A Research Response to Harmful and Inappropriate Sexual Behaviour in the Canadian Armed Forces (CAF)

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Leadership and Culture Team / Director Research Operational and Organizational Dynamics
Director General Military Personnel Research and Analysis

Presented to: IAMPS Conference, Bucharest
10 May 2018
Outline

• Background
• Aim
• Research Objective
• Research Program
  – Measurement of Incidence
  – Primary Research: Qualitative Data
• Challenges/Way Ahead
• Discussion
• Conclusion

Photo: Cpl Mattieu Racette
# Background

<table>
<thead>
<tr>
<th>DATE</th>
<th>EVENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>May/June 2014</td>
<td><strong>Media event demanding organizational response</strong>&lt;br&gt;- L’Actualité / Maclean’s, national weekly newsmagazines run headline stories featuring harassment/assault in CAF, «Crimes sexuels : le cancer qui ronge l’armée canadienne» and “Our military’s disgrace”</td>
</tr>
<tr>
<td>June 2014</td>
<td><strong>Chief of the Defence Staff (CDS) immediate response:</strong>&lt;br&gt;- commissions external review by Justice Madame Marie DesChamps</td>
</tr>
<tr>
<td>April 2015</td>
<td><strong>Public release of report of External Review Authority (ERA)</strong>&lt;br&gt;- Report of the External Review Authority on Sexual Harassment and Sexual Misconduct in the Canadian Armed Forces</td>
</tr>
<tr>
<td>May/June 2015</td>
<td><strong>Director General Military Personnel Research &amp; Analysis response to ERA</strong>&lt;br&gt;- multi-theme, multi-phase research plan developed</td>
</tr>
<tr>
<td>July 2015</td>
<td><strong>Research plan endorsed by leadership</strong>&lt;br&gt;- presentation to the Chief of Military Personnel and newly established Canadian Armed Forces Strategic Response Team on Sexual Misconduct (CSRT-SM)</td>
</tr>
<tr>
<td>August 2015</td>
<td><strong>CDS response to ERA:</strong>&lt;br&gt;- launch of Operation HONOUR</td>
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</tbody>
</table>
Aim

• Present a comprehensive multi-phase research plan to monitor incidence of Harmful and Inappropriate Sexual Behaviour (HISB) and enhance understanding of related informal cultural dynamics.

• This presentation will focus on the research conducted in initial phase of research program, with particular emphasis on data collected with victims, recruits and military leaders.
Research Objective:

To influence cultural change in support of Op HONOUR through comprehensive, multi-phase research focused on understanding the key cultural dimensions, incidence, and response to inappropriate sex- and gender-based behaviours in the CAF/DND

HOW?

• Determining the scope of sexual misconduct in the CAF
• Identifying key risks and barriers to a healthy and inclusive CAF/DND culture
• Identifying key cultural factors and behaviours that enable positive cultural change and that proactively addresses inappropriate sex- and gender-based behaviours in CAF/DND
The Cultural Challenge (Davis, 2015)

COMMANDER MILITARY PERSONNEL COMMAND
Director General Military Personnel Research and Analysis – Defence Research and Development Canada

The Cultural Challenge

INSTITUTIONAL CULTURE

DOCTRINE

Recruitment/Selection

Policies

Training and Socialization
- Prevention and Awareness -

FORMAL PROCEDURES

Reporting Systems

Mediations/Conflict Resolutions

Performance Management

Discipline Procedures

SECONDARY INTERVENTIONS

VICTIM:

EFAP/Counseling/Support

Reducing mistreatment behaviours

Resilience Training

PERPETRATOR:

EDUCATION/TRAINING

TERTIARY INTERVENTIONS

IMPACTS AND OUTCOMES
CAF Cultures/sub-cultures, Leadership, Conduct

ADAPTED FROM DAY, MACLELLAN AND PENNEY, 2015
THE MULTI-PHASE RESEARCH PLAN

Measurement of Incidence and Related Variables

- Survey of Sexual Misconduct in the Canadian Armed Forces
- Canadian Forces Workplace Harassment Survey
- Your Say Survey
- Defence Workplace Well-Being Survey
- Bystander Behaviours

Qualitative Data Collection

- Victim Support
- Socialization
- Leadership Dynamics

Related Analysis and Supporting Research

- Career Analysis: Internal Mobility
- Performance Measurement Framework
# Measurement of Incidence and Related Variables

## Survey of Sexual Misconduct in the CAF

<table>
<thead>
<tr>
<th>Scientific Advice / Support to Statistics Canada administration</th>
<th>2016 Administration</th>
<th>Pre-survey consultation</th>
<th>Fall 2018 Administration</th>
<th>TBD</th>
</tr>
</thead>
<tbody>
<tr>
<td>DGMPRA Post-2016 Survey</td>
<td></td>
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<tr>
<td>- Primary Reserve Force</td>
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<tr>
<td>- Primary Reserve by Class of Service</td>
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</tr>
<tr>
<td>- Lesbian, Gay, Bi-sexual Members</td>
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</tbody>
</table>

## Sexual Misconduct in the CAF Surveys:

### DGMPRA Administrations

<table>
<thead>
<tr>
<th>Canadian Forces Leadership and Recruit School (CFLRS)</th>
<th>Data Collection</th>
<th>Data Collection ongoing</th>
<th>Analysis &amp; Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>– Officer Cadets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>– Recruits</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cadet Organizations Administrative and Training Service (COATS)</th>
<th>Data Collection</th>
<th>Data Collection, Analysis &amp; Reporting</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Occupational Training</th>
<th>Data Collection</th>
<th>Data Collection, Analysis &amp; Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Military Personnel Command</td>
<td></td>
<td></td>
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<tr>
<td>- Royal Canadian Air Force</td>
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<td></td>
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<tr>
<td>- Canadian Army (data collection in progress)</td>
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<tr>
<td>- Royal Canadian Navy (preparing for data collection)</td>
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Completed / In Progress | Planned
Top Line Results of Survey on Sexual Misconduct in the CAF (RegF, PRes; Cotter, 2016)

• The proportion of Reg F members who reported having experienced sexualized and discriminatory behaviours in the past 12 months are mostly similar to the P Res members.

• Significantly more P Res members than Reg F members reported having experienced sexual assault in the past 12 months.

<table>
<thead>
<tr>
<th></th>
<th>Sexual assault</th>
<th>Sexualized behaviour</th>
<th>Discriminatory behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reg F women</td>
<td>4.8%*</td>
<td>29%*</td>
<td>16%*</td>
</tr>
<tr>
<td>Reg F men</td>
<td>1.2%</td>
<td>14%</td>
<td>4%</td>
</tr>
<tr>
<td>Total</td>
<td>1.7%</td>
<td>16%</td>
<td>6%</td>
</tr>
<tr>
<td>P Res women</td>
<td>8.2%*</td>
<td>33%*</td>
<td>19%*</td>
</tr>
<tr>
<td>P Res men</td>
<td>1.4%</td>
<td>16%</td>
<td>5%</td>
</tr>
<tr>
<td>Total</td>
<td>2.6%</td>
<td>19%</td>
<td>7%</td>
</tr>
</tbody>
</table>

*p < .05
### CAF Workplace Harassment Survey

**Compendium of Results, 2013-2016**

- **FY16-17**: Analysis & Reporting
- **FY17-18**: Survey Development
- **FY18-19**: Administration & Analysis

**Survey Administration**

- **FY16-17**: Data Collection, Analysis & Reporting
- **FY17-18**: Data Collection
- **FY18-19**: Analysis & Reporting

### Your Say Survey

**Fall 2016 Administration**

- **FY16-17**: Data Collection
- **FY17-18**: Analysis & Reporting

**Fall 2017 Administration**

- **FY17-18**: Data Collection
- **FY18-19**: Analysis & Reporting

### Defence Workplace Well-Being Survey

**Spring 2018 Administration**

- **FY17-18**: Pre-administration survey preparation
- **FY18-19**: Data Collection, Analysis & Reporting
- **FY19/20**: Change Strategy

### Bystander Behaviours

**Development of Survey Items**

- **FY16-17**: YSS Fall 2016 Administration
- **FY17-18**: Analysis, Reporting & Review for inclusion in Fall 2018 Statistics Canada administration
- **FY18-19**: Analysis & Reporting

**Development of Experimental Design**

- **FY16-17**: Literature Review
- **FY17-18**: Content Validation
- **FY18-19**: Psychometric Validation (To Be Confirmed)

**Completed / In Progress Planned**

- **Completed**
- **In Progress**
- **Planned**
# Primary Research – Qualitative Data

## Victim Experience – interviews

<table>
<thead>
<tr>
<th>FY16-17</th>
<th>FY17-18</th>
<th>FY18-19</th>
<th>FY19-20</th>
<th>FY20-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Literature Review, Project Development</td>
<td>Data Collection</td>
<td>Data Collection, Analysis &amp; Reporting</td>
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</tbody>
</table>

**Men and Women**

**Socialization** – focus groups, interviews, non-participant observation, document analysis

<table>
<thead>
<tr>
<th>Phase 1: Entry-level training units</th>
<th>FY16-17</th>
<th>FY17-18</th>
<th>FY18-19</th>
<th>FY19-20</th>
<th>FY20-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Basic Military Qualification (BMQ) recruits</td>
<td>Literature Review, Project Development</td>
<td>Data Collection</td>
<td>Analysis &amp; Reporting</td>
<td></td>
<td></td>
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<tr>
<td>- Basic Military Officer Qualification (BMOQ)</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Phase 2: Post-entry level occupation &amp; leadership training</th>
<th>FY16-17</th>
<th>FY17-18</th>
<th>FY18-19</th>
<th>FY19-20</th>
<th>FY20-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Collection</td>
<td>Analysis &amp; Reporting</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Phase 3: Military Units</th>
<th>FY16-17</th>
<th>FY17-18</th>
<th>FY18-19</th>
<th>FY19-20</th>
<th>FY20-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Collection</td>
<td>Analysis &amp; Reporting</td>
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</table>

<table>
<thead>
<tr>
<th>Phase 4: Deployed operational units</th>
<th>FY16-17</th>
<th>FY17-18</th>
<th>FY18-19</th>
<th>FY19-20</th>
<th>FY20-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Collection</td>
<td></td>
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</tbody>
</table>

## Leadership Dynamics – focus groups, interviews

<table>
<thead>
<tr>
<th>Phase 1: Senior Non-Commissioned Members (NCMs)</th>
<th>FY16-17</th>
<th>FY17-18</th>
<th>FY18-19</th>
<th>FY19-20</th>
<th>FY20-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Literature Review, Project Development</td>
<td>Data Collection</td>
<td>Analysis &amp; Reporting</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Phase 2: Junior Officers</th>
<th>FY16-17</th>
<th>FY17-18</th>
<th>FY18-19</th>
<th>FY19-20</th>
<th>FY20-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Collection</td>
<td>Analysis &amp; Reporting</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Phase 3: Junior Non-Commissioned Members (NCMs)</th>
<th>FY16-17</th>
<th>FY17-18</th>
<th>FY18-19</th>
<th>FY19-20</th>
<th>FY20-21</th>
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<tr>
<td>Data Collection</td>
<td>Analysis &amp; Reporting</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Phase 4: Senior Officers</th>
<th>FY16-17</th>
<th>FY17-18</th>
<th>FY18-19</th>
<th>FY19-20</th>
<th>FY20-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Collection</td>
<td></td>
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</tbody>
</table>

In progress

Planned
Primary Research: Qualitative Data

Victim Experience

- Interviews conducted with victims of Harmful and Inappropriate Sexual Behaviours (HISB)

Socialization

- Focus groups and interviews conducted with recruits and staff at Canadian Forces Leadership and Recruits School (CFLRS)

Leadership Dynamics

- Focus groups and interviews conducted with Senior Non-Commissioned Members (Snr NCMs)
Challenges

• Timely and robust access to military samples
• Available resources, face validity, and data saturation
• Voluntary participation and informed consent
  – Op HONOUR versus qualitative data collection
• Integrating GBA+ into data collection strategy and data analysis
  – Representation of intersectionality
  – Moving beyond the male/female binary
• Pressure for top line results to senior leadership and stakeholders
  – Particular challenge for qualitative projects

Way Ahead

• Coordination of qualitative and quantitative data collection
• Coordinate and integrate resource commitment for Phase 2 socialization and leadership dynamics
• Priority survey administrations
  – Defence Workplace Well-Being Survey (Spring 2018)
  – Statistics Canada Sexual Misconduct Survey (Fall 2018)
• Increase face-to-face presentations to leadership
• Broader distribution of published research results
• International collaborations
Discussion

Does the program of research seek to challenge or reinforce the findings of the External Review Authority on Sexual Harassment and Sexual Misconduct (Deschamps, 2015)?

- Research program is to provide analysis of available scientific evidence, identify the gaps in evidence-based research related to ERA observations, and to influence defence social measures to address those gaps.

Can Harmful and Inappropriate Sexual Behaviour (HISB) be understood as a linear process?

- Using linear processes such as survey measurement in isolation to measure culture change will provide information on actual state but will fail to provide the meaning as to why or how things are happening (Perrin, 1998).
Conclusion

The results of this multi-phase program will:

– enhance understanding of the cultural dynamics among individual, unit, team and other organizational levels; and

– Contribute to the development of CAF cultural model which highlights influences on conduct of HISB, leadership response, and experience of military members.
Thank you

Questions?