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STOPPING THE TALENT DRAIN: SETTING THE CONDITIONS FOR FEMALE RETENTION IN THE CANADIAN ARMED FORCES

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Maj T.H. Maurice

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ABSTRACT

The *2016 Fall Reports of the Auditor General of Canada*, established that the Canadian Armed Forces was falling short of its employment equity goal for the representation of women. It established that the Canadian Armed Forces' strategy to achieve this representation was to be recruitment, to the extent of one percent per year until the desired representation is achieved. In response to the report, the Canadian Armed Forces expressed that emphasis would be placed on the recruitment of women, and detailed a series of initiatives that would support this effort. It also expressed that a retention strategy would be implemented in 2017.

This paper asserts that, in order to gain greater representation of women, priority needs to be given to retaining the women who are currently serving. In order to identify opportunities for greater retention, it studies the retention of women through the lens of society. It examines the historical and current representation of women, women's role in society and provides a case study of three traditionally male dominated corporations that have become leaders in the retention and promotion of women.

This paper concludes by identifying three opportunities which could enable greater retention of women, which are deduced from the research and the experience of the three corporations. The first is to start engaging women. The second is to enable their progression through the use of tailored initiatives and the third is to enable their continued participation through flexible work arrangements.

If you always do what you always did, you will always get what you always got.

-Albert Einstein

CHAPTER 1

INTRODUCTION

In the July/August 2012 issue of *The Atlantic*, Anne-Marie Slaughter published an article that caused much controversy in both social media and the academic world. This was accomplished by writing an article entitled “Why Women Still Can’t Have it All”.¹ The premise of her article was to open the dialogue on what changes are required, in business and society, in order to enable women in their quest for family and career fulfilment.

Forward to February 2016, Chief of Defence Staff, General Vance, gave the order to increase the representation of women in the Canadian Armed Forces (CAF) by one percent per year until the representation reaches 25%.² Nine months later, in November 2016, the Auditor General of Canada reported that the CAF had not put in place trade-specific targets, and highlighted the fact that it was “...difficult to attract, select, train and retain more women in the CAF without implementing special employment equity measures” which the CAF had not done.³ The CAF’s response to the findings of the Auditor General was to identify the particular initiatives put in place to enroll more women. These included priority enrolment of new candidates and offering

¹ Anne-Marie Slaughter, “Why Women Still Can’t Have It All,” *The Atlantic*, July/August, 2012, <https://www.theatlantic.com/magazine/archive/2012/07/why-women-still-cant-have-it-all/309020/> .

² Bruce Campion-Smith, “Canada’s top general launches push to recruit women,” *Toronto Star*, 19 February 2002, <https://www.thestar.com/news/canada/2016/02/19/canadas-top-general-launches-push-to-recruit-women.html> .

³ Office of the Auditor General of Canada, *2016 Fall Reports of the Auditor General of Canada – Report 5- Canadian Armed Forces Recruitment and Retention-National Defence*, (Ottawa: OAG, Fall 2016), http://www.oag-bvg.gc.ca/internet/English/parl_oag_201611_e_41802.html .

women who had released in the previous five years the opportunity to return in full-time or part-time employment.⁴ None of the women specific initiatives targeted the retention of the women currently serving, though the response did state that a CAF wide retention strategy would be implemented.

The link between Anne-Marie Slaughter's article and the representation of the women in the CAF, though not obvious at first glance, is of the utmost importance. In her article, Slaughter explains the stresses that women in society face every day when they choose to continue full time employment while also having a family.⁵ The CAF being a reflection of society, the article allows for a glimpse at what some women currently serving the CAF may be living.

In order to increase the representation of women in the CAF, the focus cannot be strictly on recruitment initiatives, which currently appears to be the case. Priority needs to be given to retaining the women currently in the CAF, the women who currently make up 14.6% of the Regular Force.⁶ These women are the foundation for greater representation. They are the future mentors and role models for the young enrollees. After years of investment, they are the highly skilled workers and leaders that private industry is trying to attract. Lastly they are the potential for greater female representation at the higher ranks, and for officers they are leaving the CAF at a rate double that of men at pension point.⁷ For the CAF, the importance of retaining its female talent goes beyond compliance with the Employment Equity Act, it touches the credibility of the

⁴ *Ibid.*

⁵ Anne-Marie Slaughter, "Why Women Still Can't Have It All..."

⁶ Department of National Defence, "List of RegF pers as of 31 Dec 2016-Rank_Environment_Marital Status_number of Dependants," Ad Hoc Report Ticket Number 11292, 13 April 2017.

⁷ Director Research Workforce Analytics, *Annual Report on Regular Force Attrition 2014/2015 (Director General Military Personnel Research and Analysis DRDC-RDDC-2016-D045)* (Ottawa, ON: Defence Research and Development Canada, 2016), 36.

organization and its ability to maintain a skilled and diverse workforce into the future. To fail at this could have catastrophic repercussions for the CAF as an organization, as it could be seen as the first step in losing touch with the population the CAF is meant to represent.

In order to identify possibilities for the greater retention of women, this paper proposes to study the retention of women through the lens of society. Only through this understanding of women and women's greater role in society can the CAF aspire to retain its wealth of female talent.

Outline

Chapter two will explore the background of women in the CAF. It will describe the evolutionary process by which women were brought into the military, and the policy changes that were implemented during this transitional period. This will be followed by a detailed analysis of the current demography and attrition of women in an effort to better understand who it is the CAF should endeavor to retain.

The third chapter will provide the reader with an understanding of who women are as members of the greater society. It will review the process of changing gender roles with which women identify. It will provide an understanding of the current work and family role balance that women endeavor to maintain, providing evolutionary context and developing the reader's understanding of unpaid work. This will be followed by a brief discussion of the priorities and characteristics of women who are currently in high profile positions and how these women have achieved these feats as well as the importance of progression. Lastly this chapter will provide further understanding of women as members

of society through the use of preference theory, and how its application can further refine the group of women the CAF should endeavor to retain.

Chapter four will take a case-study approach. It will demonstrate how certain employers in civil society, whose industrial ties were traditionally male dominated, have embraced the challenge of greater diversity and are actively promoting greater integration and retention of women through their benefits, development and promotion schemes. It will also endeavor to identify the key elements these employers have in common.

The fifth chapter will pull together the key findings of the previous chapters. It will provide a summary of the main conclusions. It will identify three recurring themes that the CAF should be considering in order to retain its female talent.

It is important to highlight that this paper will not be addressing the issue of sexual misconduct and harassment or how these could affect attrition patterns. This is for two reasons. The first being that to properly assess the situation would require full access to all complaints as well as data specific to the plaintiffs, and if they stayed or not in the CAF. Secondly, as per Statistic Canada data from 2013, is estimated that only 9% of sexual assaults are reported.⁸ As such, any proposed analysis would be flawed.

It is recognized that the experience and perspectives of the author can influence the research conducted. As a woman, mother, member of a service couple with nearly 18 years of service, I have endeavored to be objective.

⁸ Statistics Canada, "Trends in Sexual Offences," last modified 12 February 2013, <http://www.statcan.gc.ca/pub/85f0033m/2008019/findings-resultats/trends-tendances-eng.htm> .

CHAPTER 2

SETTING THE STAGE: THE SITUATION OF WOMEN IN THE MILITARY

Women are currently employed in all elements and trades in the Canadian Armed Forces (CAF). As such, for those who were not in the CAF prior to the mid 1990's, it is hard to understand that this was not always the case. In an effort to facilitate the understanding of the reality faced by women in the military and to provide context for the follow-on discussion, this chapter will provide an overview of the integration of women in the CAF and how it has evolved over the years.

It will first provide a history of the integration of women within the CAF. This will be followed by highlighting the evolution of key women oriented policies. The last two sections of this chapter will focus on giving the reader an understanding of the current CAF demography as well as the current release trends.

Integration of Women over the Years

The first women to serve with the Canadian military were nurses, in 1885, during the Northwest Rebellion.⁹ They served again between 1898 and 1902, in the Boer war, which saw the creation of a permanent Canadian Nursing Service in 1901.¹⁰ 1906 marked the admittance of the first women in the Regular Force, always in the nursing role.¹¹

WWI was the first instance where women were employed in a capacity other than nursing, though nurses were the only ones in the Regular Force, and the only ones who participated overseas.¹² Women in Canada were organized in paramilitary groups. They

⁹ Department of National Defence, *Canadian Armed Forces-Historical milestones of women*, Project number: FS 14.002, last modified 6 March 2014, <http://www.forces.gc.ca/en/news/article.page?doc=canadian-armed-forces-historical-milestones-of-women/hie8w7rl> .

¹⁰ *Ibid.*

¹¹ *Ibid.*

¹² *Ibid.*

wore uniforms and were “trained in small arms, drill, first aid, and vehicle maintenance”, ready to defend the home front if called upon.¹³

With the advent of WWII, and an increased workforce requirement, women were enrolled in the Regular Force in roles other than nursing. They worked in a variety of occupations from cooks and mechanics to heavy mobile equipment drivers.¹⁴ By the end of WWII over 45 000 women had served in the Canadian military.¹⁵ At the end of the war and with the requirement for such a workforce no longer present, the women were released from service.¹⁶

In 1950, with the start of the Cold War, women were once again called upon. This conflict paved the way for women’s permanent employment in the military. The Royal Canadian Air Force (RCAF) was the first service to authorize the permanent employment of women in the Regular Force in 1951.¹⁷ The Canadian Army (CA) followed suit in 1954 and the Royal Canadian Navy (RCN) in 1955.¹⁸ By 1955 more than 5000 women were serving in the military.¹⁹

The employment of women continued unhindered until the early 1960’s when it was questioned all together. Technological advances in areas where women were more widely represented meant that their retention was no longer guaranteed.²⁰ In 1965, the

¹³ *Ibid.*

¹⁴ *Ibid.*

¹⁵ *Ibid.*

¹⁶ Suzanne Simpson, Doris Toole and Cindy Player, “Women in the Canadian Forces: Past, Present and Future,” *Atlantis: A Women’s Studies Journal* 4, no. 2 (1971):271.

¹⁷ *Ibid.*

¹⁸ *Ibid.*

¹⁹ Department of National Defence, *Canadian Armed Forces-Historical milestones of women...*

²⁰ Simpson and all, “Women in the Canadian Forces...,” 271.

government fixed the participation of women in the CAF at a maximum number of 1500 serving women.²¹

As the military was questioning the employment of women, Canadian society as a whole was debating what ‘place’ women should have within society.²² Women’s organizations mobilized, trying to improve the situation of women in society.²³ This led, in 1967, to the Royal Commission on the Status of Women (RCSW). Though aimed at Canadian society as a whole, the report it produced in 1970 made several observations on the CAF (Canadian Forces at the time). It reported that there were approximately 1 600 women in the CAF, of those 529 were officers, 400 of which were nurses and the remaining 1082 non commissioned members.²⁴ It also had 6 recommendations aimed at the CAF:

“We recommend:

- That all trades in the Canadian Forces be open to women.
- That the prohibition on the enlistment of married women in the Canadian Forces be eliminated.
- That the length of the initial engagement for which personnel are required to enlist in the Canadian Forces be the same for women and men.
- That release of a women from the Canadian Forces because she has a child be prohibited.
- That the Canadian Forces Superannuation Act be amended so that its provisions will be the same for male and female contributors.
- That women as well as men be admitted to the military colleges operated by the Department of National Defence.”²⁵

²¹ *Ibid.*

²² Status of Women Canada, “Royal Commission on the Status of Women in Canada,” last modified 1 June 2016, <http://www.swc-cfc.gc.ca/rc-cr/roycom/index-en.html> .

²³ *Ibid.*

²⁴ Royal Commission on the Status of Women in Canada, *Report of the Royal Commission on the Status of Women in Canada* (Ottawa: Information Canada, 1970), 134.

²⁵ *Ibid.*,136-138,404.

Another element that would affect women in the CAF from the RCSW was their proposal to include maternity leave in the Fair Employment Practices Act and that it would apply to all of Government of Canada.²⁶

Following the recommendations, “in July 1971, the Defence Council directed that there would be no limitation on the employment of women in the Canadian Forces, other than in the primary combat role, at remote locations and at sea.”²⁷ Trades started to open gradually to women, 81 out of 127 by 1978.²⁸ With this opening also came the opportunity for women to attend the Canadian Forces Staff College and National Defence College, both seen as stepping stones for senior appointments.²⁹

1978 was also marked by the implementation of the Canadian Human Rights Act (CHRA), on the 1st of March.³⁰ The CHRA rendered any discrimination with regards to employment illegal.³¹ It further elaborated that current restrictions had to be lifted unless proof could be given that “women could not do the job safely, efficiently and reliably”.³² In 1979, women were allowed to attend the three military colleges as graduate students and under the University Training Plan for non-commissioned members, and in 1980 they were allowed as officer cadets under the Regular Officer Training Plan (ROTP).³³ Prior to that year women who enrolled under ROTP had to attend a civilian university on the basis that the military colleges trained officers for combat roles.³⁴

²⁶ *Ibid.*, 138.

²⁷ Department of National Defence, “Defence Council 311th Meeting,” 5 July 1971, quoted in Simpson and all, “Women in the Canadian Forces...,” 271.

²⁸ *Ibid.*, 272.

²⁹ *Ibid.*

³⁰ Karen D. Davis, “Negotiating Gender in the Canadian Forces, 1970-1999,” (Doctoral Thesis, Royal Military College of Canada, 2013), 91.

³¹ *Ibid.*

³² *Ibid.*

³³ *Ibid.*, 98.

³⁴ *Ibid.*

In response to the CHRA and in anticipation of the inclusion into the constitution of the Canadian Charter of Rights and Freedoms in 1982, the Chief of Defence Staff established the Service Women in Non-traditional Environments and Roles (SWINTER) trials in 1979.³⁵ The goal of the trials was to evaluate the participation of women in “near combat” roles, and in all male units.³⁶ Initially set up to gain the proof required to answer the CHRA requirements, the trials concluded that women were capable of performing the tasks required of them to the same extent as their male counterparts.³⁷ Following the results of the trials, women were then on only “restricted from front-line combat units and occupations, and from participation in near combat units in the navy and army.”³⁸

In 1982 came the passing of the Canadian Charter of Rights and Freedoms. One aspect, section 15, which contained equality of rights, was not to come into effect for the first 3 years.³⁹ This delay was designed to provide the government time to make the appropriate changes in policy and legislation.⁴⁰ Prior to it coming into effect, the Parliamentary Sub-Committee on Equality Rights was established in order to validate government policy changes.⁴¹ In October 1985, they submitted their report echoing previous views, they recommended that “...all trades and occupations in the Canadian Armed Forces be open to women.”⁴² As a response, in March 1986, the CAF established a Charter Task Force, in order to make recommendations on possible courses of action.

³⁵ *Ibid.*, 111.

³⁶ *Ibid.*, 111.

³⁷ *Ibid.*, 111,120.

³⁸ *Ibid.*, 121.

³⁹ Martha Butler, *Section 15 of the Canadian Charter of Rights and Freedoms: The development of the Supreme Court of Canada’s Approach to Equality of Rights under the Charter- Background Paper No 2013-83-E*, (Library of Parliament, Ottawa: 11 September 2013), 1.

⁴⁰ *Ibid.*

⁴¹ Department of National Defence, *Charter Task Force Final Report* (Ottawa: 1986), Part 1 p 2.

⁴² *Ibid.*, Part 3 p 2.

Their work resulted in:

- “48 more units/sub-units becoming gender-free;
- 14 occupations, previously single-gender male becoming mixed-gender;
- Gender-free positions in the CF being increased by approximately 7530;
- The total number of gender-free positions in the CF increasing to approximately 39 410;
- 75% of the MOCs in the CF being open to mixed-gender employment; and
- 47.5% of the positions in the CF becoming gender-free.”⁴³

It also recommended that further trials be completed in order to gain greater integration data on mixed-gender employment.⁴⁴ Past trials highly contributed to refining the roles women could have.⁴⁵

In 1987, as the RCAF moved forward and opened all roles to women, a second round of trials started, the Combat Related Employment of Women (CREW) trials, for the army and navy.⁴⁶ These trials were initiated to determine what other occupations and single gender unit could be open to women.⁴⁷ These were never finalized and became more than trials following the final leap in opening the CAF to women, which came in the form of a ruling from the Canadian Human Rights Tribunal in 1989.⁴⁸ In its ruling the court made the following order:

1. “The CAF CREW trials are to continue but are not to be regarded as trials, but as the lead-up or preparation for full integration, that is, the CREW exercise will be the first stage of implementation of a new policy of full integration of women into all units and occupations now closed to them.
2. Full integration is to take place with all due speed, as a matter of principle and as a matter of practice, for both active and reserve forces.
3. The implementation of the principle requires the removal of all restrictions from both operational and personnel considerations; the minimum male requirement should be phased out; new occupational personnel selection standards should be imposed immediately.

⁴³ *Ibid.*, Part 3 p 6-7.

⁴⁴ *Ibid.*, Part 3 p 40.

⁴⁵ *Ibid.*, Part 3 p 24.

⁴⁶ *Brown v. Canadian Forces*, [1989] Canadian Human Rights Tribunal, D.T. 3/89.

⁴⁷ Karen D. Davis, “*Negotiating Gender in...* 167.

⁴⁸ *Ibid.*,167

4. There must be internal and external monitoring of the policy with appropriate modifications being made immediately.
5. The CAF and the CHRC are to devise a mutually acceptable implementation plan so that the integration of women proceeds steadily, regularly and consistently towards the goal of complete integration of women within the next ten years.”⁴⁹

The ruling also specified that full integration was to be completed by 1999. Following this ruling the only exceptions that were allowed were submarine duties, as the ones utilized by Canada at the time were not suitable for the inclusion of women. This exclusion was lifted in 2001.

The 10 years following the ruling can be characterized as chaotic. The institutional resistance to change, the competing priorities of downsizing that came with that decade, and the desire to conform to the ruling clashed.⁵⁰ In response to the external monitoring requirement, the Minister’s Advisory Board on Women in the Canadian Forces was created; to be later renamed the Minister’s Advisory Board on Gender integration in 1990.⁵¹ Its role as external monitor was to provide recommendations and advice to the Minister on the process of integration of women and issues pertaining to women.⁵² From the reports in the early 1990s it is easily seen that some early issues identified were not given priority by CAF. For example, the requirement for military equipment to be redesigned to suit women was not promptly addressed by the military.⁵³ A redesign of the rucksack was done in 2000-2001 by Defence R&D Canada, eight years

⁴⁹ Brown v. Canadian Forces...

⁵⁰ Karen D. Davis, “*Negotiating Gender in...*” chapter 6.

⁵¹ Department of National Defence, *2000 Annual Report of the Minister’s Advisory Board on the CF Gender Integration and Employment Equity (MABGIEE) Backgrounder, Project Number BG-01-008*, last modified 16 March 2001, <http://www.forces.gc.ca/en/news/article.page?doc=2000-annual-report-of-the-minister-s-advisory-board-on-cf-gender-integration-and-employment-equity-mabgiee/hnmx19ps>
 Department of National Defence, *Women in the Canadian Forces, Backgrounder, Project Number BG-98-002*, last modified 1 February 1998, <http://www.forces.gc.ca/en/news/article.page?doc=women-in-the-canadian-forces/hnlhxa3>

⁵² *Ibid.*

⁵³ Department of National Defence, *Minister’s Advisory Board on Women in the Canadian Forces : 1992-1993 Annual Report*, (Ottawa :Department of National Defence, 1993),6a.

after the requirement was identified.⁵⁴ Nonetheless, ill-fitting equipment remains a topic of discussion to this date.⁵⁵

Following the implementation of the Employment Equity Act in 1996, the Minister's Advisory Board on Gender Integration and Employment Equity (MABGIEE) was reformed in 1998. Under that act, the CAF was required to work toward greater representation of the designated minority groups, which included women.⁵⁶ This time the Advisory Board produced two reports, an interim report in March 2000 and its final report on the 15 of March 2001.⁵⁷ The initial report identified that the CAF had set, in the Employment Equity Plan (EEP), the minimum potential employment for women at 28%. In reality the CAF only had 13% of women representation, when taking into account reserve force as well as regular force personnel.⁵⁸ The final report gave a pass to the CF on its EEP but failed it on the results.⁵⁹ By the time of issuing of the report women were present in combat roles, though in small representation. Overall, the proportion of women in the CAF had grown from the 1.8% in 1971 to 9.9% in 1989 and 10.8% in

⁵⁴ Defence Research and Development Canada, *Scientific Excellence for Canada's Defence Annual Report 2000-2001*, (Ottawa: DRDC), 7. <http://publications.gc.ca/collections/Collection/D1-14-2001E.pdf>

⁵⁵ Kristen Everson, "Canada's top general is asked about getting equipment fitted especially for women," *CBC News*, 17 February 2017, <http://www.cbc.ca/news/politics/vance-conference-question-sanfacon-1.3989588?autoplay=true> .

⁵⁶ National Defence and Canadian Forces, *Ombudsman Annual Report 2000-2001*, (Ottawa), 13. <http://publications.gc.ca/collections/Collection/D70-2001E.pdf>

⁵⁷ Department of National Defence, *2000 Annual Report of the Minister's Advisory Board on the CF Gender Integration and Employment Equity ...*

⁵⁸ Department of National Defence, *Minister's Advisory Board on Canadian Forces Gender Integration and Employment Equity Successes and Opportunities: 1999 Annual Report*, (Ottawa: Department of National Defence, 1999), 4.

⁵⁹ National Defence and Canadian Forces, *Ombudsman Annual Report 2000-2001*, (Ottawa: 2001), <http://publications.gc.ca/collections/Collection/D70-2001E.pdf> , 4.

1999, but efforts were still required to say that women were widely represented.⁶⁰ This can be seen from the list of “first” that happened in the 2000’s.⁶¹

It is also important to note that the current CAF Employment Equity goal for representation of women is of 25.1%.⁶² This goal is for full representation, meaning in all trades, and at all ranks. Though integration, as characterized by many, may be seen as complete with the total “opening of doors” as stated in a historical piece of the defence website, the attraction and retention phase, attaining a critical mass is still ongoing.⁶³

Evolution of “Women” Policy

The influx of women and their ability to assume greater roles meant that policy changes were required. These adaptations came slowly and incrementally throughout the years. At the onset, when women were first allowed to enroll on a permanent basis in the early 1950’s, only single women were accepted.⁶⁴ Married women could not enroll and once a woman married or became pregnant she was forced to release.⁶⁵ The RCAF was the first to amend these policies, in 1953, with a regulation allowing women to remain in the RCAF post marriage.⁶⁶

Witnessing an increase in the number of women, in 1955 the government imposed further conditions to the service of women.⁶⁷ Women were restricted to positions that

⁶⁰ Karen D. Davis, “*Negotiating Gender in...*”, 239.

⁶¹ Department of National Defence, *Canadian Armed Forces-Historical milestones of women...*

⁶² Department of National Defence, *Women in the Canadian Forces, Background, Project Number BG-14 006*, last modified 6 March 2014, <http://www.forces.gc.ca/en/news/article.page?doc=women-in-the-canadian-armed-forces/hie8w7rm>.

⁶³ *Ibid.*

⁶⁴ Karen D. Davis, “Organizational Environment and Turnover: Understanding Women’s Exit from the Canadian Forces,” (Master’s Thesis, McGill University, 1994), 14.

⁶⁵ *Ibid.*

⁶⁶ *Ibid.*

⁶⁷ Karen D. Davis, “*Negotiating Gender in...*”, 70-71.

could not be otherwise filled by service men or civilians.⁶⁸ No women were to be employed as clerks in headquarters.⁶⁹ There were no women designated positions or units. Lastly, they were only to be enrolled in trades were it was proven that they could perform.⁷⁰

With the result of the Royal Commission in 1971, progress was made. Married women could now enroll and could remain in the military after having a child.⁷¹ Women were also now entitled to maternity leave.⁷² In 1975, modifications were made to the pension act making the entitlements identical for women and men.⁷³ In 1989, the CAF announced “all suitably-qualified men and women serving in the regular force are liable for service in any unit (except submarines)”.⁷⁴ Equal liability to serve was then forth applied to both men and women. Through these changes evolved a movement of easing of restrictions for the employment of women in the CAF.

Throughout the 1990’s policies were reviewed in an effort to “integrate” women. In some cases policies were perceived as being accommodating towards women. Such is the case of the CF EXPRES fitness test.⁷⁵ Having a different physical standard test for women, who would be required to accomplish the same tasks as the men, caused much animosity among the men. This was observed by the MABGIEE and documented in their 2000 report.⁷⁶ Other policies that were put in place in the 1990s in an effort to augment

⁶⁸ *Ibid.*

⁶⁹ *Ibid.*

⁷⁰ *Ibid.*

⁷¹ Karen D. Davis, “*Negotiating Gender in...*”, 84-85.

⁷² *Ibid.*

⁷³ *Ibid.*

⁷⁴ Karen D. Davis, “*Organizational Environment and Turnover...*”, 20.

⁷⁵ Department of National Defence, *Minister’s Advisory Board on Canadian Forces Gender Integration and Employment Equity: 2000 Annual Report*, (Ottawa: Department of National Defence, 2000), 17.

⁷⁶ *Ibid.*

the number of women were seen as positive discrimination. An example of such a policy is known as the “Special Measures List”. Implemented in 1997, the aim of the policy was to reserve additional seats, over and above the ones assigned to each trade, for attendance of women to the Canadian Forces Command and Staff Course.⁷⁷ The policy was put in place to compensate for the past gender limitations of employment that could limit the competitiveness of women to gain a seat on the course. Such policies, though required in order to gain proper representation, came with much stigma attached to them as they were not broadly explained or understood.⁷⁸

Since the early 2000s, policy changes for the integration of women have not been apparent. The MABGIEE 2000 report suggested many policy initiatives that could be implemented. They suggested that a flexible career option, similar to the public and private sector, be implemented.⁷⁹ They recommended the creation of mentoring programs for all designated and non-designated groups.⁸⁰ Alas, these have not come to fruition. One recommendation that was implemented was a task-based fitness test, which was approved on December 5th 2012 and implemented in fiscal year 2014/2015.⁸¹ Having the same standard for both sexes has removed the perceived unfairness associated with the fitness standards.

⁷⁷ Department of National Defence, *CANFORGEN 053/97 – Special Selection Measure for Women- Canadian Forces Command and Staff Course*, (Ottawa: Department of National Defence, 16 May 1997).

⁷⁸ Irina Goldenberg and Gordon AuCoin, “ Special Program for Female Selection to Canadian Forces Command and Staff Course,” in *Women and Leadership in the Canadian Forces : Perspectives and Experience*, edited by Karen D. Davis (Kingston: Canadian Defence Academy Press, 2007), 173.

⁷⁹ Department of National Defence, *Minister’s Advisory Board on Canadian Forces Gender Integration and Employment Equity: 2000 Annual Report...*, 39.

⁸⁰ *Ibid.*

⁸¹ *Ibid.*; Department of National Defence, *CANFORGEN 038/13 – Launch of new CF Fitness Evaluation*, (Ottawa: Department of National Defence, 4 March 2013).

Policies have evolved over the years, going from the exclusion of married women to the inclusion of maternity leave. Where differences still exist, little understanding or explanation is given, resulting in stigma and the reluctance of women to take advantage of such policies. When women do take advantage of these policies, they will not openly discuss it with colleagues, male or female, for fear of the stigma attached. Furthermore, policy recommendations that were made by the MABGIEE have still not been implemented 16 years after the fact. With the current efforts being made to increase the representation of women, such policies could potentially help. Focusing on recruitment alone is not enough. In order to have greater representation at higher ranks, there needs to be retention efforts as well.

Current Demography

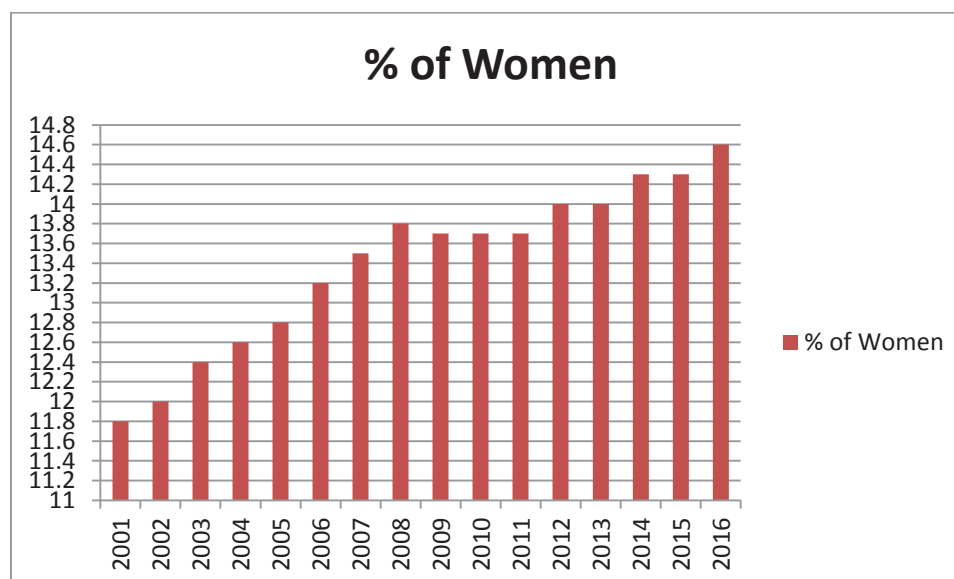
When discussing the retention of women, one must first understand who the target audience is. In order to provide an accurate picture, a query was done into HRMS in order to extract the exact historical data since 2001. The data pulled was taken as of 31 December for every year. As of the 31st of December 2016, women represented 14.6% of regular force.⁸² Table 2.1 and Figure 2.1 below show the evolution of the representation of women in the regular force since 2001.

⁸² Department of National Defence, "List of RegF pers as of 31 Dec 2016..."

Table 2.1 – Representation of Women by Year Regular Force

Year	2001	2002	2003	2004	2005	2006	2007	2008
% of Women	11.8	12	12.4	12.6	12.8	13.2	13.5	13.8
Year	2009	2010	2011	2012	2013	2014	2015	2016
% of Women	13.7	13.7	13.7	14	14	14.3	14.3	14.6

Source: Department of National Defence, “Count of RegF_ResF by Gender_Rank since 2001,” Ad Hoc Report Ticket Number 10580, 20 October 2016; Department of National Defence, “List of RegF pers as of 31 Dec 2016- Rank_Environment_Marital Status_number of Dependants,” Ad Hoc Report Ticket Number 11292, 13 April 2017.

**Figure 2.1 – Women Representation by Year Regular Force**

Source: Department of National Defence, “Count of RegF_ResF by Gender_Rank since 2001,” Ad Hoc Report Ticket Number 10580, 20 October 2016; Department of National Defence, “List of RegF pers as of 31 Dec 2016- Rank_Environment_Marital Status_number of Dependants,” Ad Hoc Report Ticket Number 11292, 13 April 2017.

Over the past 16 years, it can be seen that the representation of regular force women in the CAF has only increased by 2.8%. In order to gain a better understanding of who the 14.6% are, a further break down shows that 45.3% of the women are in the CA, 36.9% are in the RCAF and 17.8% are in the RCN.⁸³ Though the number of women in the CA is higher, when looking at what percentage of the CA this equates to, women represent only 12.3%.⁸⁴ Because the RCAF and RCN are smaller, women actually have higher representation in those elements. They represent 18.1% of the RCAF and 15.7% of the RCN.⁸⁵ Table 2.2 further breaks down the data in order to establish at what rank women are concentrated.

Table 2.2- Representation of Women by Rank and Element

All Elements	% of Women	RCAF	% of Women	CA	% of Women	RCN	% of Women
Snr Officers	15.2	Snr Officers	18.1	Snr Officers	12.8	Snr Officers	15.5
Jnr Officers	18.8	Jnr Officers	18.8	Jnr Officers	17.3	Jnr Officers	22.1
WO and Above	11.1	WO and Above	15.7	WO and Above	9.7	WO and Above	9.2
Sgt and Below	13.9	Sgt and Below	18.1	Sgt and Below	11.7	Sgt and Below	15.2

Source: Department of National Defence, "List of RegF pers as of 31 Dec 2016-Rank_Environment_Marital Status_number of Dependants," Ad Hoc Report Ticket Number 11292, 13 April 2017.

⁸³ Department of National Defence, "List of RegF pers as of 31 Dec 2016..."

⁸⁴ *Ibid.*

⁸⁵ *Ibid.*

Many facts can be pulled from the data presented in Table 2.2. First, across all of the elements, women have a stronger representation at the junior officer level. It can also be seen that there is a decrease in representation between junior and senior ranks in both the non-commission member (NCM) and officer cadres. Though much less significant for the RCAF, there is a decrease of representation from junior to senior officers. For the CA it is of 4.5%, for the RCN it represents 6.6%. While on the NCM side the RCN has a decrease of 6%. Considering that all trades have been open to women for 28 years, the discrepancy in representation between the lower and higher ranks is indicative that integration is not complete, or at the very least that women have not been promoted at the same rate as their male counterparts. Furthermore, in fiscal year 2014/2015, approximately 50 percent of women were still in six occupations:

- “Resource Management Support Clerk;
- Supply Technician;
- Logistic Officer;
- Medical Technician;
- Nurse Officer;
- Cook.”⁸⁶

This further supports the premise that integration is not complete.

In order to establish the profile further, data was extracted on marital status as well as parental status. It was found that both men and women have children in nearly the same proportions, 53.3% of women and 50.6% of men.⁸⁷ Of all the women in the Regular Force 57.5% are married or in a common law relationship.⁸⁸ When looking

⁸⁶ Department of National Defence, Director General Military Personnel Research and Analysis, Lynne Serré, *Regular Force Release Reasons by Gender : Analysis by age, rank, occupation authority and marital status*, presented to DHRD, September 2016 ; Office of the Auditor General of Canada, *2016 Fall Reports of the Auditor General of Canada ...*

⁸⁷ Department of National Defence, “List of RegF pers as of 31 Dec 2016...”

⁸⁸ *Ibid.*

further at the type of relationship, 37% of women were part of a service couple.⁸⁹ When compared to the percentage of married or common law men, the percentage is very similar at 59%.⁹⁰ Where there is a significant difference is at the service couple level, only 6% of all men are members of a service couple.⁹¹ The consequence of this singular item is that for 37% of the female workforce, there is an added stress related to the service, a stress of colocation or of being called to deploy at the same time as your spouse. Meanwhile this is only true for 6% of the male workforce.

An argument can be made that with a civilian spouse the stresses could be the same. Colocation can be as stressful when your spouse has stable employment and your spouse could be called away for work. This is true, however in their case, colocation relates to the decision of the military spouse to move alone to a new place of employment leaving his family behind. In the case of a service couple, both spouses could be posted to different location; there is no choice in this equation. Essentially the members have no personal control over the situation, except for the option of release.

The facts provided in this section allow for a better appreciation of who are the majority of women in the CAF. It showed that they are concentrated in the lower ranks. It demonstrated that there are more women in the CA, but that they represent higher proportions within the RCAF and RCN. It also established that slightly more than half are mothers. Lastly it presented the fact that 37% of the female workforce is part of a service couple.

⁸⁹ *Ibid.*

⁹⁰ *Ibid.*

⁹¹ *Ibid.*

Attrition

Release from the CAF can be categorized under 5 Items:

- “Item 1- Misconduct;
- Item 2- Unsatisfactory Service;
- Item 3- Medical;
- Item 4- Voluntary; or
- Item 5-Service completed.”⁹²

In FY 2014/2015 the overall attrition rate for the CF was of 7.9%, 6.2% for officers and 8.5% for NCMs, with voluntary release, item 4, as the most common.⁹³ In order to gain an appreciation of who is releasing, when and why, looking at the release data becomes critical. It can also help orient retention strategies. As such, establishing a profile of personnel releasing under Item 4 is important as they represent the target audience of retention policies.

DRDC has looked at the release data for regular force women between FY 06/07 and FY 15/16. During this 10 year period, a total of 6793 women took their release from the CAF and of this number 56.4% or 3834 were released under item 4.⁹⁴ These women represent the potential candidates for retention. If only half of them had stayed, our representation would be at 20%. When looking at the attrition rate for women in particular, it can be seen that it has varied over the years. Figure 2.2, represents the overall attrition rate for women as well as the Item 4 attrition rate over the years. It can be seen that the attrition rate peaked in 2007, and has been steady around 6.5% for the last three years. Looking at the data further shows the overall attrition rate for women over

⁹² Director Research Workforce Analytics, *Annual Report on Regular Force Attrition 2014/2015...*, 14.

⁹³ *Ibid.*, iii.

⁹⁴ Department of National Defence, Director General Military Personnel Research and Analysis, Lynne Serré, *Regular Force Release Reasons by Gender*, prepared for DHRD, August 2016.

the last 15 years has been of 6.5% all items included and of 3.6% for Item 4 releases specifically.⁹⁵

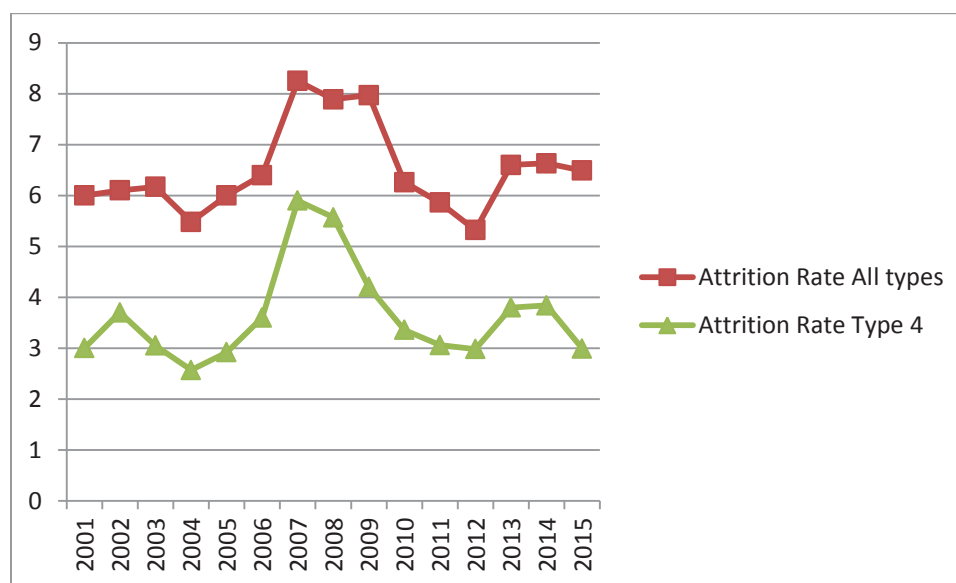


Figure 2-2 : Women Attrition by Year

Source: Department of National Defence, “Count of RegF_ResF by Gender_Rank since 2001,” Ad Hoc Report Ticket Number 10580, 20 October 2016; Department of National Defence, “List of RegF_ResF Releases since 2001 – Female,” Ad Hoc Report Ticket Number 10580, 20 October 2016.

When compared to the attrition rates of men, the result are similar, with the attrition rate of women 0.2% lower than that of men in 2014/2015.⁹⁶ Though the current attrition rate of women is slightly lower than that of men, and it has been since 2012/2013, this data is misleading. It can be explained by the higher number of men releasing than women prior to the 10 years of service (YOS) mark. Figure 2-3 and 2-4 represent the attrition rates for each year with data taken from 2011 to 2015. These figures show that from 10 YOS, the attrition rate of women tends to be slightly higher than that of men until 20 YOS. At 20

⁹⁵ Department of National Defence, “Count of RegF_ResF by Gender_Rank since 2001,” Ad Hoc Report Ticket Number 10580, 20 October 2016; Department of National Defence, “List of RegF_ResF Releases since 2001 – Female,” Ad Hoc Report Ticket Number 10580, 20 October 2016.

⁹⁶ Director Research Workforce Analytics, *Annual Report on Regular Force Attrition 2014/2015...*, 34.

YOS, currently the pension point for those under an intermediate engagement of 20 years (IE20), the attrition rate of women officers is nearly double that of men.⁹⁷ It remains on average higher for both officers and NCM's past that point.

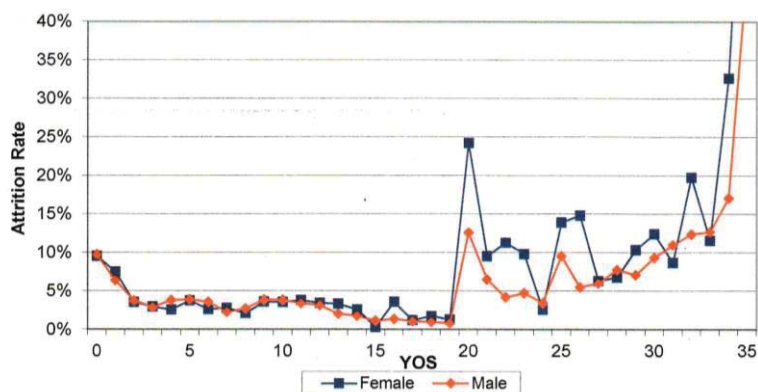


Figure 2-3 Officer Attrition Rate by Gender and YOS between 2011-2015

Source: Director Research Workforce Analytics, *Annual Report on Regular Force Attrition 2014/2015* (Director General Military Personnel Research and Analysis DRDC-RDDC-2016-D045) (Ottawa, ON: Defence Research and Development Canada, 2016), 36.

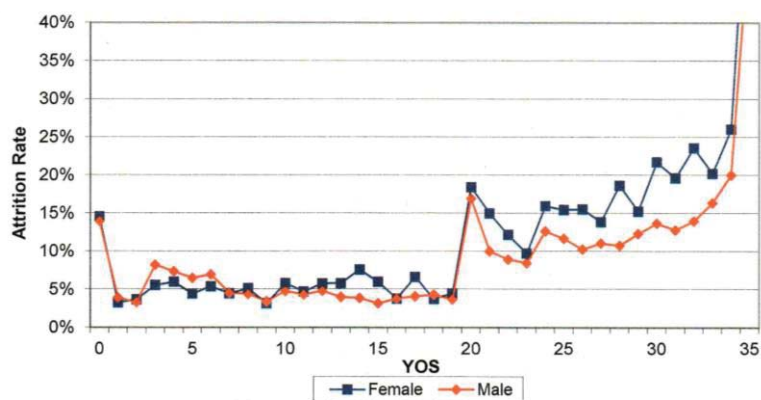


Figure 2-4 NCM Attrition Rate by Gender and YOS between 2011-2015

Source: Director Research Workforce Analytics, *Annual Report on Regular Force Attrition 2014/2015* (Director General Military Personnel Research and Analysis DRDC-RDDC-2016-D045) (Ottawa, ON: Defence Research and Development Canada, 2016), 36.

⁹⁷ *Ibid.*, 36.

Figures 2-5 and 2-6 show the same data but grouped by ranges of YOS. It clearly confirms that past 10 YOS, women's averaged attrition rates are higher than that of men throughout and that the difference augments as the YOS increase.

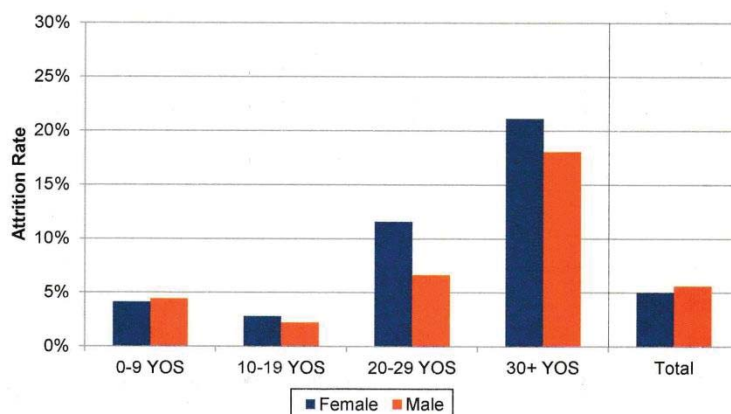


Figure 2-5 Officer Attrition Rates by YOS Groups and Gender (2011 – 2015)

Source: Director Research Workforce Analytics, *Annual Report on Regular Force Attrition 2014/2015* (Director General Military Personnel Research and Analysis DRDC-RDDC-2016-D045) (Ottawa, ON: Defence Research and Development Canada, 2016),

35.

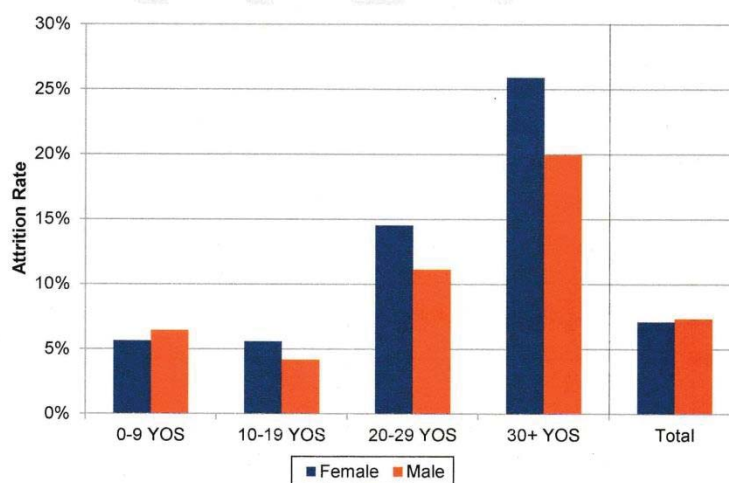


Figure 2-6 NCM Attrition Rates by YOS Groups and Gender (2011 – 2015)

Source: Director Research Workforce Analytics, *Annual Report on Regular Force Attrition 2014/2015* (Director General Military Personnel Research and Analysis DRDC-RDDC-2016-D045) (Ottawa, ON: Defence Research and Development Canada, 2016),

35.

Another factor to consider, when evaluating attrition, are the reasons for leaving. A considerable amount of research on attrition and retention has been done over the years. Defence researchers Coulthard and Tanner reported that from an analysis of the research done in the 1990's, consistently more women indicated family related issues as reasons for leaving.⁹⁸ One study identified that the inflexibility of the CAF with regards to women wanting to pause their career for a family-related reason, was a significant factor in attrition.⁹⁹

In their research, defence researchers Otis and Shaver found that the results of the analysis of the 2005/2007 Exit Surveys did not identify specific gender issues.¹⁰⁰ Notwithstanding, they did identify work-life balance and family issues as the main reasons for leaving.¹⁰¹ This can be indicative that men's priorities are evolving as well. As such, what can be applied for the retention of women can also benefit men. Their analysis of the research done on the subject revealed that consistently across all reports, men and women have similar reasons for leaving, but women cite family reasons more often than men.¹⁰² This result was echoed by the NATO Committee on Gender Perspectives 2013 National Report for Canada.¹⁰³

The information presented in this section shows that attrition cannot only be compared on the basis of general attrition rates alone. Women's attrition rate, though

⁹⁸ Julie Coulthard and Leesa Tanner, *A Gap Analysis of Employment Equity and Diversity Research in the Canadian Forces*, (Defence R&D Canada: Technical Memorandum DGMPRA TM 2009-009, July 2009), 35.

⁹⁹ *Ibid.*, 40.

¹⁰⁰ Nancy Otis and Michelle Straver, *Review of Attrition and Retention Research for the Canadian Forces*, (Defence R&D Canada: Technical Memorandum DRDC CORA TM 2008-030, October 2008), 14.

¹⁰¹ *Ibid.*; NATO, *Summary of the National Reports of NATO Member and Partner Nations 2014*, (NATO HQ: Office of the Gender Advisor International Military Staff, 7 March 2016), 32.

¹⁰² Nancy Otis and Michelle Straver, *Review of Attrition and Retention Research for the Canadian Forces...*, 20.

¹⁰³ Department of National Defence, *Canadian Forces National Report to the NATO Committee on Gender Perspective*, (NATO: 2200-1 (SSO Coord) CAN 2013 Annual Report to NCGP), 6.

lower than men, can actually be seen as more problematic when compared by YOS. The issue of when women are releasing is of great importance. Women are releasing once they are skilled workers with years of experience. They are releasing post investment. These are the women that the CAF needs to retain in their workforce. The fact that for officers, they release at a rate nearly double that of men at pension point, and consistently higher past that point for both NCMs and officers, can also partially explain the lower representation of women at higher ranks. As such, when considering retention initiatives these realities need to be considered. Furthermore, the fact that women consistently list family issues and work-life balance as a reason for leaving more often than men is indicative of the role these women play in their households, and it needs to be considered in the discussion.

Conclusion

Chapter two has provided a generic overview of the historical integration of women into the CAF. It has explained the evolution of women centric policies and painted a portrait of who the women in the CAF are, as well as attrition trends. In doing so, it has provided the context of the evolution of the role of women in the CAF over its history and a view of the policy limitations that were once imposed. It highlighted that integration is far from complete, that even though all trades have been open for over 28 years, approximately 50% of women are still in only six trades. It presented the fact that 37% of the women are part of a service couple, which correlates to 6% of the men. The chapter also demonstrated that attrition becomes gradually more significant for women than men past 10 YOS, and much more significant past the current immediate annuity point of 20 YOS. This partially helps to explain the lower representation of women at the

higher ranks. The last significant factor presented is that women, more often than men, list family and work-life balance as reasons for leaving the military. Having established this current picture of the CAF, the following chapter will endeavor to identify the reasons why women list work-life balance and family reasons for leaving; this will be done by looking at women's role in society.

CHAPTER 3

JUGGLING FAMILY AND CAREER: THE IRRECONCILABLE PRIORITIES OF WOMEN

The previous chapter has been established that women have surmounted many challenges in order to have the right to participate fully and without restriction in all aspects of the military. Yet they remain segregated, both horizontally and vertically, and they indicate family reasons more often than men as reasons for leaving. This chapter will research the causes of such realities by looking at the roles of women within greater society.

It will start by investigating the gender roles of women in society, in order to ascertain if they are still relevant or present. It will look at work-life balance and how women cope. This will be followed by a review of the limited presence of women in top ranking jobs and what these women have in common. Lastly this chapter will present Preference Theory as a way to further establish the priorities of the women the CAF should be trying to retain.

Evolution of Gender Roles

When looking at society, even at a very superficial level, the traditional gender roles of men as breadwinner and women as homemaker can be seen publicized everywhere. From the “Easy-Bake Oven” that girls receive in early childhood, gender roles are being thought to children. It is no wonder that toy stores sale pink kitchen sets for girls and dark colored work benches for boys. These ideas are formed from the early stages of our lives from clothing to sports. More boys play hockey than girls and more girls dance than boys, yet both activities are open to both sexes. This segregation happens early, based on the gender roles parents assume and influence over their children.

When thinking of gender roles, one can assume an egalitarian perspective. This means believing that both men and women should do equal share of both financial support to the family as well as an equal share of housework and childcare related activities.¹⁰⁴ Or a traditional perspective, as described earlier, can be adopted.¹⁰⁵ Yet society continues to see women as sole bearers of responsibility for the children and home.¹⁰⁶ Where does this leave women? Numerous studies have been done on the gender roles women assume and how these vary in their lives. They have identified that differences remain on how women, when compared to men, select work orientation and education, set life goals and attribute importance to family vice career.¹⁰⁷

Looking first at their education, though more women than men attain university level education, their participation remains limited in fields of science, technology, engineering, mathematics and computer science, commonly known as the STEM fields of study.¹⁰⁸ In 2011, only 39% of STEM graduates were women, which is surprising considering they accounted for 66% of undergraduate and first professional degrees.¹⁰⁹ This serves to indicate that women are not equally represented in all fields of academic

¹⁰⁴ Elizabeth A. Corrigan and Alison M. Konrad, "Gender Role Attitudes and Careers: A Longitudinal Study," *Sex Roles* 56, (June 2007): 847, <http://web.a.ebscohost.com/ehost/pdfviewer/pdfviewer?sid=131f02c9-ca64-4952-aea9-c43112528bb7%40sessionmgr4009&vid=1&hid=4209> .

¹⁰⁵ *Ibid.*

¹⁰⁶ Medora W. Barnes, "Gender Differentiation in Paid and Unpaid Work during the Transitions to Parenthood," *Sociology Compass* 9, no. 5 (May 2009): 353, <http://web.b.ebscohost.com/ehost/detail/detail?sid=becdb140-4337-4d19-8cad-42c3e5f8c3e9%40sessionmgr104&vid=0&hid=129&bdata=JnNpdGU9ZWlhvc3QtbG12ZQ%3d%3d#AN=102271864&db=sih> .

¹⁰⁷ Catherine Hakim, "Women, Career and Work-life Preferences," *British Journal of Guidance & Counselling* 34, no. 3 (August 2006): 280, <http://web.a.ebscohost.com/ehost/detail/detail?sid=10d15746-e6d3-4761-9435-e2f98aeecf66%40sessionmgr4009&vid=0&hid=4209&bdata=JnNpdGU9ZWlhvc3QtbG12ZQ%3d%3d#AN=21807016&db=eue>.

¹⁰⁸ Neil Guppy and Nicole Luongo, "The Rise and Stall of Canada's Gender-Equity Revolution," *Canadian Review of Sociology* 52, no. 3 (August 2015): 247,248, <http://onlinelibrary.wiley.com/doi/10.1111/cars.12076/abstract> .

¹⁰⁹ *Ibid.*

studies. Women, being free to select which ever field of studies they want, are actively choosing not to go into these fields. However, their representation is double that of men in the fields of education, humanities, social sciences.¹¹⁰ This is telling, as these fields have been identified as traditional women areas of studies, demonstrating that a preference for the traditional is still relevant today. It also goes to show that women are segregating themselves by their educational choices.

When examining the formation of families, in this case heterosexual family units, Dr. Barnes, a family, work and gender expert from John Carroll University, presents that newly formed couples tend to display egalitarian gender role attitudes and share equally paid and unpaid labor.¹¹¹ This however changes with the arrival of children where both men and women adopt more traditional gender roles.¹¹² A 2009 study, conducted by Sociology professors Melissa Milkie, Sara B. Raley and Suzanne Bianchi, found that on average mothers of young children work 73 hours a week.¹¹³ Broken down, this represents 37 hours of paid labor, 21 hours of housework and an additional 15 hours of childcare.¹¹⁴ Fathers reported working a total of 68 hours a week, 46 hours on paid labor, 15 hours on housework, and 9 hours on childcare.¹¹⁵ These findings are consistent with numerous other scholars' findings that state that a mother's hours of unpaid labor goes up due to childcare, but also due to the increased housework the addition of children

¹¹⁰ Association of Universities and Colleges of Canada, *Trends in Higher Education Vol 1-Enrolment* (Ottawa: AUCC, 2011), 14, <http://www.caic.ca/uploaded/trends-2011-vol1-enrolment-e.pdf> .

¹¹¹ Medora W. Barnes, "Gender Differentiation in Paid and Unpaid Work ...", 348.

¹¹² *Ibid.*, 350.

¹¹³ Melissa A. Milkie, Sara B. Raley, and Suzanne M. Bianchi, "Taking on the Second Shift: Time Allocations and Time Pressures of US Parents with Preschoolers," *Social Forces* 88, no.2 (December 2009): 507-510, <http://search.proquest.com/docview/229866195?pq-origsite=summon> .

¹¹⁴ *Ibid.*

¹¹⁵ *Ibid.*

brings.¹¹⁶ The research also demonstrates that men's proportion of unpaid labor goes down with the arrival of children, but not to the same degree as the increase in women's.¹¹⁷ Further research also indicates that women's paid labor participation decreases with the arrival of children and that the father's increases.¹¹⁸ Unfortunately as can be seen above, even though hours of paid labor are reduced for women after the arrival of children their work week still remains longer than that of men.

Another aspect that contributes to the increase of unpaid labor for women is Canada's current demography. In 2015 the Canadian population reached a tipping point; for the first time in its history, the senior population, 65 and older, outnumbered the children, 14 and below.¹¹⁹ This increase in seniors has affected women more than men. As the demand for elder care has risen over the years, and continues to do so, women have taken on more of the responsibility.¹²⁰ This phenomena is not new, as reported by Professor Paula B. Doress-Worters back in 1994, women at that time were expected to spend 17 years caring for their children, while also spending 18 years of their adult lives caring for elder parents.¹²¹ At that time it was estimated that 1.8 million women in the United States of America were actually doing both at the same time.¹²²

¹¹⁶ *Ibid.*, 355.

¹¹⁷ *Ibid.*

¹¹⁸ Elizabeth A. Corrigall and Alison M. Konrad, "Gender Role Attitudes . . .", 848.

¹¹⁹ Anna Mehler Paperny, "Greying Nation: Canada has more seniors than kids for the first time ever. Here's what that means," *Global News*, 29 September 2015. <http://globalnews.ca/news/2247372/greying-nation-what-the-latest-population-numbers-mean-for-canadas-workforce-health-care-and-the-budget/>

¹²⁰ Terrance Hunsley, "Work-Life Balance in an Aging Population," *Horizons* 8, no. 3(April 2006): 8, <http://www.horizons.gc.ca/eng/content/work-and-life-balance> .

¹²¹ Paula B. Doress-Worters, "Adding elder care to women's multiple roles: A critical review of the caregiver stress and multiple roles literatures," *Sex Roles* 31, no. 9 (November 1994):601 , <http://link.springer.com/article/10.1007/BF01544282> .

¹²² *Ibid.*, 602.

As of April 2006, researchers at Human Resources and Social Development Canada estimated over 1.7 million Canadians were providing informal care to seniors.¹²³ Though they reported both men and women provided this care, this was quantified with women providing an average of 26 hours per month as opposed to men who, on average, provided 15 hours per month.¹²⁴ The care provided was further divided into the proportion of in home work, such as meal preparation, chores and personal care, and outside work, such as house and lawn maintenance and car care. When considering this divide, of the 26 hours women spent on this care, 18 hours were spent on in-home work. For men, in-home work represented 5 hours.¹²⁵ Their research also highlighted that women were more likely than men to have modified their work arrangements to facilitate this added caring responsibility, 27% as opposed to 14.9% of men.¹²⁶

This reality is also presented in 2014 research by McGill University indicating that providing elder care increases the likelihood of women leaving full time employment.¹²⁷ This burden of unpaid labour is added onto what is already a very lengthy week for women. The issue is further exacerbated in the military by the fact that members are often removed from their families due to postings and as such not able to provide this care. In these circumstances the stress of this role is not removed, even if the hours of work are, due to the fact that women will be the ones planning and arranging alternative care options.

¹²³ Roman Habtu and Andrija Popovic, "Informal Caregivers Balancing Work and Life Responsibilities," *Horizons* 8, no. 3(April 2006): 29, <http://www.horizons.gc.ca/eng/content/work-and-life-balance> .

¹²⁴ *Ibid.*

¹²⁵ *Ibid.*

¹²⁶ *Ibid.*, 30.

¹²⁷ Christine Proulx and Celine Le Bourdais, "Impact of Providing Care on the Risk of Leaving Employment in Canada," *La Revue canadienne du vieillissement* 33, no. 4 (2014):500, <http://search.proquest.com/docview/1624893682?pq-origsite=summon> .

In a study by York University professor Ronald J. Burke of a large Canadian service firm in 2000, it was identified that these traditional gender roles are present not only with regards to the division of labor in households but also with regards to how women view their careers in the context of family.¹²⁸ It identified that women strongly believed that they would be required to sacrifice their families in order to advance their careers.¹²⁹ It also identified that women believed more strongly in alternative career paths, were far more aware of work-family policies and utilized them more than their male counter parts.¹³⁰ This utilization trend was also reported by Neil Guppy and Nicole Luongo from the University of British Columbia. They identified that in 2014, men with preschool aged children were on average absent from work 1.9 days due to family or personal responsibilities, as opposed to 3.9 days for women.¹³¹ This reversion to traditional gender roles causes problems for women who find themselves in employment that does not offer the flexibility to cut-down on the hours of paid labor or flexibility in scheduling. This is a prevalent issue in Canada, as the hours of paid work are quite rigid.¹³² This in turn leaves women caught between the priorities associated with their changing gender roles, that is to say caught between motherhood and work.

One last finding that is important to bring forth was made by management professor Elizabeth Corrigall and business professor Alison Konrad. In their research,

¹²⁸ Ronald J. Burke, "Effects of Sex, Parental Status, and Spouse Work Involvement in Dual Career Couples," *Psychological Reports* 87, no. 3 (December 2000): 923,925-926, <http://journals.sagepub.com/doi/pdf/10.2466/pr0.2000.87.3.919> .

¹²⁹ *Ibid.* ; Kristin M. Perrone, Stephen L. Wright and Z. Vance Jackson, "Traditional and Nontraditional Gender Roles and Work-Family Interface for Men and Women," *Journal of Career Development* 36, no. 1 (September 2009): 18, <http://journals.sagepub.com/doi/abs/10.1177/0894845308327736> .

¹³⁰ *Ibid.*

¹³¹ Neil Guppy and Nicole Luongo, "The Rise and Stall of Canada's ...", 253.

¹³² Martha MacDonald, Shelley Phipps and Lynn Lethbridge, "Taking Its Toll: The Influence of Paid and Unpaid Work on Women's Well-Being," *Feminist Economics* 11, no. 1 (March 2005): 68, <http://www.tandfonline.com/doi/abs/10.1080/1354570042000332597> .

they found that the presence of a substantial source of non-wage income, such as a pension, also influenced women to adopt traditional gender roles.¹³³ The introduction of non-wage income gave them the opportunity to choose less time consuming employment, and allowed them more time in their unpaid roles.¹³⁴ This finding is of particular interest when considering the attrition rate of women in the military at pension point.

Traditional gender roles are still prevalent in women, based on their choices of education as well as employment. It has been put forth that for both women and men, though they start their adult life with an egalitarian attitude, once children come into the picture, the traditional gender roles that have been not so subtly learned throughout their life return to center stage. Women in society do take on the larger share of the housework, childcare as well as elder care. This then translates in the impression that to advance one's career, family will be impacted. In the following section, work-life balance as well as role strain and the perception that something needs to be sacrificed will be further discussed.

Balancing Work and Family Roles

The fact that work-life balance issues and family reasons are the most cited reasons for departing the CAF should not come as a surprise. When looking at society, balancing work and family has become one of the main topics of family oriented research. One of the causes of this phenomenon that has been identified is role strain. This occurs when a person tries to fulfill multiple roles at once and conflict arises

¹³³ Elizabeth A. Corrigall and Alison M. Konrad, "Gender Role Attitudes...", 854.

¹³⁴ *Ibid.*

between them.¹³⁵ Research has demonstrated that those who are the most at risk of filling this imbalance are dual-earner couples and single-parent families.¹³⁶

But why is this issue gaining more attention now than in the past? This is a result of the change in family dynamics. The drastic rise of women in the workforce has resulted in the majority of families now being dual-earners, or single-parent, who are in majority women.¹³⁷ As this has become the family norm over the past decades, the issue has been brought to the forefront. As a result of this social shift, families have lost the benefit of having someone dedicated to domestic needs, but the hours of non-paid work have not disappeared.¹³⁸ Though the hours spent on house-work have gone down over the years, the total hours spent on child care have increased, meaning parents today are spending more time parenting than parents in the 1950's.¹³⁹ Furthermore the realities of globalization and advances in technology have also revolutionized the work experience. People today are called to move away from their family support in order to secure employment.¹⁴⁰ Employment that today can have a 24 hour requirement for professionals, with tools to enable this such as smartphones.¹⁴¹ This in turn causes further role strain.

The impact of this shift has been especially significant for women. As they migrated to the workforce and took on the role of paid workers, their male counterparts did not increase their domestic involvement enough to compensate. This can be seen by

¹³⁵ Kristin M. Perrone, Stephen L. Wright and Z. Vance Jackson, "Traditional and Nontraditional Gender Roles...", 15.

¹³⁶ Jerry A. Jacobs and Kathleen Gerson, "Overworked Individuals or Overworked Families?: Explaining Trends in Work, Leisure, and Family Time," *Work and Occupations* 28, no. 1 (February 2001): 46, <http://journals.sagepub.com/doi/abs/10.1177/0730888401028001004> .

¹³⁷ *Ibid.*, 46-47.

¹³⁸ *Ibid.*

¹³⁹ Medora W. Barnes, "Gender Differentiation in Paid and Unpaid Work ...", 355.

¹⁴⁰ Terrance Hunsley, "Work-Life Balance in an ...", 4.

¹⁴¹ *Ibid.*

the continued division of non-paid hours indicated previously.¹⁴² Further compounding the issue, women have also retained the management role of their households. From paying the bills to remembering when a task needs to be done, as well as taking care of appointments and school related task for the children, for the majority, women are doing it.¹⁴³ As such, it is not surprising that researchers constantly indicate that women experience greater difficulty with work-life balance than men. In 2001, Canadian business professors Linda Duxbury and Christopher Higgins demonstrated that from 1991 to 2001 employees have become more stressed, with women experiencing the greater difficulty in balancing work and life roles.¹⁴⁴ These findings are also confirmed by researchers Benoit-Paul Hebert and Alex Grey, who reported that the presence of “young children substantially increases the probability of experiencing time crunch [role strain] for women, and modestly increases it for men.”¹⁴⁵ For men it increased by approximately 6%, as for women it increased by approximately 15%.¹⁴⁶

Research by Policy Research Initiative of the Government of Canada has indicated that stress caused by the difficulty of balancing work-life, is at its highest when children are between 6 and 12 years of age.¹⁴⁷ This same research further indicated that women were more likely than men to have quit employment or declined a promotion due

¹⁴² Jerry A. Jacobs and Kathleen Gerson, “Overworked Individuals or Overworked Families...”, 60; Terrance Hunsley, “Work-Life Balance in an ...”, 6.

¹⁴³ Terrance Hunsley, “Work-Life Balance in an ...”, 6.

¹⁴⁴ Martha MacDonald, Shelley Phipps and Lynn Lethbridge, “Taking Its Toll: ...”, 66; Linda Duxbury and Chris Higgins, *Work-Life Balance in the New Millennium: Where are we? Where do we need to go?* (Ottawa: Canadian Policy Research Networks Paper NO W/12, 2001), 14,21, http://cprn.org/documents/7314_en.PDF .

¹⁴⁵ Benoit-Paul Hebert and Alex Grey, “Time-Related Stress,” *Horizons* 8, no. 3(April 2006): 15, <http://www.horizons.gc.ca/eng/content/work-and-life-balance> .

¹⁴⁶ *Ibid.*

¹⁴⁷ Terrance Hunsley, “Work-Life Balance in an ...”, 7.

to the responsibilities of caregiving, of both children and elders.¹⁴⁸ Considering the information presented, it is not surprising that in 2009, women occupied 67.5% of the part time work in Canada.¹⁴⁹ For women aged between 25 and 44, the most common reason given was to balance family and work life.¹⁵⁰

In order to help balance work and family life, women have utilized different methods, and these have evolved over time. In a 1984 study, it was identified that the most utilized method of coping for women was to increase role behaviour, that is to say to try to do it all by working harder.¹⁵¹ This can be characterized as the era of super women. Further research conducted in 1990 identified four ways women used in order to cope. The first being delegation; delegating childcare and household tasks, usually to their partners. However, women retained the management of the tasks, such as remembering when they should be done.¹⁵² The second was social support, which was relying on family and friends.¹⁵³ The third was cognitive reconstructing, which meant concentrating on the positive when conflicting views or emotions about the situation were present.¹⁵⁴ Lastly was the limitation of avocational activities, such as leisure activities.¹⁵⁵ Though these coping strategies are certainly still widely used today, a 2006 study found that dual-earner couples who had successfully managed work and family had seven things in common:

¹⁴⁸ *Ibid.*, 8.

¹⁴⁹ Statistics Canada, "Paid Work," last modified 30 November 2015.
<http://www.statcan.gc.ca/pub/89-503-x/2010001/article/11387-eng.htm#a6>

¹⁵⁰ *Ibid.*

¹⁵¹ Maureen H. Schnittger and Gloria W. Bird, "Coping Among Dual-Career Men and Women Across the Family Life Cycle," *Family Relations* 39, no. 2 (April 1990): 200,
<http://web.b.ebscohost.com/ehost/detail/detail?sid=d2f7143a-8b53-4d7b-ad10-71d30fcaabca%40sessionmgr120&vid=0&hid=129&bdata=JnNpdGU9ZWZwhvc3QtbGl2ZQ%3d%3d#AN=9602291437&db=sih> .

¹⁵² *Ibid.*, 201.

¹⁵³ *Ibid.*

¹⁵⁴ *Ibid.*, 202.

¹⁵⁵ *Ibid.*

1. “Flexible scheduling or non-traditional scheduling, such as shifts;
2. Control over scheduling;
3. Autonomy on the job;
4. The ability to work from home;
5. Supportive supervisors and coworkers;
6. Establishment of firm boundaries; and
7. Worked for a company that was family-friendly and supportive of work family boundaries.”¹⁵⁶

The study also highlighted that in the majority of cases it was the women who took advantage of the flexible work options.¹⁵⁷ This demonstrates that vice trying to be super-women as they did in the mid 1980’s, or trying to find internal ways to cope, as they did in the early 1990’s, women today are looking at redefining work in order to fit it around their family. This is indicative of a change in mind set from the “can do it all attitude” to a realist view that there are just not enough hours in the week to do it all without sacrificing something. In this equation, women are choosing to sacrifice their careers.

One last aspect to discuss relates to the second item on the list above, having personal control over scheduling. Pushing control further and defining it as the ability to influence the work environment, which is to say to set goals, to determine how to perform work and under what schedule, professors Lapierre and Allen, present a review of the research done on how employee control at work relates to work-life balance.¹⁵⁸ In their review, they identify numerous authors that have put forth that having more control enables employees to avoid situations of imbalance. This view is corroborated by studies

¹⁵⁶ Kristin M. Perrone, Stephen L. Wright and Z. Vance Jackson, “Traditional and Nontraditional Gender Roles...”, 18.

¹⁵⁷ *Ibid.*

¹⁵⁸ Laurent M. Lapierre and Tammy D. Allen, “Control at Work, Control at Home, and Planning Behavior: Implications for Work-Family Conflict,” *Journal of Management* 38 no. 5 (September 2012):1501. <http://journals.sagepub.com/doi/full/10.1177/0149206310385868> .

which have demonstrated that having “greater control at work is associated with less work-family conflict.”¹⁵⁹ An example of such a study is one conducted by professors Thomas and Ganster on health professionals with children under 16 years old.¹⁶⁰ The study found that policies such as flexible scheduling and having a supportive supervisor provided employees with a greater sense of control. This then led to less work-family conflict, as well as less negative health issues such as depression.¹⁶¹

A second and more recent example was conducted using the Whitehall II study by professors from Sweden and the United Kingdom, Falkenberg, Lindfors, Chandola and Head. Their study concluded that “low control at work was associated with more Work Family Interference...”¹⁶² As such flexibility is one element of what is required, as present above, but within that flexibility there is a requirement for an element of individual control.

Both the Lapierre and Allen as well as Falkenberg, Lindfors, Chandola and Head research looked at the aspect of control at home, but as this paper is discussing what can be done from the organizations perspective, these were not considered further.

Women, more than men, are experiencing work-life balance issues. They are finding it increasingly difficult to reconcile the various roles they play in the current family construct. Those who are managing to cope are enabled by part time work, or flexible work arrangements. This can in part explain the horizontal segregation of women and why women choose specific fields of employment. However it does not fully explain

¹⁵⁹ *Ibid.*, 1502.

¹⁶⁰ Linda Thiede Thomas and Daniel C. Ganster, “Impact of Family-Supportive Work Variables on Work-Family Conflict and Strain: A Control Perspective,” *Journal of Applied Psychology* 80, no. 1 (1995) :6, <http://psycnet.apa.org/journals/apl/80/1/6.html> .

¹⁶¹ *Ibid.*

¹⁶² Helena Falkenberg *et al*, “Do gender and socioeconomic status matter when combining work and family: Could control at work and at home help? Results from the Whitehall II Study,” *Economic and Industrial Democracy* (2016): 22, <http://journals.sagepub.com/doi/10.1177/0143831X16682307> .

the vertical segregation. The next section will endeavour to explain why a limited number of women reach the higher levels, and what these women have in common.

The Women with a View

So far this chapter has identified the gender roles the majority of women currently adopt in society, from egalitarian to traditional, with the major shift following the arrival of children. It also identified that women experience more work-life balance difficulties than men. It put forth that they are more likely to have left employment, refused a promotion, and utilized flexible or part-time work arrangements in order to balance the demands. Despite these realities, how are these women attaining the top ranks? It will be shown that, short of exceptions, they are not.

Unfortunately for most women, senior-level positions are often not conducive to good work-life balance. Though they do come with a great deal of flexibility on how and where the work is conducted, they also have long hours, usually travel time, unpredictable emergencies and extended periods away from home.¹⁶³ Such positions frequently require 24 hour availability and attention at a moment's notice, due to the nature of the associated responsibilities.¹⁶⁴ As such, they are not jobs that can easily be fitted around day-care schedules, yet some women are reaching these positions.

A British case study of high ranked women identified that they had greatly reduced or eliminated work-life balance issues, half of them by not having children, others by having only one child.¹⁶⁵ In comparison, their male colleagues were for the

¹⁶³ Catherine Hakim, "Women, Career and ...", 281.

¹⁶⁴ *Ibid.*

¹⁶⁵ *Ibid.*, 283.

great majority married with several children, but also had a wife that stayed at home full time.¹⁶⁶

Such results are consistent with the finding of Defence Researcher Irina Goldenberg and Lieutenant-Commander Gordon AuCoin, who studied the female representation on the Canadian Forces Command and Staff Course, now known as the Joint Command and Staff Program, between 2000 and 2005. During this time period, on average, women represented 6.6% of students on the course.¹⁶⁷ Further analysis of the demography shows that 62% of women were in a common-law relationship or married, as opposed to 93.7% of men.¹⁶⁸ Furthermore, only 58.6% of women had children, as opposed to 85.7% of men.¹⁶⁹ This demonstrates that women with high career expectations, more than men, limit their work-life balance issues. When looking at the current JCSP cohort, women represent 14% of total students.¹⁷⁰ Taking only the Canadian students into consideration, women represent 19% of the students; 63% are in a common-law relationship or married and 63% have children.¹⁷¹ As for the male Canadian students, 93% are married or in a common-law relationship and 76% have children. It can be seen that the difference in marital status representation has not changed in the past 10 years.¹⁷² The gap regarding children has shrunk over the years, the delta going from 27% to 13%. This could be indicative of progress being made, but could also be attributable to the

¹⁶⁶ *Ibid.*

¹⁶⁷ Irina Goldenberg and Gordon AuCoin, “Special Program for Female...”, 161.

¹⁶⁸ *Ibid.*, 168.

¹⁶⁹ *Ibid.*

¹⁷⁰ Department of National Defence, “List of RegF pers in Rank Maj_Lcol in dept ID 8160 Gender_Marital status_number of Dependant Children,” Ad Hoc Report Ticket Number 11293, 13 April 2017.

¹⁷¹ *Ibid.*

¹⁷² *Ibid.*

young age range of the present cohort, 32.5 to 44.6 years old.¹⁷³ However, taking into consideration the percentage of students with more than 2 children, this is the case for 32% of the male students as opposed to 5%, that is to say one female student.¹⁷⁴ This goes to show that women are still limiting their work-life balance issues.

This trend of reducing work-life balance issues in order to attain higher ranks can also be seen within the CAF. Currently, of the 107 regular force general officers, only seven are women.¹⁷⁵ This equates to 6.5% of the general officers being women. Of these seven women, 57%, or four of them are married or in a common-law relationship and 57%, or four have children.¹⁷⁶ When comparing to the male general officers, they account for 93% of the cadre, 93% are married or in a common-law relationship and 86% have children.¹⁷⁷

Taking a closer look at who the current female general officers are and what their family situations were throughout their career in the CAF we can see how they negotiated work-life balance. LGen Whitecross for example, the CAF's top female officer, though married with three children, has a husband who released from the CAF in order to be a stay-at-home dad.¹⁷⁸ BGen Jennie Carignan, who is married with four children, like LGen

¹⁷³ *Ibid.* ; Canadian Forces College, "Course Profile," last accessed 22 April 2017, <http://barker.cfcacad.net/admin/jcsp43/admin/profile43.pdf> .

¹⁷⁴ Department of National Defence, "List of RegF pers in Rank Maj_Lcol..."

¹⁷⁵ Department of National Defence, "List of RegF_Pres pers in Rank of Col_Lgen with Env_Gender_MarStatus_Dep Age Group," Ad Hoc Report Ticket Number 11190, 22 March 2017.

¹⁷⁶ *Ibid.*

¹⁷⁷ *Ibid.*

¹⁷⁸ Shannon Proudfoot, "The Sacrifices of Canada's Female Military Trailblazer," *Maclean's*, November 6 2016, <http://www.macleans.ca/news/meet-lt-gen-christine-whitecross-canadas-first-three-star-female-general/> .

Whitecross, also has a husband who released from the military in order to take care of their children.¹⁷⁹

The statistics and examples presented serve to show that the women who have attained the highest ranks have done so not by balancing work and family like so many are trying. They have done it by eliminating and delaying the issue or taking on the traditional “breadwinner” gender role while their spouses took on the traditional “home and child-care” role. This is not to say that it is impossible for women in dual-earner couples with children to reach the top ranks, but currently the odds are not in their favor.

The relationship between promotion and retention is not one that is clearly seen at first glance. Research demonstrates that women are a strong asset when it comes to organizational change because of their “creative and imaginary ways of adapting to changing circumstances.”¹⁸⁰ As such being able to promote women will have a direct impact on how an employer will innovate when change is required. This statement is corroborated by studies which demonstrate that having a higher number of women at the executive level creates greater profit.¹⁸¹ For example, a 2011 Catalyst study comparing Fortune 500 companies found that companies who, for the last four out of five years had three or more women on their board of directors, had a return on investment capital on

¹⁷⁹ Meagan Campbell, “Meet the World’s First Female Combat General,” *Maclean’s*, 3 June 2016. <http://www.macleans.ca/news/canada/jennie-carignan-will-be-the-first-female-general-from-the-combat-arms-trades/>

¹⁸⁰ E.B. Massini, “The Creative Role of Women in a Changin World: The Case of Women in Developing Countries,” *JSTOR* 27 no. 1 (1994): 51 quoted in Sonia Taneja, Mildred Golden Pryor and Jennifer Oyler, “Empowerment and Gender Equality: Retention and Promotion of Women in the Workforce,” *Journal of Business Diversity* 12 no.3 (2012): 44. <http://search.proquest.com/docview/1315153017?pq-origsite=summon> .

¹⁸¹ Sonia Taneja, Mildred Golden Pryor and Jennifer Oyler, “Empowerment and Gender Equality:..., 45.

average 4% higher than those with none.¹⁸² McKinsey and Company did a similar analysis, comparing by industry sector, the top 25% companies with the highest representation of women in executive positions compared to those with only men. On average the companies which included women had a return on equity 7% higher.¹⁸³

Management professors at the Texas A&M University- Commerce, Taneja, Pryor and Oyler advance that "...as women struggle to *climb the corporate ladder* and simultaneously take care of their responsibilities outside work, companies are losing females, therefore losing profits and competitive advantage."¹⁸⁴ This can also be seen in the CAF with the current female attrition rate and accentuated by the attrition rate of female officers at pension point. With a significant gender gap at the top levels, it becomes important for leaders in every organization to develop strategies to retain its female talent, before it is eroded.¹⁸⁵ This is critical if an organization wants to exploit the full potential of its female talent.

Taneja, Pryor and Oyler, also suggest that for organizations to retain and promote female talent, they should adopt flexibility and empowerment to "encourage women to want to build careers and desire upward mobility."¹⁸⁶ To define empowerment, they use the definition put forth by professors Chen, Kark and Shamir, "the process of raising

¹⁸² Catalyst, "The Bottom Line: Corporate performance and Women's Representation on Boards (2004-2008)," last accessed 22 April 2017, http://www.catalyst.org/system/files/the_bottom_line_corporate_performance_and_women%27s_representation_on_boards_%282004-2008%29.pdf .

¹⁸³ McKinsey & Company, *Women Matter 2010: Women at the top of corporations: Making it happen* (October 2010), 7.

¹⁸⁴ Sonia Taneja, Mildred Golden Pryor and Jennifer Oyler, "Empowerment and Gender Equality:...", 46.

¹⁸⁵ *Ibid.*

¹⁸⁶ *Ibid.*, 48.

others' self-efficacy perceptions”¹⁸⁷ This is required for women, as when compared to men, they believe they have less opportunities for growth.¹⁸⁸ For the women who do strive for the top positions, they are less confident that they will attain them than their male colleagues.¹⁸⁹ They also state that by doing this, organizations will have “increased productivity and innovation, employee satisfaction and retention.”¹⁹⁰ This will in turn lead to cost savings.¹⁹¹

When relating the business model to the CAF, increasing the number of women at the higher levels would lead to greater innovation with regards to operational effectiveness and diverse ways of approaching problems. By adopting flexibility and empowerment, women could potentially see themselves at those higher ranks and know they are attainable. As women start to progress to higher echelons in greater numbers, innovation will be increased which in turn will lead to greater desire for upward movement. This could open the door for dual-earner couple women to attain the top ranks and would in turn contribute to retention and position the CAF as an employer of choice.

Reconciling the differences in women's attitude, why some in the current construct willing to limit work-life imbalances to attain the top ranks while others are not, is the next step in order to identify properly the priorities of the women the CAF hopes to retain. A way forward that may prove of help is Preference Theory.

¹⁸⁷ Gilad Chen, Ronit Kark and Boas Shamir, “The Two Faces of Transformational Leadership: Empowerment and Dependency,” *Journal of Applied Psychology* 88 no. 2 (April 2003): 248. <http://psycnet.apa.org/journals/apl/88/2/246> .

¹⁸⁸ McKinsey & Company, *Lean In: Women in the Workplace 2016* (2016), 10.

¹⁸⁹ *Ibid.*

¹⁹⁰ Sonia Taneja, Mildred Golden Pryor and Jennifer Oyler, “ Empowerment and Gender Equality:..., 48.

¹⁹¹ *Ibid.*

Preference Theory

Preference Theory was first proposed by Catherine Hakim in 2000, in order to better “[explain and predict] women’s choices between market work [paid employment] and family work.”¹⁹² It is based on the fact that in modern society, what will become the determinant of women’s lifestyle choices are preferences, that is to say a woman’s gender role preferences.¹⁹³ At its core, Preference Theory has four tenets. The first tenet is that five historical events in society during the late 20th century changed opportunities for women, these are:

1. “The contraceptive revolution;
2. The equal opportunity revolution;
3. The expansion of white collar occupations;
4. The creation of jobs for secondary earners; and
5. The increasing importance of attitudes, values and personal preferences in the lifestyle choices of affluent modern societies.”¹⁹⁴

The second tenet is that women are not homogeneous in their priorities nor their preferences when it comes to conflict between work and family life.¹⁹⁵ The third tenet is that these conflicts, in the preferences of women, have provided great advantages to men who are more homogenous as a group.¹⁹⁶ The last tenet is that these conflicting values of groups of women are the cause for the different responses of women with regard to social policies.¹⁹⁷

After researching evidence from both Britain and the USA, ranging three decades and diverging levels of education and social class, Hakim found that women were distributed among three groups. Home-Centered women, whose gender-roles are

¹⁹² Catherine Hakim, “Women, Career and ...”, 286.

¹⁹³ *Ibid.*

¹⁹⁴ *Ibid.*, 287.

¹⁹⁵ *Ibid.*

¹⁹⁶ *Ibid.*

¹⁹⁷ *Ibid.*

traditional, are family and children oriented and make them their priority.¹⁹⁸ These women prefer not to work, and to focus on their family role.¹⁹⁹ The second group of women who comprise the majority are the Adaptive. These are the women who are conflicted between their desire to have a career and to have a family.²⁰⁰ Lastly are the Work-Centered women, who value their career. The ones who compete for the top jobs, do not have children, or very few, or have resolved the issue of work and family life with a stay-at-home spouse. Based on the research, Hakim estimates 20% of women are Home-Centered and 20% are Work-Centered, leaving a majority of approximately 60% being Adaptive.²⁰¹ This is opposed to men who are for the majority Work-Centred.²⁰² The fact that men can in majority be Work-Centered and still have many children is a result of women being Adaptive and Home-Centered. This is consistent with the current demography of who are the stay-at-home parents in Canada, 90% of which are women.²⁰³

Though the percentage of women may vary in each category, the theory is a good framework in order to further identify the priorities of the women the CAF should try to retain. The Work-Centered women are those that are staying. Those that are thriving in the present organizational construct. They are navigating their careers in the same way as the men, for whom the system was built. At the other end of the spectrum, the Home-Centered women are those that regardless of the initiatives put in place, embody very traditional gender roles and will eventually leave. The women the CAF needs to retain are those in the center, the Adaptive women. These women are, despite the evidence

¹⁹⁸ *Ibid.*, 288.

¹⁹⁹ *Ibid.*

²⁰⁰ *Ibid.*

²⁰¹ *Ibid.*

²⁰² *Ibid.*, 289.

²⁰³ Statistics Canada, "Changing Profile of Stay-at-home Parents," last modified 28 September 2016. <http://www.statcan.gc.ca/pub/11-630-x/11-630-x2016007-eng.htm> .

presented to them, trying to make it work and to have it all. Unfortunately, as was seen in the previous section, this group is being eroded. Women today are, more than ever, searching for employment that can enable them to balance their work and family roles. How the CAF caters to these women in the coming years will mean the difference between greater representation and the status quo. It will also ultimately determine if these women stay past pension point and can progress to higher ranks in greater numbers.

Conclusion

This chapter has established that gender-roles are still quite present in society today. Though they begin as egalitarian, following the arrival of children, most couples revert to traditional gender roles; meaning women are doing a greater share of un-paid labor than men. This partially helps to explain why more women than men are having greater difficulty balancing work and family life. It also showed that in order to try to achieve this balance women are placing their careers second.

It was also established that the women who are currently occupying top employment are not the women trying to balance their work-family life. These women, like men, are eliminating this challenge by not having a family or having a stay-at-home spouse. Preference Theory was introduced in order to help establish a clearer picture of who the women the CAF should endeavor to retain are, these are the Adaptive women. The women in dual-earner couples and single parent; the women who, despite their struggles at balancing their work and family life, are still trying to attain a balance. Unfortunately, as it was demonstrated, these women are the ones currently looking for alternative employment to attain this balance. The next chapter will look at what is being

done in industry, and how this sector is responding to the changing desires of women in society.

CHAPTER 4

BIG BUSINESS: THE IMPERATIVE OF FEMALE TALENT

As of 2016, women represented 47.3% of the labour force in Canada.²⁰⁴ This increased representation of women has made companies dependent on female talent. As such, retaining and promoting that talent has become the focus of many industry leaders. Leaders, who are now looking at the needs of the women within their organizations, and are implementing policies in order to facilitate their lasting inclusion in their workforce.

To capitalize on what the private sector has learned, this chapter will take a case study approach. It will look at three different companies and what they have implemented in order to retain and promote women in their industry. This will be accomplished by looking at the Royal Bank of Canada, Lockheed Martin as well as the Business Development Bank of Canada.

Royal Bank of Canada: A Question of Values

As one of Canada's largest private employers counting 58 481 employees in 2015 and 77 664 worldwide, the Royal Bank of Canada (RBC) has made diversity one of its key goals, and they are an example to follow.²⁰⁵

At its core, the 27.4 billion dollar bank has five values that represent the essence of the company and are used to guide its actions.²⁰⁶ The fourth is Diversity and Inclusion.²⁰⁷ To them this value is not only something that appears in posters, it is easily reflected in the programs the company offers and the actions the company takes. They

²⁰⁴ Statistics Canada, *Labour forces characteristics by sex and age group*, last modified 1 January 2017, <http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/labor05-eng.htm> .

²⁰⁵ Royal Bank Of Canada, *Royal Bank Of Canada 2015 Corporate Responsibility Report* (RBC: 2016), 37. <http://www.rbc.com/community-sustainability/reporting-performance/ccr-pas.html> .

²⁰⁶ *Ibid.*, 13.

²⁰⁷ *Ibid.*, 3..

hold the belief that as a company, with greater diversity and inclusion they can both ensure their growth and increase the development of their intellectual capital.²⁰⁸ By embracing strengths and differences within their workforce they are developing their people to their full potential.²⁰⁹ For RBC, the numbers really do speak for themselves.

Looking at data for their Canadian workforce from 2015, women represented 62% of employees; they also held 46% of middle management positions and above, and held 39% of executive roles.²¹⁰ They were also highly represented on the board of directors by holding five of the 16 seats, which equated to 31%.²¹¹

As a leader, RBC has implemented policies that support both a positive work environment as well as a culture of work life flexibility. Through the use of an employee opinion survey of which 90% of Canadian employees responded to, they validated that 92% of respondents felt that their managers enabled them to meet their personal and family needs by providing the appropriate flexibility.²¹²

To provide their employees with the flexibility they need, RBC has a complete array of programs and benefits that have been implemented over the years, starting with flexible work arrangements. Depending on the sector in which one works, various work arrangements are possible. Those offered are “flexible hours or modified work schedules, working from home or off-site, reduce work hours via job sharing,” as well as the ability

²⁰⁸ *Ibid.*, 39..

²⁰⁹ *Ibid.*

²¹⁰ Royal Bank Of Canada, *2015 Diversity and Inclusion Report* (RBC: 2016), 5.
<http://www.rbc.com/diversity/index.html>

²¹¹ Royal Bank Of Canada, *Royal Bank Of Canada 2015 Corporate Responsibility Report ...*, 13.

²¹² Royal Bank Of Canada, *2015 RBC Employment Equity Report* (RBC: 2016), 12.
<http://www.rbc.com/diversity/index.html> ; Royal Bank Of Canada, *Royal Bank Of Canada 2015 Corporate Responsibility Report ...*,38.

to buy an additional week of vacation.²¹³ Realizing that flexible work is not always enough in cases of long term issues or emergencies; they also offer family responsibility leave, educational leave and personal leave, as well as emergency back-up childcare and eldercare services.²¹⁴ These options are offered to ensure that their employees have the programs and policies in place to cope with life events in a way that is conducive to both their wellbeing and the organization's goal of retaining their valuable talent. Further programs, such as training, education, wellness and employee assistance, are also offered supporting the same aim. Promoting a culture that allows employees to reach their full potential, while knowing that their employer is being proactive in meeting their needs.²¹⁵

As a key employer of women, the percentage of women in leadership roles within RBC is significantly higher than what is seen in the military, yet both are traditionally male dominated. RBC has explained that the representation of women in leadership roles was due to a disciplined approach to staffing.²¹⁶ This is done by using in-depth talent assessments, targeted development, mentoring and sponsorship.²¹⁷ By doing so, they were able to exceed the workforce availability rates provided by Statistics Canada.²¹⁸ Two additional initiatives that they have implemented in order to gain greater representation of women in leadership roles are a Mentoring Program and the Women in Leadership program.

The Diversity Dialogues Reciprocal Mentoring Program is at its core used to promote a more inclusive culture. As a talent management initiative, it matches senior

²¹³ Royal Bank Of Canada. "Work/Life Solutions," last accessed 11 June 2017, www.rbc.com/diversity/work-life-solutions.html .

²¹⁴ *Ibid.*; Royal Bank Of Canada, *2015 RBC Employment Equity Report ...* 12.

²¹⁵ Royal Bank Of Canada, *2015 RBC Employment Equity Report ...*, 12..

²¹⁶ Royal Bank Of Canada, *Royal Bank Of Canada 2015 Corporate Responsibility Report ...*, 39.

²¹⁷ *Ibid.*

²¹⁸ *Ibid.*

leaders from different professional backgrounds with diverse employees, women and minorities.²¹⁹ Through the program, both participants learn from each other regarding various issues dealing with leadership and diversity.

Created in 2013, the Women in Leadership Program was implemented in order to better enable future female talent to develop their leadership abilities, and it is producing results.²²⁰ Since its inception, approximately 70% of the participants have been promoted or been placed into new positions to broaden their experience.²²¹ The uniqueness of this program is that it provides formal recognition that high potential women have unique needs that are not necessarily shared by their male counter parts, and that certain challenges relative to advancement are specific to women.

The program in itself lasts for 10 months, and is targeted at women who are one or two levels from a vice-president position.²²² Over the course of the program, these women are involved in workshops, forums, and coaching, to expand their leadership skills.²²³ They are also presented with opportunities to connect with executives across the global organization.²²⁴ By bringing the candidates together, it offers to women the opportunity to have a safe environment to discuss issues and perceptions that would not be discussed with men, as some issues are not relatable to all.²²⁵ As one graduate of the program pointed out, having the opportunity to discuss the fear of being perceived as

²¹⁹ *Ibid.*, 40.

²²⁰ Sandra MacGregor, "Promoting Women in Leadership Benefits All," *Media Planet-Industry and Business*, March 2007, <http://www.industryandbusiness.ca/insight/promoting-women-in-leadership-benefits-all> .

²²¹ *Ibid.*

²²² Richard Yerema and Kristina Leung, "RBC Recognized As One Of Canada's Top 100 Employers (2017)," *Mediacorp Canada Inc*, 6 November 2016, <http://content.eluta.ca/top-employer-rbc/> .

²²³ *Ibid.*

²²⁴ *Ibid.*

²²⁵ *Ibid.*

aggressive if she strongly disagreed in a meeting, and realizing this was a shared concern, allowed for open dialogue and more growth.²²⁶

Through its actions, RBC demonstrates strong commitment to both the retention of women as well as their progression to the higher positions within their organization. In doing so the leadership has established RBC, as one of Canada's Top 100 Employer's 2017.²²⁷ An award they have held since 2014.

Lockheed Martin: The Road to Innovation

Lockheed Martin is a global corporation with a presence in over 70 nations and approximately 97 000 employees worldwide. They have established themselves as a leader in the defence and aerospace industry, with sales of 47.2 Billion dollars US in 2016.²²⁸ As a leader in what is accepted as a highly male dominated industry, which employs graduates of the STEM fields, Lockheed Martin is a perfect example to see the potential for the inclusion of women as well as their progression.

For Lockheed Martin, diversity and inclusion represent the road to greater innovation, and as such they have become business imperatives within the corporation.²²⁹

It all starts with the corporation's three values:

- “Do What’s Right;
- Respect Others;
- Perform with Excellence.”²³⁰

²²⁶ *Ibid.*

²²⁷ *Ibid.*

²²⁸ Lockheed Martin, “Who We Are,” last accessed 11 April 2017, <http://lockheedmartin.com/us/who-we-are.html> .

²²⁹ Lockheed Martin, “Global Diversity and Inclusion,” last accessed 11 April 2017, <Http://lockheedmartin.com/us/who-we-are/diversity.html> ; Lockheed Martin, “Women Accelerating Tomorrow,” last accessed 11 April 2017, <https://www.lockheedmartin.ca/us/news/features/2014/women-accelerating-tomorrow.html> .

²³⁰ Lockheed Martin, “Global Diversity and Inclusion...”

With such a vision designed by its leaders, the culture of the organization is one of inclusion that focuses on employees unique talents to better innovate.²³¹ Lockheed Martin believes that having a diverse talent pipeline is the key to stability and growth for their business. As such, they have identified talent recruitment and talent development as two core issues that they track, over and above diversity and inclusion.²³²

A key to their success is the consistency of their message, which comes straight from the top, from their Chairman, President and CEO, Marillyn Hewson. When addressing the 2015 World Assembly for Women, she explained her belief that the diversity and inclusion strategy at Lockheed Martin has been instrumental to the record growth and innovation the corporation has had during the past decade.²³³ She also explained that when there is greater diversity in a team, it promotes innovation and greater breakthroughs.

Lockheed Martin's numbers show that the corporation is serious about greater representation, and is translating vision into action. Women currently represent 25% of all employees, 20% of executives and 33% of Board Directors.²³⁴ These numbers have increased in the last decade from 19.8%, 16.7% and 13% respectively.²³⁵ Such results are attributable to the Diversity and Inclusion programs that have been implemented over the years.²³⁶

²³¹ *Ibid.*

²³² Lockheed Martin, "Employee Wellbeing," last accessed 11 April 2017, <http://lockheedmartin.com/us/who-we-are/sustainability/talent-competitiveness.html> .

²³³ Lockheed Martin, "2015 World Assembly for Women," last accessed 21 April 2017, <http://www.lockheedmartin.com/us/news/speeches/0828-hewson-world-assembly-women.html> .

²³⁴ Lockheed Martin, *2015 Sustainability Report – Science of Citizenship* (Lockheed Martin), 39. <http://www.lockheedmartin.com/us/who-we-are/sustainability.html> .

²³⁵ Catalyst, "Lockheed Martin Corporation – Women Accelerating Tomorrow," last modified 29 January 2014, <http://www.catalyst.org/knowledge/lockheed-martin-corporation-women-accelerating-tomorrow> .

²³⁶ *Ibid.*

An example of the Diversity and Inclusion programs is the unconscious bias training which is provided to leaders in order to help the progression of women and other minorities.²³⁷ Another initiative that Lockheed Martin has incorporated since the early 2000 is Women Accelerating Tomorrow. This was the result of the corporation's recognition that diversity and inclusiveness could offer them a competitive advantage, and as such it became critical to the future of the company.²³⁸ The U.S. based initiative includes a variety of processes, tools and programs designed to help the advancement of women, with the aim of attracting, developing and retaining them.²³⁹ The program consists of both internal and external components and is based on five broad strategies. The first strategy consists of creating a diverse and sustainable STEM talent pool via education and recruiting efforts.²⁴⁰ An external component to this is the funding provided by Lockheed Martin to STEM educational programs, such as Girls Inc.²⁴¹ This program connects volunteer employees with girls between 9 and 12 to encourage them and give them the confidence to pursue STEM studies.²⁴²

The second strategy is the engagement of leaders, particularly men, through training and workshops such as Effective Leadership of Inclusive Teams (ELOIT).²⁴³ The ELOIT provides knowledge on how to manage and engage diverse teams. It enables

²³⁷ Lockheed Martin, *2015 Sustainability Report – Science of Citizenship...*, 40.

²³⁸ Lockheed Martin, "Women Accelerating Tomorrow..."

²³⁹ *Ibid.*

²⁴⁰ Catalyst, "Lockheed Martin Corporation..."

²⁴¹ Lockheed Martin, "STEM Education," last accessed 21 April 2017, <http://www.lockheedmartin.com/us/who-we-are/community/education.html> .

²⁴² *Ibid.*

²⁴³ Catalyst, "Lockheed Martin Corporation...; Kimberly Admire, "Effective Leadership of Inclusive Teams," (Presentation, Colloquium on Global Diversity, 22 February 2013), <http://www.globewomen.org/Diversity/2013%20Diversity%20Colloq/2013.Diversity.Admire.pdf> .

participants to develop skills to be more inclusive, to gain awareness of social realities like dominant culture, privilege and much more.²⁴⁴

The next initiative is a robust talent management system, as well as key employee engagement.²⁴⁵ Lockheed Martin has a range of functional area Management Talent Initiatives that identify women within the organization demonstrating high potential.²⁴⁶ They provide them with mentors, specific assignments and training. These have paid dividends, as approximately 80% of these women have progressed via promotion or to another area for development.²⁴⁷ The Women's Leadership Forum is an example of the employee engagement at Lockheed Martin. Originally reserved for the top executives as part of the Annual Retreat, it has evolved over the years to include directors, vice-presidents and high potential managers.²⁴⁸ This annual event now brings together approximately 350 women leaders, providing the opportunity to engage with other women, and access to the highest women in the company.²⁴⁹ A second example of how they engage their employees are the Stay Interview's.²⁵⁰ Lockheed Martin prides itself on its employee engagement, and through these interviews seeks to understand what makes employees want to stay with the corporation, as well as what could be done to further enable their retention.²⁵¹ It is all about creating the environment today to enable their employees to fulfill their potential.

²⁴⁴ Kimberly Admire, "Effective Leadership of Inclusive Teams..."

²⁴⁵ Catalyst, "Lockheed Martin Corporation"

²⁴⁶ Rainia Washington, Vice President Global Diversity & Inclusion, Lockheed Martin Corporation, telephone conversation with author, 19 April 2017.

²⁴⁷ *Ibid.*

²⁴⁸ *Ibid.*

²⁴⁹ Diversity Women, "Building a Diversity Culture: 5 minutes with Kim Admire," last accessed 21 April 2017, <http://www.diversitywoman.com/building-a-diversity-culture/>.

²⁵⁰ Rainia Washington, Vice President Global Diversity & Inclusion, Lockheed Martin Corporation, telephone conversation with author, 19 April 2017.

²⁵¹ *Ibid.*

The forth strategy, which is external in nature, goes to enabling small women-owned or veteran-owned companies to become suppliers.²⁵² The last strategy is a feedback process that takes into account diversity strategies and their results.²⁵³

A key indicator that the corporation is being inclusive is its low voluntary attrition rate, 4.16% for top performing employees, and 4.52% for the remainder.²⁵⁴ These low numbers are telling that the benefits and programs offered are attractive to its employees. To better enable its employees, Lockheed Martin offers flexible work arrangements which are twofold.²⁵⁵ Flexibility regarding when work-hours are worked, as well as flexibility on the location. With their supervisors employees can manage their hours in order to have their schedule meet their personal needs.²⁵⁶ They also have the flexibility to work remotely, through the telecommuting option.²⁵⁷ Other benefits offered, above and beyond salary and paid vacation; include a wide variety of Wellness Programs.²⁵⁸ These include on-site Flu Shot clinics, health screenings as well as physical activity programs and sports facilities.²⁵⁹

Due to its workplace policies and diversity culture, Lockheed Martin has received countless best employer awards over the years. One specific award was for the Women Accelerating Tomorrow program, for which they received the Catalyst Award for

²⁵² Catalyst, "Lockheed Martin Corporation ...

²⁵³ *Ibid.*

²⁵⁴ Lockheed Martin, *2015 Sustainability Report – Science of Citizenship...*, 36.

²⁵⁵ Rainia Washington, Vice President Global Diversity & Inclusion, Lockheed Martin Corporation, telephone conversation with author, 19 April 2017.

²⁵⁶ *Ibid.*

²⁵⁷ *Ibid.*

²⁵⁸ Lockheed Martin, "Working Here," last accessed 11 April 2017, <http://www.lockheedmartinjobs.com/pay-benefits.aspx> .

²⁵⁹ *Ibid.*

Winning Initiatives in 2014. This award was in recognition that their program expands the opportunities of women.²⁶⁰

Business Development Bank of Canada: Work/Life Balance as a Value

The Business Development Bank of Canada (BDC) is a commercial Crown corporation with a single mission, “to help create and develop Canadian businesses”.²⁶¹ Since its establishment in 1944, BDC has created over 110 business centers across Canada, through which it caters to its 42 000 entrepreneurial clients.²⁶² This is possible only with the profound dedication of its 2 100 employees.²⁶³

With its limited number of employees and large client pool, BDC stands out as a key employer. It has been named as one of Canada’s top 100 employers for the past 11 years, as well as one of Canada’s best Diversity employers for the past seven years.²⁶⁴ One of the contributing factors is the values set by BDC. The corporation has five values that guide their employees and establishes their culture;

- “Ethics;
- Client connection;
- Team spirit;
- Accountability; and
- Work/life balance.”²⁶⁵

They express that the team spirit value is one which promotes their diversity.²⁶⁶ By capitalizing on the diverse back-ground of their employees, they foster both internal

²⁶⁰ Lockheed Martin, “Lockheed Martin Honored for Women Accelerating Tomorrow Initiative,” last modified 29 January 2014, http://www.lockheedmartin.com/us/news/press-releases/2014/january/012914hq-catalyst.html?_ga=1.175011298.1714815344.1486671836 .

²⁶¹ Business Development Bank of Canada, “Who We Are,” last accessed 11 April 2017, https://www.bdc.ca/en/careers/company/who_we_are/pages/default.aspx .

²⁶² Business Development Bank of Canada, “Careers,” last accessed 11 April 2017, <https://www.bdc.ca/en/careers/pages/default.aspx> .

²⁶³ *Ibid.*

²⁶⁴ Business Development Bank of Canada, “Awards Received by BDC,” last accessed 11 April 2017, https://www.bdc.ca/en/careers/company/awards_recognition/pages/default.aspx .

²⁶⁵ Business Development Bank of Canada, “Who We Are...”

growth and greater expertise for their clients. Furthermore, by including work/life balance as a value, BDC recognizes the need to have a balance. BDC promotes this balance with their employees and in the work culture of the corporation.²⁶⁷

When it comes to actually employing a diverse workforce, and the representation of women within that workforce, they have an excellent record. Of their 2100 employees 50% are women.²⁶⁸ This parity is also seen at the highest level. The board of directors which governs BDC counts 11 members, five of which are women.²⁶⁹ As for the management team which handles the running of the corporation, women make up 27%.²⁷⁰

Having attained a high representation of women at various leadership levels has not halted BDC's efforts in that regard. In order to further the advancement of women within the corporation, one initiative the Quebec division has supported and promoted is the participation of selected high potential women into an external one year mentoring program with the "Association des Femmes en Finance du Québec".²⁷¹ The program pairs selected candidates with highly recognized experts in the field of finance. Over the one year period, they will be mentored in order to better develop their potential and their skills.²⁷² By selecting women who display high potential for participation in the program, BDC is encouraging greater representation of women at all levels of their organization.

²⁶⁶ *Ibid.*

²⁶⁷ *Ibid.*

²⁶⁸ Business Development Bank of Canada, "Meet Our People," last accessed 11 April 2017, <https://www.bdc.ca/en/careers/company/employees/pages/default.aspx> .

²⁶⁹ Business Development Bank of Canada, "Corporate Governance," last accessed 11 April 2017, https://www.bdc.ca/en/about/corporate_governance/pages/default.aspx .

²⁷⁰ *Ibid.*

²⁷¹ Rose Anne Duguay, Director Talent Development & Leadership, BDC, telephone conversation with author, 26 March 2017.

²⁷² Association des femmes en finance du Québec, "Programme de mentorat," last accessed 11 April 2017, <https://affq.org/reseautage-membres.php#programme-mentorat> .

Having included work/life balance as a value, BDC set the stage for the policies and benefits to enable this balance. As such, they offer a wide range of benefits including paid vacation time, five personal days per year and the possibility to take a leave of absence.²⁷³ They also offer services such as child-care top-up, and help securing professional childcare and elder care. Depending on the position, flexible work options are available, such as part-time, flexible schedules and compressed hours, which are currently available for the summer.²⁷⁴ They also offer telecommuting and shortened work week as options.²⁷⁵ Recognizing that not all employees require the same amount of flexibility or the same kind of benefits, BDC has taken an additional step by creating a flexible benefits program. This program allows employees to pick and customize their health, dental and life insurance coverage needs based on their family situation. Depending on the benefits chosen, if the employee's benefit envelop is not expanded, they can utilize the remaining funds to purchase additional days off, invest in their retirement plan, top of their wellness account or cash it out.²⁷⁶

Lastly, BDC has been helping the progression of women across Canada with their commitment to women led business initiatives. In 2015 they committed to increase their lending to women majority-owned businesses to 700 million dollars.²⁷⁷ In 2016 they committed to increase that number by an additional 50 million dollars, specifically for

²⁷³ Business Development Bank of Canada, "Your Benefits And Well-being," last accessed 11 April 2017, https://www.bdc.ca/en/careers/company/total_rewards/benefits/pages/default.aspx .

²⁷⁴ *Ibid.*

²⁷⁵ Richard Yerema and Kristina Leung, "BDC Recognized As One Of Canada's Top 100 Employers (2017)," *Mediacorp Canada Inc*, 6 November 2016, <http://content.eluta.ca/top-employer-bdc> .

²⁷⁶ Business Development Bank of Canada, "Your Benefits And Well-being..."

²⁷⁷ Business Development Bank of Canada, "BDC to invest \$50 million more in women-led start-up tech firms," last modified 9 November 2016, https://www.bdc.ca/en/about/mediaroom/news_releases/pages/bdc-invest-50-million-more-in-women-led-start-up-tech-firms.aspx .

women led tech initiatives.²⁷⁸ By deliberately targeting women-owned businesses, they spread their message of diversity as key to greater Canadian success, and as such greater advancement for all.

Conclusion

Through a review of these three industry leaders, who come from a male dominated background, it can be seen that they all have six key elements in common. Firstly diversity and inclusion comes from the top. For each of them this message is one that is instilled into the culture and work environment by the leaders in the organizations. It is through their words that engagement can happen at all levels.

Second, it is always of question of values. For all three organizations, the greater inclusion of women can be tied to their core values, the guiding principles that are instilled into every employee. As such, having this as a focus area, as an organizational principle, directs the actions that are taken at all levels in order to turn ideals into reality.

The third element they all have in common is that for all of them, the greater inclusion of women and the retention of this valuable talent has become a business imperative. It has become more than the right thing to do, it has become a question of survival.

The benefits they offer are the forth element they have in common, all of them offer tailored benefits, and all include various flexible work arrangements. Providing greater flexibility ultimately allows employees to have control over their schedule, allowing them to better manage their work-life balance and thus enabling retention. A key aspect regarding the flexible work arrangements they offer is that they do not have an impact on the employee's potential for progression. Should a Lockheed Martin employee

²⁷⁸ *Ibid.*

decided to work from home a few times a week, to have compressed hours at BDC or a modified work schedule at RBC, their progression will not be hindered by these choices.

The fifth element is a leadership development scheme specifically for women. These companies have come to the conclusion that women have different needs and require different opportunities than men in order to progress. Their women tailored approaches to development have proven beneficial, as they have all contributed to greater representation at the higher ranks. And it is through augmented diversity at the top that policies and initiatives are created at the lower levels. This conclusion is even more important when considering that having a separate program for women has additional cost. Being in a business of profit, they had to come to the conclusion that the return on investment outweighs the cost of the programs.

Lastly, what all three organizations have in common is the recognition that differences exist between women and men, and that gender neutral policies do not enable growth. By incorporating progression plans, talent management and leadership development programs tailored to women, they have been able to create climates where women are not only increasing in numbers, but are thriving. They have all created a culture where the differences are actually an asset which must be honed and capitalized on. By allowing themselves to acknowledge the differences they have positioned themselves as key employers of women, and are in a position to benefit from greater female talent. This point is the key in understanding the difference between enabling the greater progression of women and appeasing the majority. By accepting the status quo and having gender neutral policies and programs that are applied equally to everyone, the CAF is limiting its ability to capitalize on the talent that is present within its ranks. The

fact that programs work a for certain demography does not mean they work for all. If key industry leaders have come to the realization that there exists a business requirement for women specific programs, the CAF should capitalize on these results and in doing empower itself to capitalize on its female talent.

CHAPTER 5

WHERE DOES THIS LEAVE THE CAF: IDENTIFYING THE ROAD TO RETENTION

The CAF serves the Canadian society. As such, in order to remain relevant, it must endeavor to be a reflection of that society and of its values. Chapter two has demonstrated that women are part of the CAF, but in limited numbers, at lower ranks, and in a narrow employment area. It also established that the attrition of women, though overall slightly higher than that of men, is consistently higher after 10 YOS, with an increase in the delta after pension point. For officers, it is double that of men at pension point. Lastly, it established that women list family related reasons more often than men when releasing.

Chapter three allowed for a greater understanding of the role of women in society. It identified that even though women start off with an egalitarian attitude, once parenthood arrives they more often than not revert to traditional gender roles. It also put forth the reality that women, when compared to men, have kept the lion's share of the unpaid labor in the family, and as such suffer from greater role strain. It showed that women are no longer willing to internalize the issue, and are now actively searching for employment that allows for greater balance. Chapter three also showed that though some women are now present at the highest ranks in the CAF, those positions are still potentially unachievable for women who are trying to balance both family and career equally. Lastly, preference theory was explained in order to further establish which women the CAF should look at retaining, the Adaptive women who are still trying to have it all, but who are also the ones currently opting out of the career track.

Finally, chapter four offered a view of what is being done in business. It demonstrated how traditionally male dominated industries have integrated women in higher percentages, not only horizontally but vertically as well. It was demonstrated that diversity and inclusion start at the highest levels, and that the message that is sent will shape the organizational culture. The key to the success of such initiatives are the values of the organization. It was also shown that for all three organizations, the greater inclusion and retention of women have become business imperatives, and therefore are treated with the highest of priorities. Each organization has also included a variety of policies that allow for greater balance of work and family life. They are also all employing women specific leadership development programs. Lastly, chapter four has demonstrated that industry has acknowledge that gender neutrality does not work, and in some areas a women specific approach is essential to meet business imperatives.

The research that has been presented throughout this paper leads to three recurring themes which will now be distilled further in order to identify possible opportunities for the CAF. They are engagement, tailored initiatives and flexibility.

Strategic Imperative- Engagement

The message that is currently circulating in and outside the CAF regarding the increased representation of women is one of compliance. From the order given to increase the representation by one percent each year, to the answers provided to the Auditor General's report, the message is focused on achieving a number, and the strategy is recruitment. No message is currently engaging the women who make up the 14.6% of the regular force. The CAF diversity strategy does explain the benefits of greater

diversity, it discusses the ways to achieve that diversity and how it is not only about compliance, however it does not engage women.²⁷⁹

The message women are currently receiving is that they are contributing to the goal of 25% of women representation. The Deputy Minister of National Defence and Chief of Defence Staff's joint statement on International Women's Day did not speak to women.²⁸⁰ It spoke of the value of women, it spoke of increasing the number of women, and it asked the audience to show their support for women.²⁸¹ It spoke of women, but it did not speak to women. Women are not being engaged by any strategic message on how their contribution is valuable or why they should stay.

Preference theory identified the Adaptive women as that the women CAF needs to concentrate on retaining. These are the women who are currently trying to balance their work and family life responsibilities. From the statistics presented in chapter two, we can further refine this audience for the CAF to women who are between 10 YOS and pension point. Chapter four demonstrated that the power of a message, which concentrates on the benefits of female talent from the highest echelons, from the values of the company and the words of the CEO, can have a ripple effect of engaging women and men at all levels. It allowed to see that engagement is the key.

It is by openly communicating and expressing to the women who are currently serving that they are more than a contribution to the overall representation, that their contribution is valued, and that their talent is worth retaining, that this dialogue can start.

²⁷⁹ Department of National Defence, *Canadian Armed Forces Diversity Strategy* (Ottawa: January 2017).

²⁸⁰ Department of National Defence, "DM/CDS Statement on International Women's Day," last modified 8 March 2017, <http://intranet.mil.ca/en/leadership/articles.page^doc=dm-cds-statement-on-international-women-s-day/izkjrg9e> .

²⁸¹ *Ibid.*

The women who are currently debating whether to stay in the CAF or not, need to know that they are wanted and appreciated by the organization. The current environment, with its focus on recruitment and offering ex-members the option to return, does not accomplish this vital engagement, and is setting the stage for greater attrition. As was mentioned in chapter three, when the presence of a large amount of non-wage income becomes part of the equation, how much a person feels engaged can be a deciding factor.

Operational Focus- Tailored Initiatives

As was identified previously, women are concentrated in the lower rank segments of both the NCM and officer cores. They also account for only 7% of the CAF's generals. Chapter three highlighted that though it is possible for women to attain the higher echelons, it is quite unlikely that in the current construct an Adaptive woman, who is trying to juggle family and career will attain it in short order. Yet, as was shown in chapter four, there are numerous examples where industry is promoting women at great speeds and gaining representation at the highest of echelons. It therefore has to be concluded that it is not a question of being possible or not, it is a question of taking deliberate action to attain such a goal.

The organizations presented in chapter four have all incorporated gender specific initiatives within their policies, including progression training, mentoring programs and for some talent management programs. They have all publicly acknowledged that women have unique attributes and challenges when it comes to progression, and that having a separate framework for women has become a business imperative. In the case of the CAF, imperative is not measured in dollars and profit margins, however it is measured in operational effectiveness, as can be read in the CAF's Diversity Strategy "...our

operational experiences have demonstrated that diversity is a force enabler that enhances our operational effectiveness.”²⁸² As such, if one truly believes that greater diversity would enhance the operational effectiveness, shouldn't concrete steps be taken?

The current CAF progression construct is based on having a gender neutral organization and equal treatment. However equity and equality do not have the same definition, and they do not produce the same results. The current gender neutral system that is employed in the CAF has demonstrated that in the 28 years since all trades have been open to women; female talent has been able to represent a maximum of 7% of the highest ranks. It has achieved a representation of 14.6% which represents an increase of 1.4% over the last decade. In comparison, another male-dominated organization, Lockheed Martin, has in the past decade been able to increase the overall female employee representation by 5.2%, the executive proportion by 3.3% and the Board of Director proportion increased by 20%, the conclusion one arrives to is that having women specific initiatives does produce results.

It is important to highlight that having women specific initiatives does not equate to reverse discrimination or contravene the Employment Equity Act. It acknowledges the uniqueness of all parties and works so that each group can aspire to the same ends. In a world where gender roles are demonstrated as still present, gender neutral policies cannot properly enable each group, and as such becomes a non-viable option. As was presented in chapter two, besides including policies such as maternity leave, the only changes that occurred with the integration of women were changes in language. The philosophies of the policies in place were not changed. Therefore women were included into the pre-

²⁸² Department of National Defence, *Canadian Armed Forces Diversity Strategy* (Ottawa: January 2017), Forward.

existing construct. As such, it can be deduced that gender specific already exist in the CAF, the status quo is male, and it has been applied to both women and men in an effort to be neutral.

Through the use of tailored initiatives the CAF can create opportunities and enable women to progress to the higher ranks. Only with greater representation of women at the higher levels, will other women believe those ranks are attainable, and will consider further progression past pension point. This is a conclusion that businesses have reached and that the CAF should leverage. Merely having women in the organization is no longer a viable option, especially when women represent nearly 50% of the available talent pool in Canadian society. The CAF needs to derive the maximum from the talented women in its ranks and for this to happen it has to enable their success through the understanding and support of their needs. Unfortunately, the current actions of the organization do not seem to be pointing towards further representation at higher ranks. This past academic year, no military women attended the Canadian National Security Program at the Canadian Forces College in Toronto, and as of the date of this paper, none are scheduled to attend next year.

Tactical Reality - Flexibility

Women no longer believe they should have to sacrifice their families to have a career. They also no longer believe that the onus is on them to try to make it all work. As was stated earlier women no longer have the need to prove they belong in the workforce and as such are no longer willing to compromise. So it comes as no great surprise that women, consistently more often than men, list family issues and work-life balance as a reason for leaving.

Chapter three provided further insight on this issue. Demonstrating that due to the amount of unpaid labour for which women are responsible, be it from having children or supporting aging parents, they suffer from greater role strain. They are having an increasingly difficult time reconciling their many roles. This chapter also provided data that demonstrated that those capable of achieving a balance had one thing in common, flexibility, and within that flexibility they had control. Preference theory further elaborated this by explaining that Adaptive women, the ones the CAF should endeavor to retain, are conflicted between their career aspirations and their desire to be involved in their family. Finally the key industry leaders presented in chapter four have all committed at making work-life balance a priority and all three of them have incorporated various flexible work options within their organizations.

The CAF needs to retain its female talent, but this talent is currently releasing at a rate higher than men from the 10 YOS point onward. By incorporating various flexible work options, the CAF would directly attack one of the key issues listed by women as a reason for leaving, balance. In doing so it would also enable them to have greater control over their competing roles and alleviate role strain. A word of caution, should various flexible work arrangement options be implement, they cannot be synonymous with a stall in career progression. This would have the effect of perpetuating the role strain, the struggle between family and career which it is intended to alleviate. It needs to be incorporated in a deliberate manner, based on objective performance, or work to be accomplished. Telework is already an option for the federal public service, and the federal government has already completed its first public consultation on the inclusion of the right to request flexible work arrangements for federally regulated workers in the

Canada Labour Code.²⁸³ Therefore, it is not a question of if, but a question of when flexible work arrangements will be the norm. In that optic, if the CAF wants to remain an employer of choice, and at the same time retain its women, it should adapt in short order vice waiting to be forced to, as it has on many issues in the past.

²⁸³ Government of Canada, *Telework Policy*, last modified 9 December 1999, <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12559> ; Ministry of Employment, Workforce and Development of Labour, *Flexible work arrangements: What was heard*, last modified 9 February 2017, <https://www.canada.ca/en/employment-social-development/services/consultations/what-was-heard.html> .

CHAPTER 6

CONCLUSION

Historically, work has been structured in a rigid way, the way it has always been. An architecture made by men, structured around a male reality. Throughout the previous decades, women have needed to prove they belonged in the workforce. As such they did not challenge the status quo. That era, the era of super women, is gone. Women today are not interested in trying to make it all work, at all cost. They are no longer willing to work over 70 hours a week, of both paid and unpaid hours. They are no longer putting the onus on themselves to have a perfect family life while also having a thriving career. In this new era, when women no longer need to prove they belong in the workforce, women are looking at attaining a balance. In doing, so they are actively turning to employers that are offering this balance and recognition that women require different things than men in order to thrive.

Industry has already come to this conclusion. It has realized that women represent almost 50% of the current workforce and that in order to continue to operate, it needs to redesign the current work structure to enable their employment and their success. In this world of changing priorities and expectations, how the CAF reacts will be decisive in progress to greater integration and representation at all ranks, or continued drain on its female talent.

The author acknowledges that there is currently an initiative in the CAF referred to as “The Journey”, which from the limited information the author has received seems to concentrate on caring for members throughout their career and through the transition out of the CAF. It does not seem to be addressing the precise issue of female retention.

This paper has endeavored to bring to the forefront an issue that is current in the CAF. An issue that if not dealt with in an appropriate and timely manner could have devastating consequences on the relevance of the organization as a whole. It is in no part the author's view to say that this research is complete and that the opportunities identified have fully been investigated. It is however the author's goal to start the conversation and for that conversation to be an honest one. In the words of Albert Einstein "we can't solve problems by using the same kind of thinking we used when we created them."

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