigenous and non-Indigenous respondents indicated that the most influential official CAF information source affecting their decisions to contact the CAF regarding career opportunities was the Forces.ca website, followed by CAF recruiting events (see Table 29). Non-Indigenous respondents also rated CAF displays, social media, and internet advertising as among the most influential sources. Group comparisons suggest that Indigenous respondents were moderately more likely than non-Indigenous respondents to rate recruiting events, information brochures, and Service Canada as influential CAF information sources (small to medium effects).

Table 29: Mean influence of CAF information sources: Non-Indigenous and Indigenous persons.

CAF Information Sources	Non-Indigenous			Indigenous Persons			Cohen's <i>d</i>
	<i>n</i>	<i>Mean</i>	<i>SD</i>	<i>N</i>	<i>Mean</i>	<i>SD</i>	
Forces.ca website	1,823	3.7	1.1	113	3.7	1.2	0.00
Recruiting events	1,319	3.0	1.5	94	3.5	1.5	0.28
Displays	1,341	3.0	1.5	89	3.3	1.4	0.21
CAF social media	1,463	3.0	1.4	96	3.1	1.4	0.08
Internet advertising	1,529	3.0	1.3	102	3.2	1.3	0.12
CAF commercials	1,476	2.9	1.3	101	3.1	1.3	0.16
Information brochures	1,332	2.5	1.2	101	2.9	1.3	0.34
Service Canada	1,184	2.2	1.2	86	2.5	1.3	0.25
Print advertising	1,212	2.1	1.1	82	2.2	1.1	0.12

Note. **Bold:** Significant differences at $p < .05$. Mean influence scores on a scale from 1 to 5, where 1 = *No influence*; 2 = *Little influence*; 3 = *Moderate influence*; 4 = *Strong influence*; 5 = *Very strong influence*

Regarding non-CAF information sources, both Indigenous and non-Indigenous respondents rated knowledge of other militaries and non-CAF media as the most influential sources (see Table 30). The extent of influence of these sources did not significantly differ between Indigenous and non-Indigenous respondents.

Table 30: Mean influence of non-CAF information sources: Non-Indigenous and Indigenous persons.

Non-CAF Information Sources	Non-Indigenous			Indigenous Persons			Cohen's <i>d</i>
	<i>n</i>	<i>Mean</i>	<i>SD</i>	<i>n</i>	<i>Mean</i>	<i>SD</i>	

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Knowledge of other militaries	1,562	3.1	1.4	98	3.1	1.4	0.02
Media	1,644	3.0	1.3	104	3.0	1.3	0.01
Movies	1,544	2.6	1.3	95	2.5	1.2	0.11
TV shows	1,469	2.5	1.3	89	2.3	1.2	0.13
Unofficial CAF internet sites/forums	1,319	2.4	1.3	85	2.2	1.2	0.13
Video games	1,439	2.1	1.3	95	1.9	1.1	0.10

Note. Mean influence scores on a scale from 1 to 5, where 1 = No influence; 2 = Little influence; 3 = Moderate influence; 4 = Strong influence; 5 = Very strong influence

In terms of the influence of various individuals on respondents' decisions to contact the CAF about career opportunities, non-Indigenous respondents rated friends with CAF experience as the most influential source, followed by relatives with CAF experience (see Table 31). Indigenous respondents rated relatives with CAF experience as most influential, followed by friends with CAF experience. Group comparisons did not reveal statistically significant differences between non-Indigenous and Indigenous respondents in their ratings of the influence of these individuals.

Table 31: Mean influence of family, friends, and other individuals: Non-Indigenous and Indigenous persons.

Influential Individual	Non-Indigenous			Indigenous Persons			Cohen's <i>d</i>
	<i>n</i>	<i>Mean</i>	<i>SD</i>	<i>n</i>	<i>Mean</i>	<i>SD</i>	
Friend - with CAF experience	1,453	3.5	1.4	93	3.2	1.6	0.19
Relative - with CAF experience	1,212	3.2	1.6	89	3.3	1.6	0.03
Recruiter	1,359	3.0	1.3	88	3.0	1.4	0.02
Relative - with no CAF experience	1,453	2.4	1.4	94	2.6	1.4	0.15
Friend - with no CAF experience	1,444	2.2	1.3	90	2.0	1.2	0.15
Other	455	2.1	1.5	37	1.9	1.3	0.15
Advisor	1,179	2.1	1.3	89	2.2	1.4	0.13

Note. Mean influence scores on a scale from 1 to 5, where 1 = No influence; 2 = Little influence; 3 = Moderate influence; 4 = Strong influence; 5 = Very strong influence

Concerning employment preferences, both Indigenous and non-Indigenous prospective recruits were most frequently interested in joining the Regular Force (see Table 32). However, non-Indigenous respondents (70.3%) were more likely than Indigenous respondents (58.5%) to be most interested in the Regular Force, whereas Indigenous respondents (11.4%) were more likely than non-Indigenous persons (2.4%) to indicate they were unsure about the component they were most interested in. Indigenous and

non-Indigenous respondents did not differ significantly in terms of their preferred entry plans – approximately two-thirds of both groups preferred direct entry plans.

Regarding CAF employment streams, the NCM stream was the most preferred by both Indigenous and non-Indigenous respondents; however, non-Indigenous persons (53.3%) were more likely than Indigenous persons (42.3%) to prefer this stream. In contrast, Indigenous respondents (27.6%) were more likely to indicate that they were unsure about the employment stream they were most interested in compared to non-Indigenous respondents (10.3%). Indigenous and non-Indigenous respondents did not differ statistically in terms of their preferences for environment – over half of both groups indicated that they were most interested in joining the CA.

Table 32: Employment preferences: Non-Indigenous and Indigenous persons.

Employment Preference	Non-Indigenous		Indigenous Persons		Cramer's V
	n	%	n	%	
Component					.13 ^{***}
Regular	1,392	70.3%	72	58.5%	
Reserve	539	27.2%	37	30.1%	
Not sure	48	2.4%	14	11.4%	
Plan					.03
Direct Entry	923	66.3%	51	70.8%	
Paid Education	373	26.8%	15	20.8%	
Not sure	97	7.0%	6	8.3%	
CAF Employment Stream					.13 ^{***}
Officer	720	36.4%	37	30.1%	
NCM	1,055	53.3%	52	42.3%	
Not sure	203	10.3%	34	27.6%	
Environment					.06
Canadian Army	1,155	58.1%	73	59.3%	
Royal Canadian Navy	260	13.1%	10	8.1%	
Royal Canadian Air Force	445	22.4%	26	21.1%	
Not sure	127	6.4%	14	11.4%	

Note. **Bold:** Significant differences at $p < .05$. Chi-square Test of Independence: ^{**} $p < .01$ ^{***} $p < .001$.

In terms of reasons for joining the CAF, both Indigenous and non-Indigenous respondents reported that the opportunity to make a difference, personal growth, and to have pride in their job were among the most influential reasons for joining (see Table 33). Non-Indigenous respondents also rated new experiences or an exciting life as among the most influential reasons, while Indigenous respondents rated serving their country as among the most influential reasons for joining. Indigenous and non-

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Indigenous respondents reported being influenced to a similar extent by each of the listed reasons, with two exceptions. Specifically, Indigenous respondents were moderately more likely than non-Indigenous respondents to indicate that the education opportunities were an influential reason for joining (small to medium effect). In addition, although both groups reported that moving away from home had relatively low levels of influence on their interest in the CAF, Indigenous respondents were moderately more likely to indicate that this reason was influential (small to medium effect).

Table 33: Reasons for joining the CAF: Non-Indigenous and Indigenous persons.

Reasons for Joining	Non-Indigenous			Indigenous Persons			Cohen's <i>d</i>
	<i>n</i>	<i>Mean</i>	<i>SD</i>	<i>n</i>	<i>Mean</i>	<i>SD</i>	
For new experiences/an exciting life	1,954	4.1	0.9	123	4.0	1.0	0.09
For the opportunity to make a difference	1,949	4.1	1.0	124	4.2	1.0	0.07
For personal growth (self-improvement, challenge)	1,945	4.1	1.0	124	4.1	1.0	0.03
To have pride in my job	1,946	4.1	1.1	124	4.1	1.1	0.01
To serve my country	1,949	4.0	1.1	123	4.1	1.1	0.03
To stay fit/have an active lifestyle	1,954	4.0	1.0	123	4.0	1.0	0.04
For career opportunities	1,945	3.9	1.1	123	3.9	1.1	0.02
For challenging work	1,944	3.8	1.0	123	3.8	1.0	0.08
For adventure	1,943	3.7	1.2	123	3.8	1.1	0.10
To provide peacekeeping/humanitarian aid	1,948	3.6	1.2	123	3.8	1.1	0.11
For the comradeship	1,943	3.6	1.2	123	3.7	1.1	0.08
To defend Canada/warfighting	1,945	3.6	1.2	123	3.7	1.2	0.08
To learn a trade or profession	1,941	3.5	1.3	123	3.4	1.2	0.09
To gain discipline	1,939	3.5	1.3	123	3.5	1.3	0.05
For the education opportunities	1,933	3.3	1.3	123	3.7	1.2	0.25
For the travel	1,944	3.3	1.3	123	3.3	1.2	0.04
For the pay and benefits	1,945	3.3	1.2	123	3.2	1.2	0.08
For the job security	1,941	3.0	1.4	123	3.0	1.4	0.04
To live in different places	1,933	2.6	1.3	123	2.8	1.3	0.16
Because of the encouragement/influence of a friend or family member	1,937	2.5	1.3	122	2.7	1.3	0.16
To move away from home	1,937	2.2	1.3	123	2.7	1.3	0.42
Because jobs are scarce	1,935	2.0	1.2	121	2.2	1.3	0.16
For family tradition	1,938	1.9	1.3	123	2.1	1.3	0.18

Note. **Bold:** Significant differences at $p < .05$. Mean influence scores on a scale from 1 to 5, where 1 = No influence; 2 = Little influence; 3 = Moderate influence; 4 = Strong influence; 5 = Very strong influence

4 Summary of Findings

4.1 Descriptive Results

This report presents the first analyses of the CAFRS data since the survey has been hosted on-line and can be completed from any location. This is in contrast to prior years where respondents had to complete the survey on-site at computers located within each CFRC/Det. Survey invitations are now sent out to participants by email, enabling calculation of response rates and standardizing the time at which the survey is administered (i.e., one week after their MCC interview).

In total, 2,283 respondents completed the CAFRS (out of 4,905 potential respondents who were invited to complete the survey, yielding a response rate of 46.5%). The sample was approximately one-quarter female (24.7%) and three-quarters male (74.2%), and were mostly between 17 and 29 years of age (68.9%). Over half of respondents were working full- or part-time (61.3%), whereas a minority were unemployed (14.3%), students who were not currently working (11.5%), or students who were working full- or part-time (12.0%). Nearly two-thirds of respondents had at least completed high school (including GED; 65.4%), whereas smaller numbers also held college diplomas (22.6%), or undergraduate (19.1%) and graduate degrees (6.9%).¹⁰ Nearly one-fifth of respondents identified themselves as visible minorities (18.3%) and first-generation immigrants (18.6%), while smaller numbers identified themselves as Indigenous persons (5.7%).

Overall, four-fifths of the 2018 CAFRS sample reported no current nor past military experience (81.5%), whereas 14.0% reported past military experience (the majority of whom were Cadets; 72.6%) and 4.5% were currently involved with a military organization. In addition, approximately half of respondents with past military experience indicated that they had discharged within the previous five years (Primary Reserve, 41.7%; COATS, 60.0%; and Regular Force, 49.2%), which suggests that there is a relatively short reenlisting time for many recruits. Similarly, nearly half of those with previous experience in the Cadets ceased their participation within the past five years (44.4%), suggesting there is a relatively short period of time between ending participation in the Cadets and exploring career options in the CAF.

The majority of respondents (84.5%) reported that face-to-face communication with recruiting staff is practical for them given the travelling distance from their residence to CFRCs/Dets, with just over half of these respondents (52.1%) indicating that it was also their most preferred mode of communication with staff. Accordingly, it appears that face-to-face communication with recruiting staff is an important mode of communication for prospective recruits. Other findings related to the recruiting process were also positive. Specifically, the vast majority of respondents report that they believe the CAF recruiting

¹⁰ The wording of the education question was changed in 2018 such that respondents were asked to select *all* levels of education they had completed, rather than the *highest* completed level. Thus, the percentage of respondents selecting each level tended to be greater than in past years, especially for the high school (including GED) level.

sources are informative. Respondents are also satisfied with the recruiting process, professionalism of the staff, and the available resources, and the majority of respondents feel that the recruitment centre atmosphere is professional, respectful, welcoming, and friendly.

The CAF recruitment website was the top CAF advertising source – 66.0% of respondents reported having recently seen or heard CAF advertising for recruitment and career opportunities on the website. A significant portion of participants were also exposed to CAF advertisements through CAF social media (35.2%), internet sites (other than Forces.ca; 34.0%), followed by television (27.5%) and recruiting events (20.2%).

The CAF recruitment website was also the most influential source affecting respondents' decisions to contact the CAF (with 62.1% of respondents reporting it as having a *strong to very strong influence*). Recruiting events were also rated as strongly influential (44.7%), as were displays (42.8%), CAF social media (38.9%), and internet advertising (37.0%). The influence of print advertising was minimal, with only 10.5% of respondents rating it as strongly influential.

Non-official CAF sources that were the most influential for individuals' decisions to contact the CAF included knowledge of other militaries as well as non-CAF media. The individuals who were most influential in affecting respondents' decisions to contact the CAF were friends with CAF experience, relatives with CAF experience, and recruiters. Across all official and non-official CAF information and advertising sources and influential individuals, the most influential sources that had strong or very strong influence were the CAF recruitment website (62.1%), followed by friends with CAF experience (56.5%), relatives with CAF experience (46.1%), recruiting events (44.7%), displays (42.8%), knowledge of other militaries (41.9%), recruiters (40.6%), CAF social media (38.9%), internet advertising (37.0%), and non-CAF media (36.5%).

When asked about their employment preferences, approximately two-thirds of respondents expressed interest in joining the Regular Force (69.4%) and in the direct entry plan (66.3%). Over half of respondents were most interested in the NCM stream (51.7%) and were interested in joining the Canadian Army (57.7%). The most influential reasons for seeking to join the CAF among prospective recruits were: *for new experiences/an exciting life, for personal growth, for the opportunity to make a difference, to have pride in my job, to serve my country, to stay fit/have an active lifestyle, for career opportunities, and for challenging work*. Because prospective recruits' motivations were varied, future CAF recruitment campaigns and advertisements should focus on a range of potential motivations to join.

4.2 Group Comparisons

The present report includes comparisons of service satisfaction, recruitment centre atmosphere, the influence of information sources, employment preferences, and reasons for joining by gender, visible minority status, and Indigenous person status.

4.2.1 Gender

Males and females generally reported a similarly high level of satisfaction with aspects of recruiting and the recruitment centre atmosphere, with a few minor differences. Specifically, females reported slightly higher satisfaction with the overall recruiting process than did males, and males rated the recruitment centre atmosphere as slightly more professional than did females.

With respect to the official CAF information sources, the CAF recruitment website was the most influential source that affected both males' and females' decisions to contact the CAF regarding career opportunities. Males' and females' decisions to contact the CAF regarding career opportunities were generally influenced similarly by the official CAF information sources, with the exception that males rated CAF commercials as slightly more influential than did females, and that females rated Service Canada as a slightly more influential source than did males.

Regarding non-CAF information sources, both males and females rated knowledge of other militaries and non-CAF media as the most influential sources – however, all unofficial CAF information sources were slightly more influential for males than for females. Although video games had little influence on either group, the largest difference was that males rated video games as a more influential source than did females. In terms of influential individuals, both male and female respondents rated friends and relatives with current or previous CAF experience as the most influential sources. However, females tended to be more influenced by friends and family with CAF experience. These results are generally consistent with the differences found in prior CAFRS data collections (e.g., Bremner & Budgell, 2017).

Further results indicated that males and females have somewhat different employment preferences. Both male and female prospective recruits were most frequently interested in joining the Regular Force – however, males were slightly more likely than females to be most interested in the Regular Force, whereas females were slightly more likely than males to indicate they were unsure about the component they were most interested in. Regarding CAF employment streams, both males and females were most interested in the NCM stream. However, males were slightly more likely than females to prefer the NCM stream, whereas females were slightly more likely than males to indicate they were not sure about which employment stream they preferred. Differences also emerged between male and female prospective recruits in terms of their preferred environment. Although joining the Canadian Army was the most preferred option for both males and females, males were more likely than females to prefer this environment. In contrast, females were more likely than males to prefer joining the Royal Canadian Navy, the Royal Canadian Air Force, and to be unsure about the environment they were most interested in. Males and females did not differ significantly in terms of their preferred entry plans.

Lastly, females' reasons for joining the CAF were slightly different than males' reasons. Both males and females rated the prospect of new experiences or an exciting life, the opportunity to make a difference, and personal growth as among the most strongly influential reasons for joining – however, males were more likely than females on average to indicate defending Canada or fighting wars as an influential

reason for joining. Additionally, males were moderately more likely than females to endorse moving away from home, to gain discipline, serving their country, and the comradeship as influential reasons for joining, and slightly more likely to endorse staying fit or having an active lifestyle, family tradition, and to have pride in their job. In contrast, females reported slightly higher influence of career opportunities and pay and benefits, compared to males. These results are generally consistent with the differences found in prior administrations of the CAFRS, in that women appear to be more influenced by occupation-related factors, whereas men appear to be more influenced by institution-related factors (want military life; e.g., Bremner & Budgell, 2017).

4.2.2 Visible Minority Status

In terms of their satisfaction with various aspects of recruiting, both Caucasians and visible minority group members reported a high level of satisfaction with each aspect. However, Caucasians were slightly more satisfied than visible minorities with the level of professionalism of the recruiting staff, as well as the resources available to them. Caucasians and visible minorities reported similarly high levels of satisfaction with the recruitment centre atmosphere.

Regarding official CAF information sources, both Caucasians and visible minorities indicated that the most influential official CAF information source affecting their decisions to contact the CAF regarding career opportunities was the CAF recruitment website. However, visible minorities reported moderately greater influence from recruiting events, internet advertising, and information brochures. In addition, although Service Canada and print advertising had relatively low levels of influence for both groups, visible minorities rated each of these sources as moderately more influential than did Caucasians. Finally, visible minorities reported being slightly more influenced by the CAF recruitment website and CAF social media.

With respect to non-CAF information sources, both Caucasians and visible minorities rated knowledge of other militaries and non-CAF media as the most influential sources. However, visible minorities were moderately more likely to rate unofficial CAF internet sites or forums as influential, and slightly more likely to rate knowledge of other militaries and non-CAF media as influential sources. In regards to influential individuals, both Caucasians and visible minority respondents rated friends with current or previous CAF experience as the most influential source. Differences included that Caucasians were moderately more likely than visible minorities to rate relatives with CAF experience as influential, whereas visible minorities rated recruiters as slightly more influential than did Caucasians.

Concerning employment preferences, preferences for component, entry plan, and environment did not differ by visible minority status. However, regarding CAF employment streams, visible minorities were more likely to prefer the officer stream than Caucasians, whereas Caucasians were more likely than visible minorities to prefer the NCM stream. This finding is consistent with past CAFRS results (e.g., Bremner & Budgell, 2017).

Finally, visible minorities' reasons for joining differed slightly from Caucasian respondents' reasons. Both Caucasians and visible minorities rated the prospect of new experiences or an exciting life, the opportunity to make a difference, and personal growth as among the most strongly influential reasons for joining. However, visible minorities were slightly more likely than Caucasians to rate personal growth, serving their country, the career opportunities, learning a trade or profession, gaining discipline, education opportunities, pay and benefits, job security, and because jobs are scarce as influential reasons. In contrast, Caucasians were slightly more likely than visible minority respondents to indicate adventure, the travel, the encouragement of a friend or family member, and family tradition as influential reasons for joining.

4.2.3 Indigenous Person Status

Non-Indigenous and Indigenous respondents reported a similarly high level of satisfaction with aspects of recruiting and the recruitment centre atmosphere. Regarding CAF information sources, both Indigenous and non-Indigenous respondents indicated that the most influential official CAF information source affecting their decisions to contact the CAF regarding career opportunities was the CAF recruitment website. In addition, Indigenous respondents were moderately more likely than non-Indigenous respondents to rate recruiting events, information brochures, and Service Canada as influential CAF information sources. With respect to non-CAF information sources, both Indigenous and non-Indigenous respondents rated knowledge of other militaries and non-CAF media as the most influential sources; however, the extent of influence of these sources did not significantly differ between Indigenous and non-Indigenous respondents. Similarly, Indigenous and non-Indigenous respondents perceived similar levels of influence from family, friends, and other individuals.

Further results indicated that Indigenous and non-Indigenous prospective recruits have somewhat different employment preferences. Although both groups were most likely to indicate that they were interested in joining the Regular Force, non-Indigenous respondents were more likely than Indigenous respondents to be most interested in the Regular Force, whereas Indigenous respondents were more likely than non-Indigenous respondents to indicate they were unsure about the component they were most interested in. Regarding CAF employment streams, both Indigenous and non-Indigenous respondents were most interested in the NCM stream, and similar proportions of both groups were interested in the officer stream. However, non-Indigenous respondents were more likely than Indigenous respondents to prefer the NCM stream, whereas Indigenous respondents were more likely to indicate that they were unsure about the employment stream they were most interested in. Indigenous and non-Indigenous respondents did not differ significantly in terms of their preferred entry plans or environment.

Finally, Indigenous and non-Indigenous respondents generally reported being similarly influenced by various reasons for joining the CAF, with two exceptions. Specifically, Indigenous respondents were moderately more likely than non-Indigenous respondents to indicate that the education opportunities were an influential reason for joining. In addition, although both groups reported that moving away

from home had relatively low levels of influence on their interest in the CAF, Indigenous respondents were moderately more likely to indicate that this reason was influential.

4.3 Comparison to previous CAFRS results

Findings that were consistent with results from past years (e.g., Bremner & Budgell, 2017; Howell & Budgell, 2016; Yeung & Bremner, 2018) included that most respondents reported high levels of satisfaction with the recruiting services and information provided by CRFCs/Dets. Similar to previous years, the majority of respondents had no current or past military experience; among those who reported past military experience, the majority were Cadets. Consistent with past results, the individuals who were the most influential in affecting respondents' decisions to contact the CAF continued to be friends and relatives with CAF experience. Finally, another continuing trend is the markedly lower levels of exposure to the CAF through television (54.0% in 2015, 34.3% in 2016, 30.9% in 2017, and 27.5% in 2018) – likely due to reduced viewership of television and increased prevalence of viewing content through internet websites, social media, or streaming services among younger individuals (e.g., Bremner & Budgell, 2017).

The most noticeable difference from the current to previous CAFRS results is related to satisfaction with recruiting services and information. Specifically, respondents indicated slightly lower satisfaction with aspects of recruiting and rated sources as slightly less informative in the current data compared to prior years. Most notable was the lower percentage of respondents who indicated being *satisfied to completely satisfied* with the overall recruiting process in 2018 (71.4%) versus 2017 (85.1%) in 2017. Respondents also reported generally lower awareness of CAF advertising from all sources and rated sources and individuals as less influential, compared to results from past years.

Some of this trend could be attributable to recent changes in the CAFRS administration method. Notably, the present sample consisted of applicants who had completed the MCC interview, while in prior years, the sample was comprised of respondents at different stages of the recruiting process. In addition, respondents are invited by researchers to complete the CAFRS via email, whereas they were previously invited by the MCC or recruiters. Thus, prospective recruits may be somewhat less likely to believe that their survey responses will impact the recruitment process and are more willing to be critical in their assessments.

Despite the challenges of contrasting the current results with those from past years, several differences stood out as notable. First, the percentage of female prospective recruits is higher in the current results (24.7%) than in prior years (e.g., 17.6% in 2017; Yeung & Bremner, 2018), indicating that broader efforts to increase the representation of women in the CAF may be succeeding. Second, a smaller proportion of current respondents appear to be interested in full-time service compared to in the past (69.4% in 2018 vs. 80.1% in 2017), with more respondents expressing interest in part-time service within the Reserves (27.5% in 2018 vs. 16.6% in 2017); this may reflect recent efforts to increase the size of the Reserve Forces. Notably, the preference for face-to-face communication among prospective recruits has been

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declining over the past several years (52.1% indicated that this was their most preferred method vs. 61.3% in 2014; Howell & Budgell, 2015). In contrast, preferences for e-mail communications have risen over the same period (33.7% preferred e-mail communication vs. 21.0% in 2014; Howell & Budgell, 2015). Thus, although face-to-face communication with recruiting staff continues to be an important source of information for prospective recruits, these findings may be indicative of increasing preferences for recruitment communications via electronic means. Relatedly, despite ratings of influence being broadly lower than in past years across all information sources, the influence of recruiters appeared markedly lower in the current results (40.6% indicated recruiters had a *strong* to *very strong* influence) compared to in past years (e.g., 54.3% in 2017; Yeung & Bremner, 2018). These findings suggest that recruiters may more effectively reach prospective recruits by employing a wider range of communication modes in addition to face-to-face contact (e.g., e-mail, text messaging, social media).

Several minor changes were made to the content of the CAFRS in 2018, such that it now assesses respondents' exposure to CAF advertising via social media and the influence that CAF social media had on their decisions to contact the CAF (in contrast to in previous years, where respondents' exposure to social media or its influence was not assessed). Present results suggest that social media could play an important role in increasing familiarity with the CAF and initiating applicants' interest in the CAF, as nearly one-third of respondents reported being exposed to CAF career opportunities through social media, and nearly two-thirds of respondents indicating that it had a *moderate*, *strong*, or *very strong* influence on their decision to contact the CAF. Results also indicate that social media may be a particularly effective means of reaching female prospective recruits, who rated CAF social media as among the most influential official CAF sources. Furthermore, the updated 2018 version of the CAFRS now assesses a wider range of motivations for joining the CAF. Specifically, the updated survey assesses motivations for joining related to meaningful personal experiences, self-actualization, or personal challenge. The present findings indicate that these reasons were especially influential; for example, out of all the listed reasons for joining, respondents were the most likely to report that *for new experiences/an exciting life* and *for personal growth (self-improvement, challenge)* had either a *strong* or *very strong* influence on their decision to contact the CAF.



5 Conclusions and Recommendations

Based on the results discussed above, broader recommendations for current practices are as follows:

- The CAF recruitment website continues to be the most visible and influential information source for prospective recruits, which supports recent investment in the website to enable prospective recruits to readily access information about military careers;
- Findings regarding the high visibility and influence of social media suggests that it may be beneficial for the CAF to direct more advertising resources towards this medium, as social media use has become ubiquitous among Canadians – with 94% of Canadian adults having an account on at least one social media platform (e.g., Facebook, Twitter, Instagram), and up to 79% using social media daily (depending on platform; Gruzd, Jacobson, Mai, & Dubois, 2018);
- Further investment in CAF social media may also be an effective means of reaching greater numbers of female prospective recruits, as females rated CAF social media as among the most influential of official CAF sources. Women also tend to have adopted most social media platforms in higher proportions than men (Gruzd et al., 2018);
- Face-to-face communication is still the most preferred method of communication by just over half of prospective recruits (for whom face-to-face communication is practical). However, given that the proportion of respondents preferring this method has fallen over the past several years, and that nearly half of these respondents preferred other modes of communication (e-mail and telephone), it may be beneficial for recruiters to utilize a variety of methods to communicate with recruits (e.g., e-mail, text messaging, social media) in order to best meet their needs and preferences; and
- It is recommended that CAFRS data continue to be analyzed and reported on annually to monitor and identify changes in prospective recruits' demographics, recruiting experiences, and the factors that influence them to join.

Recommendations pertaining to the key findings regarding employment equity group differences are as follows:

- Women were likely to report friends and family with CAF experience as particularly influential – thus, outreach or marketing efforts leveraging positive word-of-mouth from these individuals may be a particularly effective means of increasing interest from prospective female recruits;
- Results suggest that visible minorities may draw upon a broader range of information sources when deciding to contact the CAF – thus, consistent messaging across mediums may be an important factor to consider in the recruitment of visible minority members; and
- Given that women were particularly drawn to the CAF for career-related reasons (e.g., career opportunities, pay and benefits), efforts to increase interest among prospective female recruits should emphasize these factors as potential benefits of a CAF career.

Recommendations for future research and analysis are as follows:

- Comparisons with results from prior data collections revealed a broader trend of lower average ratings of satisfaction with the various aspects of recruiting. One possible explanation for this

finding is that respondents at differing stages of the recruitment process differ in their satisfaction with the process (the sample now exclusively consists of respondents at the end of the recruiting process). To investigate whether satisfaction with the various aspects of recruiting changes as the recruitment process progresses, it may be useful to conduct a longitudinal study of prospective recruits throughout the selection process to explore changes in service satisfaction; and

- Given that the results indicated that prospective recruits endorse many varying motivations for joining, it may be useful to examine the motivational profiles of recruits (i.e., a combination of types of motivation, such as respondents high in occupational motivations and low on institutional motivations). It is possible that recruits could be divided into clusters of reasons or profiles, which could be used to further investigate relationships with recruitment outcomes or early attrition (e.g., are prospective recruits with certain types of motivational profiles more likely to succeed in the selection process?).

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Annex A – 2018 Canadian Armed Forces Recruiting Survey

WELCOME TO THE CANADIAN ARMED FORCES RECRUITING SURVEY

The Canadian Armed Forces (CAF) would like to invite you to complete the Canadian Armed Forces Recruiting Survey (CAFRS). The purpose of the survey is to gather information on individuals (like you) who may be interested in joining the CAF. The survey is for research and attraction purposes ONLY and is NOT related to the application process.

Although participation is voluntary, we encourage you to complete the following survey. Maximum participation is needed for results to be accurate.

The survey consists of six parts and will take approximately 10 to 15 minutes to complete. 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 and your responses are not being tracked.
- The data will only be used to produce statistical summaries in the form of tables and graphs.

Access to Information

You should be aware that under the Access to Information Act and the Privacy Act, Canadian citizens are entitled to obtain copies of research reports and research information (including the database pertaining to this project) held in Federal government files. 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 type your name anywhere on this survey. Additionally, you should ensure that any typed comments you may offer are sufficiently general that you cannot be identified as the author.

Thank you for your participation!

This survey is being conducted by the Department of National Defence and the CAF, and has been approved by the Director General Military Personnel Research and Analysis Social Science Research Review Board, in accordance with DAOD 5062-0 and 5062-1. The SSRRB approval # is 1524/16N.

Do you consent to participate?

I consent (Select 'Go to survey' button)

I do not consent (Select 'Go to home page' button)

1. Have you previously completed this survey?

- Yes**
- No

** [take respondent to "thank you" page; these respondents do not need to answer any more questions]

2. In which region do you live?

- Atlantic [go to 2a]
- Québec [go to 2b]
- Northern & Eastern Ontario [go to 2c]
- Southern Ontario [go to 2d]
- Prairies & North [go to 2e]
- Pacific [go to 2f]

2a. Please select your local CAF Recruitment Centre/Detachment. [Respondent are presented with the following drop down menu]:

Canadian Forces Recruiting Centre Detachment Halifax
Canadian Forces Recruiting Centre Detachment Corner Brook
Canadian Forces Recruiting Centre Detachment St. John's
Canadian Forces Recruiting Centre Detachment Sydney
Canadian Forces Recruiting Centre Detachment Fredericton
Canadian Forces Recruiting Centre Detachment Charlottetown
Canadian Forces Recruiting Centre Detachment Moncton

2b. Please select your local CAF Recruitment Centre/Detachment. [Respondent are presented with the following drop down menu]:

Canadian Forces Recruiting Centre Detachment Québec
Canadian Forces Recruiting Centre Detachment Chicoutimi
Canadian Forces Recruiting Centre Detachment Rimouski
Canadian Forces Recruiting Centre Detachment Montréal
Canadian Forces Recruiting Centre Detachment Sherbrooke

2c. Please select your local CAF Recruitment Centre/Detachment. [Respondent are presented with the following drop down menu:]

Canadian Forces Recruiting Centre Detachment Ottawa
Canadian Forces Recruiting Centre Detachment Kingston

Canadian Forces Recruiting Centre Detachment Sudbury

2d. Please select your local CAF Recruitment Centre/Detachment. [Respondent are presented with the following drop down menu:]

Canadian Forces Recruiting Centre Detachment Toronto
Canadian Forces Recruiting Centre Detachment Oshawa
Canadian Forces Recruiting Centre Detachment Barrie
Canadian Forces Recruiting Centre Detachment Hamilton
Canadian Forces Recruiting Centre Detachment London

2e. Please select your local CAF Recruitment Centre/Detachment. [Respondent are presented with the following drop down menu:]

Canadian Forces Recruiting Centre Detachment Calgary
Canadian Forces Recruiting Centre Detachment Edmonton
Canadian Forces Recruiting Centre Detachment Winnipeg
Canadian Forces Recruiting Centre Detachment Regina

2f. Please select your local CAF Recruitment Centre/Detachment. [Respondent are presented with the following drop down menu:]

Canadian Forces Recruiting Centre Detachment Vancouver
Canadian Forces Recruiting Centre Detachment Victoria

PART 1: The following questions ask about your experiences with Canadian and foreign military organizations.

3. Do you currently belong to, or have you ever belonged to, the Cadet Organizations Administration and Training Service, the Primary Reserves, the Regular Force, the Canadian Rangers, or a foreign military?

- Yes, I currently belong to one of these organizations
- Yes, I have belonged to one or more of these organizations in the past [skip to Q5]
- No [skip to Q6]

4. Which organization do you currently belong to?

- Cadets [skip to Q6]
- Cadet Organizations Administration and Training Service (COATS) [skip to Q6]
- Primary Reserve [skip to Q6]
- Regular Force**
- Canadian Rangers [skip to Q6]
- Foreign military [skip to Q6]

** [take respondent to “thank you” page; these respondents do not need to answer any more questions]

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5. Which organization (s) have you previously belonged to? (Select all that apply)

- Cadets
How long has it been since you ceased to be a cadet? (Round up to the nearest number of years)

- Cadet Organizations Administration and Training Service (COATS)
How long has it been since you served with the COATS? (Round to the nearest number of years)

- Primary Reserve
How long has it been since you served with the Primary Reserve? (Round to the nearest number of years) _____
- Regular Force
How long has it been since you released? (Round to the nearest number of years) _____
- Canadian Rangers
How long has it been since you ceased to be a Canadian Ranger? (Round to the nearest number of years) _____
- Foreign military
How long has it been since you released? (Round to the nearest number of years) _____

PART 2: The following questions ask about your experiences during the recruiting process.

6. Where are you in the recruiting process?

- Seeking information about the CAF
- Submitted an application to join the CAF
- Completed the Canadian Forces Aptitude Test (CFAT)
- Completed the Military Career Counselor (MCC) Interview
- Completed the medical interview
- Other, please specify: _____

7. Is it practical for you to communicate face-to-face with recruiting staff at a CAF Recruiting Centre /Detachment, given the travelling distance from your residence to the CAF Recruiting Centre/Detachment?

- Yes [skip to Q8 and Hide 9]
- No [skip to Q9]

8. What is your preferred method of communicating with CAF Recruiting Centre/Detachment? Please rank order your preferences from 1(most) to 4 (least).



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- Communicate with recruiting staff over the telephone
- Communicate with recruiting staff via e-mail
- Communicate face-to-face with recruiting staff at a CAF Recruiting Centre/Detachment
- Communicate with recruiting staff on social media

9. What is your preferred method of communicating with CAF Recruiting Centre/Detachment? Please rank order your preferences from 1(most) to 3 (least).

- Communicate with recruiting staff over the telephone
- Communicate with recruiting staff via e-mail
- Communicate with recruiting staff on social media

10. To what extent do you agree or disagree with each of the following statements about CAF recruiting information sources. Please select not applicable (N/A) if you have not been exposed to a recruiting information source.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
Recruiters were informative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Military career counsellors were informative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The basic training video was informative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The occupation videos were informative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The recruiting brochures were informative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Forces.ca website was informative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Please indicate the extent to which you were satisfied with each of the following aspects of recruiting services. If not applicable, please select N/A.

	Completely Dissatisfied	Dissatisfied	Neutral	Satisfied	Completely Satisfied	N/A
The resources available to you.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The level of professionalism of the recruiting staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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The overall recruiting process.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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12. Please rate to what extent the CAF Recruiting Centre/Detachment provides the following atmosphere.

	Not at all	Slightly	Moderately	Very much	Totally
Respectful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friendly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Welcoming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PART 3: The following questions ask how you became aware of the CAF and what or who influenced your decision to contact us about career opportunities.

13. Where have you recently seen or heard advertising about CAF recruiting or career opportunities? (Select all that apply)

- Newspaper
- Magazine
- Ethnic press (third language media)
- CAF bus
- Posters
- Forces.ca website
- Internet sites
- Social media
 - Please specify: _____
- TV
- Movie theatre
- Radio
- Service Canada
- Recruiting event (e.g., school, mall, ship)
 - Please specify: _____
- Other, please specify: _____
- Have not seen advertising recently

14. Below is a list of **official CAF information or advertising sources** that may influence an individual to contact the CAF about career opportunities. Please indicate the degree of influence each source had on your decision to contact the CAF. Choose not applicable (N/A) if you have not been exposed to a particular source.

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	No Influence	Little Influence	Moderate Influence	Strong Influence	Very Strong Influence	N/A
a. Print advertising (e.g., newspapers, bus/subway ads)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. CAF commercials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Forces.ca website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Internet advertising	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. CAF social media						
f. Information brochures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Service Canada						
h. Displays (e.g., air shows, military parade, exhibits)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Recruiting events (e.g., display at a mall or school)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Please indicate the extent to which the following sources or media influenced your decision to contact the CAF about career opportunities. Choose not applicable (N/A) if you have not been exposed to a particular source/media.

	No Influence	Little Influence	Moderate Influence	Strong Influence	Very Strong Influence	N/A
a. TV shows	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Movies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Media (e.g., news about the CAF on TV, the Internet, or in newspapers)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Unofficial CAF internet sites/message boards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Video games	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Knowledge of other militaries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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16. Please indicate the extent to which each of the following individuals influenced your decision to contact the CAF about career opportunities. Choose not applicable (N/A) if, for example, you do not have a relative with CAF experience.

	No Influence	Little Influence	Moderate Influence	Strong Influence	Very Strong Influence	N/A
a. Recruiter Please specify location of the recruiter: _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Relative(s) - with no CAF experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Relative(s) - current or previous CAF member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Friend(s) - with no CAF experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Friend(s) - current or previous CAF member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Advisor (teacher, counsellor)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Other Please specify other individuals that influenced your decision to contact the CAF: _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PART 4: The following questions ask about your employment preferences and the reasons you are interested in joining the CAF.

17. Which type of employment are you MOST interested in?

- Full-time (Regular Force) [go to Q17a]
- Part-time (Reserve Force) [skip to Q22]
- Not sure [skip to Q22]

17a. Which plans are you MOST interested in?

- Direct Entry plans
- Paid Education plans (Regular Officer Training Plan/ Non-Commissioned Member Subsidized Training and Education Plan)
- Not sure

Service commitment in the CAF

When you enrol in the Regular Force, you are expected to sign on for a few years of service. Terms of service start at three years, but can be longer depending on the type and amount of training you will need for your occupation. If you join the Forces through a Paid Education program, you will be required to serve two months for every month of paid education. If you want to continue your career in the Forces beyond your initial contract, you may be offered further terms of service.

18. Do you think mandatory service is....

- Not at all reasonable
- Not very reasonable
- Somewhat reasonable
- Very reasonable

19. To what extent are you familiar with the initial term of service for your preferred CAF occupation?

- Not at all familiar [go to Q22]
- Somewhat familiar [go to Q20]
- Very familiar [go to Q20]

20. To what extent are you satisfied with the initial term of service for your preferred CAF occupation?

- Completely dissatisfied
- Dissatisfied
- Neither satisfied nor dissatisfied
- Satisfied
- Completely satisfied

21. Please specify why you are ["Completely dissatisfied"/"Dissatisfied"/"Neither Satisfied nor Dissatisfied"/"Satisfied"/"Completely satisfied"] with the initial term of service for your preferred CAF occupation:

22. Which CAF employment stream are you MOST interested in?

- Officer
- Non commissioned member (NCM)
- Not sure

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23. Which environment are you MOST interested in?

- Canadian Army
- Royal Canadian Navy
- Royal Canadian Air Force
- Not sure

Why are you interested in joining this environment?

24. Which occupation are you MOST interested in?

** [One drop box with all CAF occupations should be present]

25. Below is a list of possible reasons an individual might want to join the CAF. Please indicate the degree of influence each possible reason had on your decision to contact the CAF about employment.

	No Influence	Little Influence	Moderate Influence	Strong Influence	Very Strong Influence
a. For new experiences/an exciting life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. To stay fit/have an active lifestyle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. To move away from home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Because of the encouragement/influence of a friend or family member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. To provide peacekeeping/humanitarian aid	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. To defend Canada/warfighting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. For the opportunity to make a difference	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. To gain discipline	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. For family tradition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. For personal growth (self-improvement, challenge)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. For the travel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. For career opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. For adventure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. To serve my country	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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o. For the pay and benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
p. For challenging work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
q. To learn a trade or profession	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
r. For the comradeship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
s. For the education opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
t. Because jobs are scarce	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
u. For the job security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
v. To live in different places	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
w. To have pride in my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
x. Other, please specify: _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

BRANCHING: ‘Extract’ selected options and ask respondents to identify top three.

25b. What are your three most important reasons?

PART 5: The following demographic information is being collected for statistical purposes only. This information will NOT be used to identify you or any other respondent.

26. What is your age?

- Less than 17
- 17-19
- 20-24
- 25-29
- 30-34
- 35-39
- 40+

27. Please indicate **all** levels of education completed. For example, if you have completed high school, one year of college and hold an undergraduate degree, please select “high school graduate,” “some college,” and “undergraduate degree.”

- | | |
|--|--|
| <input type="radio"/> Some high school | <input type="radio"/> College graduate (including CEGEP) |
| <input type="radio"/> High school graduate (including GED) | <input type="radio"/> Some university |
| <input type="radio"/> Trade certificate | <input type="radio"/> Undergraduate degree |
| <input type="radio"/> Some college (including CEGEP) | <input type="radio"/> Graduate degree |

28. What is your employment status?

- Working full-time
- Working part-time
- Unemployed** [skip to Q30]

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- Student, working full-time
- Student, working part-time
- Student** [skip to Q30]

29. Do you work in:

- Administration and support
- Telecommunications
- Engineering
- Health care
- Public protection
- General labor and trade
- Retail
- Construction
- Food services
- Other, please specify _____

30. Which first official language do you like to be served in?

- French
- English

31. Which language do you most often speak at home?

- French
- English
- Other, please specify _____

32. Do you have family members or relatives who are current or former CAF members?
(Select all that apply)

- Current CAF members
- Former CAF members
- No, I do not

PART 6: The CAF is committed to employment equity – we value diversity as a source of creativity and strength. Please complete the following questions.

33. Are you:

- Male
- Female
- Prefer not to answer

34. Are you an Indigenous person, that is, First Nations, Métis or Inuk (Inuit)? First Nations (North American Indian) includes Status and Non-Status Indians.

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- Yes
- No
- Prefer not to answer

If yes, you may wish to check-off the origin that best describes you.

- First Nations
- Métis
- Inuit

35. Are you a member of a visible minority group? (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
- Prefer not to answer

If yes, you may wish to check-off the group that you identify with.

- Black
- Chinese
- Japanese
- Korean
- Filipino
- Latin American (including indigenous persons from Central and South America, etc.)
- South Asian/East Indian (includes Indian from India, Bangladeshi, Pakistani, East Indian from Guyana, Trinidad, East Africa, etc.)
- West Asian, North African, or Arab (including Egyptian, Libyan, Lebanese, Iranian, etc.)
- Southeast Asian (including Burmese, Cambodian, Laotian, Thai, Vietnamese, etc.)
- Persons of mixed origin (with one parent in one of the visible minority groups listed above)
- Other visible minority group. Please specify: _____

36. Were you born abroad?

- Yes
- No
- Prefer not to answer

37. What are the first three digits of your postal code?

This information is gathered to examine regional differences in survey response. The first three digits of a postal code do not identify a specific address. In a city, they may represent a particular neighborhood. In a rural area, they may cover several small towns.

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Annex B – Listing of Responses to Open-Ended Items

Table B-1: Specific recruitment events listed by respondents.

39 CBG Soldier for a Day HMCS Discovery Open House
A booth at Mount Saint Vincent University
A detachment from an infantry unit had a booth set up at my school during a lunch period
A la sortie au cégep de Trois-Rivière
A man came to my school telling me about the Bold Eagle Program
A recruiting officer came to our school and did a presentation (appeared 3 times)
Activité de recrutement dans mon école (appeared 3 times)
Activité familiale sur la base de Shannon
Agassiz Elementary Secondary School
Air show (appeared 2 times)
Algonquin College
All Saints high school
Allison Bernard Memorial High School
Après la cérémonie de nationalisation
April 17, Edmonton - Shaw Conference Centre Trade Show
Army Cadets
Bay Street Armouries had a public welcome open house
BCIT Aerospace campus
Black bear program application were being passed out to students
Bold eagle and career day
Booth at Algonquin college
Booth at high school job fair, recruiting events at local navy and armory
Bow Valley College in Calgary Alt
Cadets (appeared 5 times)
CAF advertising about recruiting at my high school for the co-op program with the CAF
Calgary Career Fair
Calgary stampede
Cambrian College - Career Day
Came to college
Canada Day, Calgary Stampede
Canadian forces open house at the Chatham-Kent detachment
Career class
Career Day at Memorial University, St John's, NL
Career Day at School
Career day in Saskatoon for high school



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Career days and our one teacher back in elementary had a program to adopt soldiers
Career event put on by the detachment
Career Expo (appeared 2 times)
Career Fair (appeared 2 times)
Career fair at the dockyard in Halifax this summer
Career fair at university
Career fair in Calgary
Career fair in Halifax
Careers class
Carleton University (appeared 2 times)
Cegep
Cegep de Chicoutimi
Cégep de Sainte-Foy
CEGEP, CAF set up a table in the school and I chatted with the military member at the table
Centre commercial (appeared 2 times)
Centre d'achat
Centre de recrutement
Centre des blindés à cote des neiges
Centre high Campus
CFB Borden air show, college recruiter visits, high school coop program
Cloverdale rodeo
CNE
College
College career fair
College job fair
Collège La Cité et foire au Shaw center
College presentation (appeared 2 times)
Colloque des carrières
Conférence
Contacts, amis, conjoint
Coop information night
Course à obstacle
Dawson College - Electronics Technology Engineering
Day Sail with HMCS Regina
Démonstration des offres d'emploi des FAC aux écoles secondaires
Duo with the RCMP in Halifax
Durham collage
Durham College Career Fair
École (appeared 25 times)
École de technologie Supérieur
École secondaire (appeared 2 times)

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École Secondaire Notre Dame High School (appeared 2 times)
Emergency Services event
Évènement de vélo à Mont Royal
Expo Québec, Porte ouverte à la base de Valcartier
Exposition à mon école sur la FAC
Expositions emploi et autres
Fair
Femmes Font la Force
Festival des montgolfières de Saint-Jean
Firefighting college
Foires sur les métiers en sécurité
Foire de l'emploi (appeared 2 times)
Grade 12 High School Co-Op, Bishop Smith Catholic High School
Guest lecturer at Eng school
Guest Speaker at Cadets
GW Graham secondary
Halifax West High School
Hearing and seeing about the CF at different events
High school (appeared 3 times)
High school booth at a post-secondary event
High School career fair
High school event
High School job fair
High School Lobby
High school recruiting event
High school visit
High school, one of my old teachers said that they were having recruiters come
Highland Games in Halton Hills
HMCS Cabot
Home show
IEEE Carleton SPAC
Indeed
Info session at a hotel
Irish regiment open house
Job fair (appeared 3 times)
Job fair at Simon Fraser University
Job fair at university
Job fair that I visited back in high school
Journée portes ouvertes
Journée portes ouvertes du collège militaire de St-Jean
K-Days (appeared 2 times)

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Kiosk d'information cote Sainte Catherine
Kiosque à l'école
Kiosque à une foire d'emploi
Kiosque école
Kiosques de foire d'emploi au Palais des Congrès
Klondike days
Laurentian university event
Le programme Les femmes font la Force et la visite de la base militaire de Valcartier
Les kiosques: les journées de foires d'exposition commerciales, les journées portes ouvertes pour l'emploi
Lethbridge College
Lethbridge College Networking day
Lord Tweedsmuir Secondary School
Lors de la journée famille a la base de Valcartier
Lors d'une présentation fait dans l'école ou je travaille
Mall (appeared 3 times)
Mall Portage Place
Malls Billboards
Manège militaire de Rivière-du-Loup
Marriot hotel, Halifax March20/2018
Masters of Indigenous Games, Toronto
McKay Career Training
McMaster University (appeared 2 times)
McMaster university job fair
MFRC event
MFRC Open House
Millwood High Career day
MRU career booth
My friends, and cousins have attended
Neighbourhood community center where a recruiter spoke
Niagara College
North American Trade School Brampton
NSCC
NSCC Aviation Institute
Obstacle races, Toronto pro show
Ontario University Fair
Open house
Open house at reserves detachment
Ottawa
Ottawa Shaw Center
Outing in Bridgewater at the supply depot

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Parc Jean Drapeau
Porte ouverte au Collège Militaire
Portes ouvertes (appeared 6 times)
Portes ouvertes base militaire Laval
Portes ouvertes du collège militaire
Portes ouvertes université
Post- Secondary day at my high school a representative from the Canadian armed forces came to speak with us
Post-Secondary Education Fair at Park View Education Centre in grade 12
Poster in school office
Pow wow
Pre-pride event in Saskatoon
Présence au salon de l'auto, visite libre de la caserne des Voltigeurs, visite du CMR Saint-Jean, etc
Présentation dans le département de génie électrique l'année dernière au cégep de Chicoutimi
Presentations at my school
Pre-med conference
Primary Reserves Mohawk College
Recruiter came to my high school
Recruiter came to my high school (Foothills Composite High School) during a career/university event
Recruiters came to Georgian College to answer questions the public may have
Recruiting during public event
Recruiting event at university
Recruiting event at University (appeared 2 times)
Recruiting event in Pictou
Recruiting Fair at School and community sporting events
Recruiting information Stand at school
Recruiting through the cadet program
Regina highland games years ago
Remember seeing them present at high school and in mall long time ago
Reported on many reserve recruitment events for Postmedia
Reserve Forces came to our school to recruit
Reserves event at high school
Rexdale community centres and Pearson Airport job fairs
RMC Presentation in High School
Saint Mary's University
SAIT Job Fair
Salon de l'auto
Salon des métiers, école secondaire
Sardis Secondary School
School - Centennial College by CAF Cpl
School (appeared 101 times)

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School career day (appeared 2 times)
School careers event (appeared 2 times)
School Co Op program
School event
School event for after high school work opportunities
School information session in a rural community It was excellent
School job fair (appeared 2 times)
School presentation
School presentation (UNBF)
School recruiting event
School recruiting event for the Bold Eagle Program
School rugby events
School trip Recruiting event, reserves centre Bayers lake
School visits
School, Airshows
School, Artillery NCM's
School, Calgary stampede
School, mall
School, West Kings District High School
School; Co-op information night
Séance d'information à l'école
Secondaire
Secondary School, University
Several times at University career fairs
Ship and busses
Simon Fraser University - Naval Reserve Recruiting (HMCS DISCOVERY)
Small job fair
Soirée de renseignement, foire de l'emploi en sécurité et groupes d'intervention, portes ouvertes à l'extérieur
Soldier for a day
Soldier for a Day Discovery Open House
Sortie scolaire
Southern Alberta Institute of Technology in Calgary
Sporting events, school, stores
Sportsman show
SRSS
St Lawrence College job fair
St Peters Abbey Career Day
St. Clair college
Talking with soldiers and recruiters at events such as fairs and schools
The job fair at my local university, as well as an open house at the local regiment (most influential)

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The RMR
The women show
They came to our school and explained all the available jobs in the CAF
They hosted a movie event about the armed forces at a local movie theater open to everyone
Tradeshow
U of Lethbridge
U of W
UBC Recruiting event
Université Laval
University Career Fair
University event (appeared 2 times)
University fair
University Job Fair
University of Calgary
University of Guelph
University of Lethbridge Career Fair
University of Ottawa (appeared 2 times)
University of Saskatchewan open house
University of Saskatchewan recruiting info session
University of Victoria
USASK Jobs Fair
Visite de l'unité de réserve
WR Myers high school
Western university
World of Choices
Youth hiring fair

Table B-2: Other social media sources of CAF advertising listed by respondents.

Ads (appeared 3 times)
Ads on videos and websites
Ami sur Facebook a partagés un lien
Amis actuellement dans les forces
Annonce sur le fil d'actualité
Army.ca
Banner ads on websites
CAF Instagram page
Canadian armed forces account
Canadian Forces Facebook Page
Canadian Forces Instagram Account

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Facebook
Facebook & YouTube
Facebook (appeared 286 times)
Facebook ads (appeared 14 times)
Facebook advertisements, other people speaking about CAF involvement
Facebook and Instagram (appeared 52 times)
Facebook and Instagram video advertisements and posts from official pages
Facebook and LinkedIn
Facebook and LinkedIn
Facebook and Snapchat stories
Facebook and Twitter (appeared 4 times)
Facebook and Twitter ads (appeared 2 times)
Facebook and YouTube (appeared 11 times)
Facebook and YouTube ads (appeared 3 times)
Facebook I have been talking with many soldiers and veterans overseas or far away
Facebook info session ad
Facebook or Snapchat with the CAF filter back in 2017 like in September or October
Facebook page (appeared 2 times)
Facebook Page, YouTube Advertising, YouTube Channel
Facebook pages I follow
Facebook, different divisional pages
Facebook, Instagram (both from following the official CAF pages), and YouTube recruitment videos
Facebook, Instagram and Snapchat
Facebook, Instagram and Twitter (appeared 4 times)
Facebook, publicités YouTube
Facebook, Snapchat, YouTube
Facebook, Twitter and I receive ads while streaming video on YouTube and Twitchtv
Facebook, Twitter, and Instagram (appeared 4 times)
Facebook, Twitter, and YouTube
Facebook, Web Ads
Facebook, YouTube, and Instagram (appeared 2 times)
Following on Facebook and Instagram
Friend got hired and made me research
Friends on Facebook
I believe I started seeing advertisements after I had visited the website looking at career opportunities
I follow on Facebook
I follow the CAF on Facebook, and occasionally adds for the CAF play during YouTube videos
I have seen post and advertisements on Instagram and Snapchat
I have seen posts about the CAF on Facebook, Instagram and Twitter
I saw a few advertisements on Facebook and follow the CAF Facebook page
I saw ads on sites such as Facebook

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I saw some recruitment ads on Twitter
I see ads on Facebook
I've seen advertising on Facebook and YouTube
Instagram (appeared 49 times)
Instagram accounts
Instagram ads (appeared 3 times)
Instagram ads and YouTube ads
Instagram and Facebook (appeared 18 times)
Instagram and Facebook ads
Instagram and LinkedIn
Instagram and Twitter (appeared 3 times)
Instagram and YouTube (appeared 5 times)
Instagram or Facebook videos
Instagram post
Instagram videos and advertising
Instagram, Facebook and Twitter
Instagram, Facebook, and Snapchat (appeared 2 times)
Instagram, Facebook, and YouTube
Instagram, News outlets, Facebook
Instagram, Twitter, Facebook YouTube ads as well
I've seen the ads on Facebook, triggered me to think about the CF and about re-apply each time I saw it
J'ai vu une annonce pour les portes ouvertes du CMR, après avoir rencontré une personne à l'école
Kijiji
La page Facebook des FAC contient beaucoup d'informations utiles
LinkedIn (appeared 16 times)
LinkedIn and Facebook (when I had it)
LinkedIn job posting
Mostly advertisements
N/A
Often saw forces and reserve advertisements in my Facebook feed
Page des forces Canadiennes sur Facebook
PAGE force emploi
Pop up ad
Publication d'amis commun sur Facebook
Publicité sur Facebook
Publicités YouTube
Recruitment ad
Recruitment advertising on Instagram and Facebook
Reddit (appeared 3 times)
Reddit, Twitter, and Instagram

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Reddit.com/Canadian Forces subreddit
Saw the YouTube advertisement
Seen when scrolling on Instagram feed or if not, on my web browser
Snapchat (appeared 2 times)
Snapchat and Facebook
Snapchat and Instagram
Snapchat, Facebook, and Instagram
Snapchat, Instagram, showed up as an advertisement while scrolling
Sur la page de force emploi
The Canadian Armed forces Facebook page
The Canadian Armed Forces YouTube Channel
Through Facebook pages of several Divisions
Twitter (appeared 5 times)
Twitter ads, YouTube commercials, TV ads
Twitter and Facebook (appeared 5 times)
Twitter and Instagram
Various Canadian Armed Forces related Facebook pages
Via the Canadian Forces Instagram profile
Watching them help Canadians save their homes from floods and fires; also helping those in 3rd world countries (on News)
Website advertisements
You can find ads over Facebook, often
YouTube (appeared 19 times)
YouTube Ads (appeared 13 times)
YouTube adverts
YouTube and Facebook (appeared 2 times)
YouTube and Instagram (appeared 5 times)
YouTube and Instagram advertisements (appeared 2 times)
YouTube and Reddit
YouTube and Twitter
YouTube had many videos from members of the CAF that assisted in making the decision to try and join
YouTube if not Facebook, mostly Facebook
YouTube videos
YouTube, & ads
YouTube, Facebook, and Instagram (appeared 2 times)
YouTube, Facebook, Instagram, and Snapchat

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Table B-3: Other sources of CAF advertising listed by respondents.

A career fair in Port Alberni; the armed forces had a stand there handing out different programs for the CAF
A college in university introduced me to the CAF program for university students and it brought interest to me
A current member
A current member
A friend
A friend in the CAF (appeared 3 times)
A friend who is in the military; a family member who was in the military
A friend's father
A guy from bold eagle came to my school to do a presentation and handed out a few papers to people that wanted to sign up for bold eagle
À l'école lors de leur visite
A member of the army
Acquaintance that is already an active member of the armed forces
Advertisement at the bottom of a government of Canada webpage
Advertisement on Indeed.com
Air Cadet Program
Always aspired to serve for my country
Always knew military was for me nothing influenced my decision to contact and apply to the forces just my own ambition
Always wanted to join
Always was interested since I was a child; my grandfather was in the navy and many ancestors fought in WW2 and WW1
Ami(e) (appeared 8 times)
Ami de famille
Ami et connaissances faisant ou ayant fait partie des Forces
Ami et, je suis ancien militaire
Ami qui auparavant a fait partie des FAC
Ami qui travaille dans l'armée de l'air
Amis (appeared 10 times)
Amis aux seins des Forces
Amis dans les FC
Amis dans les forces
Amis et conjoint dans les FAC
Amis et connaissances dans les FAC
Amis et salon de l'emploi
Amis militaires
Amis, connaissances
An acquaintance was in the reserves

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Ancien membre
Ancien membre des Forces
Ancien militaire
As a fulltime DND employee for many years (permanent FOSS with RQSS at CFB Borden) I am continuously exposed to a military environment
As part of the cadet program
Avec les cadets
Being in army cadets
Being in cadets when I was a kid and getting to serve my country was the biggest influence to my decision in joining the CAF
Bill boards/word of mouth
Books
Both my father and older brother are in the CAF
Both my father and oldest brother are serving members
Both Parents are Air Force
Both parents are in the RCAF and I want to become a dental officer and spoke with the last two dentist that were posted in my area
Boyfriend
Brochures in the recruiting office
Brother in law
Cadet
Cadet Career Opportunities
Cadet Experience
Cadet de l'air
Cadet squadron visit
Cadet training night with presentation from CAF
Cadet unit at Royal Canadian Legion
Cadets (appeared 12 times)
Cadets aériens et les chefs des cadets
Cadets de l'Armée
Cadets, COATS Officers
Cadets, friends
CAF Band Member
CAF members
Calgary Stampede 2018
Canadian Air Transport Security Authority
Career Fair
Career Poll in High School
CGG open house
College recruiting day for Lethbridge college
Comic con

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Conjoint
Conjoint militaire (appeared 4 times)
Connaissance m'a parlé de tous les métiers offerts qui m'étaient inconnus
Connaissance membre des forces
Connaissances
Connaissances dans les FAC
Cousin is a veteran of the 1st Combat Engineers He suggested I look into the Military Police
Co-worker
Current members of the CAF
Current Reg Force Members
Current Volunteer with Canadian Cadet Organization
Currently working with the CF in DND and have always had the interest in the CAF
Dad is retired from CAF, Mom is still in service
Daughter in cadets
De la famille et amis dans l'armée
De ma propre volonté
Deja
Des amis
Des amis qui font partis des forces armées canadiennes
Des militaires du rang son passé à mon travail (établissement de service) et m'ont informé que mon âge (43 ans) n'était pas un problème
Des proches qui se sont enrôlés
Detachment on transportation route
Drive past CFB Kingston - became aware of military
Du bouche à oreille
During cadets
Email from recruiting website
Enlisted Family member
Événement du 50e du NCSM Onondaga
Exposure through cadets
Famille (appeared 6 times)
Famille et amis (appeared 4 times)
Famille et militaires en fonction
Famille membre des force
Famille millitaire
Famille, ami
Family (appeared 19 times)
Family and war museum
Family friend
Family friends
Family has a strong presence of military background and close friends

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Family in the military (appeared 2 times)
Family in the reserves serving, family that previously served, and friends that are serving
Family is in the Canadian forces as well
Family member (appeared 2 times)
Family member/friends serving in the Canadian forces
Family member in the Forces
Family members (appeared 3 times)
Family members already enrolled in the CAF
Family members currently working for the CAF
Family Members serving in the forces (appeared 2 times)
Family members, neighbours
Family relations
Family/already a member
Family/friends
Father and some friends are currently in Naval Reg Forces
Father in the CAF
Father served
Father serving for 22 years
Father was in military (appeared 2 times)
Femmes Font la Force
Forces Building
Former Cadet turned CV - asked to consider joining from CO
Former friend
Former military member; He was a trumpet player and also served in Bosnia
Fourth Generation Military Family
Frère
Friend (appeared 17 times)
Friend and family
Friend and former co-worker applied
Friend currently in the CAF
Friend currently serving
Friend in CAF that I went to school with who was a positive influence
Friend told me
Friend who is a member the army reserves
Friend, who is working in the forces (appeared 2 times)
Friends (appeared 4 times)
Friends (not in the military)
Friends already enlisted and school
Friends and family (appeared 4 times)
Friends and family other sport team mates
Friends and family who are a part of the military already

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Friends and family who are members
Friends and known persons currently members of the CAF
Friends currently in the military
Friends currently serving in the Forces
Friends in service
Friends in the CAF (appeared 6 times)
Friends in the military
Friends in the navy (appeared 2 times)
Friends in the reserves forces
Friends that are in the navy
Friends, Job Boards
Friends, sense of Patriotism for our Country
Friends/family who are CAF Members
Grandfather served
Have always wanted to do it since I was a kid
Have applied twice to Forces and friends and family are in the forces
Have wanted to join since I was a child
HMCS Haida
Husband is a retired member
Husband is in the army
Husband was military, a lot of military friends
I am a social worker and I counsel clients on various careers; hence, I always knew about the CAF recruitment process
I am an intern working at CFB Gagetown, and I have family ties to the military (ex-husband, grandfather, and great-grandfather)
I am attracted to the lifestyle that is advertised and also heard people describe the lifestyle in the military, and I have family that are part of the military
I come from a military family
I have a grandfather who fought in WWII at the age of 16, 2 uncles in the military, 2 friends who had served in the military
I have family members who served in the past, and friends who have served or are currently serving
I just really love this country and see many opportunities so that influenced me
I know someone who is currently in the reserves
I met someone who works with CAF, we talked he told me why you don't join with us
I want a career that grows me as a person as well as a chance to move up
In the CAF recruitment office
In Toronto on Yonge St during a street festival
Indeed.com (appeared 9 times)
Information session at an armory
Intérêt envers une carrière militaire depuis jeune âge
It's just been something I've been interested in since I was young

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It's something I have always thought of doing but needed time to be sure
It's what I've wanted to do for years
I've wanted to be a soldier since childhood
J'ai un membre de ma famille qui est un officier blindé
Je suis paramédic et un de mes collègues de travail est un med tech dans une réserve et il m'en a parlé
Je suis un ancien membre des Forces canadiennes qui veut se ré-enrôler
Je veux y aller depuis que je suis tout petit
Je viens d'une famille militaire
J'en ai entendu parlé par mon père et mes trois frères qui sont actuellement militaires
Job Postings Web Site
Job sites
Jobilico
Kijijica
La famille
Les dépliant
Les enfants de mon conjoint en font partie mais j'ai pris plus d'informations sur le site par la suite car ils disent pas tout
Lifelong dream - Grew up in cadets and having family members in the forces
Local cadet squadron
Lorne Scots Regiment in Halton Hills at the Highland Games, word of mouth from friends in the Lorne Scots in Peel/Halton- Career path knowledge from previously being a Cadet
Lorsque j'étais dans les cadets
Ma mere
Mari militaire
Members current and retired
Members of the Forces within my family
Membre actif des FAC
Membre de l'armée
Membre des forces
Membre FAC de la famille
Mes amis et mon conjoint sont membres des FAC
Mes parents sont militaires
Militaire exerçant le métier voulu
Military band
Military family (appeared 2 times)
Military husband
Military personnel
Mon amis
Mon déménagement à Petawawa et plusieurs visite directement sur la base m'ont permis de confirmer l'intérêt que j'apporte face aux Forces Canadiennes

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Mon mari est militaire (appeared 2 times)
Multimedia
My boss is ex-military
My dad knew and told me
My family in the military
My family is all members of CAF; a lot of my questions were answered by them
My family is all military members
My father (appeared 2 times)
My father is in the military
My friend
My friend is serving
My friends and family friends
My husband applied to regular forces
My husband is an officer in the navy
My longing desire to join
My mom
My parent originally brought up the subject of joining the Canadian Armed Forces
My partner is a member of the CAF, and I have relatives, and friends whom are members as well
My partner is in the CAF
My present employment as a Senior Instructor with CFLTC
My rugby coach recommended it
My son joined and the recruiters encouraged me to apply
My uncle served in the RCAF, and suggested that I look into a career in the military
My uncle, ex-military
Next of kin
Not entirely sure where I was made aware of Med Techs
Occasionally seeing CF members in the metro, buses, or walking downtown
Online job boards
Other members
Other people
Other people who are members
Par les Cadets
Par mon intérêt et ma passion pour les Forces, je suis allée chercher les informations sur internet
Par pur patriotisme
Par une personne dans le processus de recrutement
Par une personne déjà dans les Forces
Parent (appeared 2 times)
Parents (appeared 4 times)
Parents are military
Partner is in the reserves
Patterson Armory

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People I know that are in CAF
People in the military
Père
Personnes qui sont dans les forces
Personnel militaire rencontré
Plusieurs amis sont déjà dans les forces
Posters, and a presentation at school
Previous experience with CAF
Previously served
Proche (appeared 2 times)
Professeur
Psp experience
Received a letter to re-engage
Recruiting at several events home show
Recruiting Petty Officer at HMCS UNICORN
Recrutement fait par le commandant du corps de cadet local
Reportage dans la Presse
Retired Service Members
Retraité de l'infanterie
Royal Canadian Army Cadets
School coop
Sea Cadet Corps
Séance d'information
Served in the CF before and wanted to re-enroll
Service runs in the family
Since I was a boy I wanted to join our army or the French foreign legion It was only a question of when I was going to man up
Site de recherche d'emploi (appeared 4 times)
Sites Internet de recherche d'emplois comme Jobillico
Small business, and myself
Small recruitment station outside of a Canadian Tire
Social contact with officers in officer's mess during a New Year's Levy; I found out a lot of great information and was surprised how much had changed (in the positive) since I was last in the military
Something I've always wanted to do since I was young
Son in cadets
Speaking with current members of the CAF
Spouse
Spouse is in the Armed forces
Spouse is reserve member
The Air Cadet Program
The cadet unit I am volunteering with

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The Cadets program
University job fair for HMCS star in Hamilton
Volunteering at a cadet core
Volunteering for Cadets
Was in cadets and have been volunteering a few years since graduating
Was involved with the cadet movement as a civilian
Went to the CNE and saw their area set up and browsed through it, saw a kid playing on what looked like a flight sim with a moving chair
Women in Force Program
Word of mouth (appeared 3 times)
Work as civilian on the base
Working at the military base
Working with the CAF servicing their aircraft
Workopolis
Workplace
YouTube
YouTube Ad (appeared 2 times)

Table B- 4: Other influential individuals listed by respondents.

Air Cadet Program CIC Officers and the Cadet Program Structure in general
Air Cadet squadron
Air shows
Ami(e)s (appeared 3 times)
Amies et les gens que je connais dans le corps policier.
Ancien sous-marinier du NCSM Onondaga
Anxiety requires that I have structure in life as well as constant encouragement
Aucun (appeared 3 times)
Aucune idée
Australian army corps worker
Boss and coworkers
Brother (appeared 2 times)
Brother in CAF, teacher with CAF relatives
Brother in law and friend
Brother in-law
Brother is an officer and recommended that I join the force as a possible career path
Brother who was in the Forces
Brother, friends
Cadet bagpipe instructor
Cadet corps

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Cadet friends joining
Cadet officers (appeared 2 times)
Cadets
Cadets CO
CAF member (appeared 6 times)
CAF members (appeared 9 times)
CAF members I've worked with on Class B contracts
CAF recruiter and interviewer
Captain
Career - Profession
CIC Officers (appeared 2 times)
Citizenship Canada
Classmate
CO of cadet core I volunteer at
COATS Officer
Colleagues
College friends
Commandant du CC
Common law partner
Conjoint, élèves militaires
Cousin
Cousin in PPCLI and friend in Lord Stathcona's Horse
Cousin left as a Sergeant, he gave compelling arguments for the military opposed to civilian police departments
Coworker who is a Royal Canadian Naval Reservist
Co-workers
Coworkers who served in the army and navy
Coworkers, supervisors, community, acquaintances
Current members of CAF
Current staff at cadet unit
Dad (appeared 2 times)
Daughter and wife
Decision alone as a newcomer to Canada
Discipline
Ecole secondaire
Enseignant
Ex-partner
Familles
Family (appeared 2 times)
Family and friends (appeared 2 times)
Family friend who is in the U.S. military

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Family History with military
Family member part of the CAF Airforce
Family members
Family members and some friends
Father (appeared 7 times)
Father and myself
Father who was in the navy and grandfather who was army
Father, Great Grandfathers, Great Uncles
Father, sister, brother in law
Fellow SFU varsity alumni, mentors
Forces website
Former SEALS
Frère
Friend
Friend
Friend currently in the CAF
Friend that was in the cadets
Friend who goes to the same University as me also serves in the reserve
Friend whose brother previously served in CAF, explained about the military life and the recruiting process
Friend, family
Friends (appeared 2 times)
Friends currently working within CAF, friends who were supportive of the idea
Friend's dad, and friend (at the time)
Friend's father
Friends from high school
Friends in other allied military
Friends in the Cadets organization, parents, Cadet Instructors and officers
Friends of Family
Girlfriend/ CAF Members I spoke to on the phone at my current job
Grandfather (appeared 3 times)
Grandfather, support from close friends and family
Great soldiers and generals of the past and present
Guidance
High School Librarian/Master of Books
High school teacher
High school Business Class .5 Graduation Credit. The program used for finding optimal future career
How about serving your country, that's enough for me
Husband in the CF
I always wanted to serve
I am a former cadet

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I did my own research
I grew up surrounded by militaries plus have many relatives and friends in military
I have a friend who served with the US army during the war in Afghanistan and Iraq with 1st Battalion Recon
I have an uncle who served at an officer's station
I have multiple online friends who have served their countries militaries. All of whom thought that my wanting to serve was great and told me about their personal experience
I influenced myself very strongly
I just wanted to re-enroll. Was my best option
I make my own decisions
I myself had a strong desire to join the CAF
I saw a job post on LinkedIn for the Financial Services Administrator and I was interested from the the job description which led me to the CAF site which got me more interested after seeing the video
I teach military students (Pilot program candidates) within a civilian environment at Seneca College. Noticed their comradeship with one another - thought it was something worth exploring myself
Individual
Instructeurs cadets
Internet
It's just been something that's personally interested me for a few years
Journée carrière à l'école, puis il avait une présentation sur l'armée
LCol in the RCAF
Local cadet commanding officer
Long time buddy past basic
Ma propre initiative et le désir de travailler dans un milieu de travail très discipliné
Mainly friends that were in, or going into the military. Though I have always wanted to join in the back of my mind
Mainly hearing about friends, acquaintances, and meeting various present and recent past members of the CF
Mari
Marine in the USAF
Me
Membres vétérans
Mennonite New Life Centre - North York and Toronto branches
Mentors
Moi-même, décision réfléchie
Mon propre désir de découvrir de plus en plus sur mon métier de paramedic d'un autre point de vue
Mother
Mother & Father, Uncle, Grandfather, Great-Grandfather
Muay Thai teacher
Music director and bugle major of the queens own rifles
Myself (appeared 10 times)
Myself and wanting to make a difference

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Myself as a child and wanting to do something I have always dreamed of doing
Myself, and broken cars
Myself. For Educational purposes
Myself. I like the idea of being trained to help and save people in drastic situation. Not like an paramedic. And I always want Canada to be a free peaceful country
Myself. I wanted to challenge myself and become an expert and professional soldier
Myself. this has been something I have wanted to pursue since childhood
Myself. want to use this experience and knowledge for my future plans
N/A (appeared 26 times)
Named specific individuals with unspecified affiliation (appeared 9 times)
NCM at local unit
No individuals influenced my decision, what influenced my decision to apply to the CAF is history I've taken lots and lots of history courses throughout my life and everything I've learned about the CAF, It's been a dream of mine to be a part of the CAF for years
No one other than myself
No other influences. The Armed Forces is very much something I personally took up interest in
None (appeared 8 times)
None, I had developed the interest in CAF on my own
Nonexistent
Offre d'emploi dans le site Web d'Emploi Québec
Oncle
Oncle et père
Own desire to experience training process and desire for aspects of military life
Own previous experience
Own thoughts over time
Parents (appeared 3 times)
Partner is a member of the CAF
Past CAF members who are not my friends
Past experience with Cadets
People who do not want me there, do not support, and Doctor for letting me know that it is possible
Personal decision, little to no influence from others, in fact I was advised against it. Choice was made based off of pay and benefits
Personal experience working on a CAF base
Pilots a trip airs
PO2 dusome
Positive experiences through the Cadet program
Premed 101 online forums
Previous coworkers
Recruiter (appeared 2 times)
RegF Combat Engineer and PRes Combat Engineer
Relatives

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Retired member
Royal Canadian Army 2003-2004
Rugby Coach
S.O. (appeared 2 times)
Self-determination so that I can act as an example to especially young individuals whose parents originate from Kenya in East Africa
Self
Site d'emploi
Some reservists that help at my Cadet unit
Son joined cadets and I realized with previous military experience I could help facilitate training and the corps could certainly use the help, secondly I certainly miss the lifestyle and this ignited the fire to reapply
Spectacle aérien Bagotville
Supervisor- Ex Police Officer
Teacher who is a current member of the CAF
Teacher who is in reserve
The decision was mine and mine alone. I told no one I even applied
The officer that I first met
Third cousin served in Afghanistan
Those who participated in the Women in Force Program
Tour guides at the RMC
TV
Two close friends
Two members of the Calgary Highlanders provided information to myself that helped me decide that I would like to join the infantry
U.S marine
Un ami qui fait partie du FMR
Uncle (appeared 6 times)
Uncle and Friend
Uncle was in the marines
Veteran
Vets, and people with experience
While working on the Petawawa Base as a contractor I spoke to a few of the soldiers on base while getting coffee now and then and often found it welcoming as a community and a brotherhood
Wife
Woman at work whose nephew is currently an EME played large role in me selecting this career path

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This report presents the results of the Canadian Armed Forces Recruiting Survey (CAFRS) data, collected from March to October 2018. The CAFRS was designed to evaluate recruiting initiatives and service satisfaction by asking individuals interested in joining the Canadian Armed Forces (CAF) questions concerning their experiences at Canadian Forces recruiting centres and detachments, their reasons for wanting to join the CAF, and the factors that influenced their decision to contact the CAF for employment. The sample consisted of 2,283 prospective recruits who completed the CAFRS online approximately one week after the completion of their Military Career Counselor interview. Satisfaction with recruiting staff and the CFRCs was high, and slightly more than half of respondents expressed a preference for face-to-face communication with recruitment staff. The source of official advertisement that was most often seen and the top influential source affecting respondents' decisions to contact the CAF was the CAF recruitment website. Notably, newly collected information regarding respondents' awareness of CAF advertisements on social media suggests that it could play an important role in increasing familiarity with the CAF and initiating applicants' interest in the CAF. Respondents also rated friends and family with CAF experience as having influenced their decision to contact the CAF. The most influential reasons for seeking to join the CAF among prospective recruits were to have new experiences or an exciting life, personal growth, and the opportunity to make a difference. This report also includes analyses and discussion of differences by gender, visible minority status, and Indigenous person status, as well as recommendations for practice and future research based on key findings.

Le présent rapport présente les résultats du Sondage de recrutement des Forces armées canadiennes (SRFAC), dont les données ont été recueillies de mars à octobre 2018. Le SRFAC a pour objet d'évaluer les initiatives de recrutement et la satisfaction à l'égard du service offert en posant à des personnes intéressées par un engagement au sein des Forces armées canadiennes (FAC) des questions sur leur expérience dans les centres de recrutement des FAC et leurs détachements, sur les motifs pour lesquels ils souhaitent se joindre aux FAC et sur les facteurs qui ont influencé leur décision de communiquer avec les FAC à propos des perspectives d'emploi. L'échantillon était composé de 2 283 recrues potentielles qui ont répondu au SRFAC en ligne environ une semaine après leur entrevue avec un conseiller en carrières militaires. La satisfaction à l'égard du personnel de recrutement et des CRFC était élevée, et un peu plus de la moitié des personnes interrogées ont affirmé préférer une communication en face à face avec le personnel de recrutement. Le site Web de recrutement des FAC a représenté la source de publicité officielle la plus largement vue, et celle qui a eu la plus grande influence sur la décision des candidats de communiquer avec les FAC. En particulier, les nouvelles informations recueillies concernant la connaissance des publicités des FAC sur les médias sociaux semblent indiquer que la publicité pourrait jouer un rôle important pour mieux faire connaître les FAC et susciter l'intérêt des candidats à leur égard. Les personnes interrogées ont estimé que leurs amis et les membres de leur famille qui sont ou ont été membres des FAC ont joué un rôle dans leur décision de communiquer avec les FAC. Le désir de vivre de nouvelles expériences ou une vie passionnante, la croissance personnelle et l'occasion de faire une différence figuraient parmi les raisons qui avaient la plus grande influence sur le souhait des recrues potentielles de s'enrôler dans les FAC. Le présent rapport comprend également des analyses et des réflexions sur les différences en fonction du sexe, de l'appartenance à une minorité visible et du statut d'autochtone, ainsi que des recommandations de pratiques et de recherches ultérieures basées sur les principales conclusions de l'étude.