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CAPITALIZING ON DIVERSITY: RECRUITMENT REFORM

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CAPITALIZING ON DIVERSITY: RECRUITMENT REFORM

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CAPITALIZING ON DIVERSITY: RECRUITMENT REFORM

AIM

1. This Service Paper will explore impediments to recruitment of women within the Canadian Armed Forces (CAF) amidst pressures to increase representation within this group to 25.1% by 2026 as articulated in Canada's defence policy, *Strong, Secure, Engaged (SSE)*.¹ This paper will further provide recommendations on the means to best leverage practices employed within private business and offer the Australian Defence Force (ADF) recruitment model as a case study to attain the target envisioned for the CAF by *SSE*.

INTRODUCTION

2. Historically, the CAF has been a world leader in gender integration, lifting restrictions for women to serve in all occupations, except in submarine service, in 1989.² Notwithstanding its prowess in achieving initial dominance in this realm, progress, particularly in recruitment, has stagnated as currently 15.4% of CAF regular force members are women, a meagre 4% increase since 1995.³ In 2017, recognizing the dramatic changes to the strategic defence climate, the Government of Canada (GoC) released its new defence policy, *SSE*, which recognizes the need to capitalize on the unique aptitudes of a diverse population.

3. Despite a target annual increase of 1% per year, the proportion of women in the CAF is lagging. This lag has persisted irrespective of consistent and targeted messaging as to the gender inclusive nature of the CAF, and pilot projects such as the *Women in Force*, thereby accentuating the relevance of the issue and reaffirming that barriers continue to pose significant challenges to the recruitment of women.⁴ The *Women in*

¹ Government of Canada, *Strong, Secure, Engaged: Canada's Defence Policy* (Ottawa: Canada Communications Group, 2017), 12.

² Susan Harris Rimmer, "Barriers to Operationalizing the "Women, Peace, and Security" Doctrine of the United Nations Peacekeeping Operations," *Journal of International Peacekeeping* 20, no. 2 (2016): 65. Canada continues to be a leader within NATO with respect to its strategic level Gender Advisors, along with Nordic members. The restriction for women to serve on submarines was lifted in 2001 with the purchase of the Victoria Class submarines which dispelled previous concerns over privacy.

³ Andrea Lane, "Women in the Canadian Armed Forces," In *Canadian Defence Policy in Theory and Practice* (United Kingdom: Palgrave Macmillan, 2019), 353.; Statistics Canada. *Statistics of Women in the Canadian Armed Forces* (Ottawa: Canada Communications Group, 2018). Statistics provided are for 2018. The Reserve Force numbers for females are slightly higher at 15.70%. The RCN has the highest proportion of women at 22.40%, followed by the RCAF at 19.30%. The number of women in the CA is significantly lower at 13.10% overall. Women have higher representation among the officer corps for all elements.

⁴ Privy Council Office, Impact and Innovation Unit Report, *Behavioural Insights Report: Engaging Canadian Women with a Career in the Canadian Forces* (Ottawa: Canada Communications Group, 2018), 6.; Statistics Canada. *Sexual Misconduct in the Canadian Armed Forces in 2018* (Ottawa: Canada Communications Group, 2019), 5. While the *Women in Force* program represents a preliminary initiative, the lack of a holistic approach and ad-hoc nature of the program operated by resource constrained training bases, was problematic. In addition, candidates for the Canadian Forces Borden iteration were recruited for the program from the Greater Toronto Area where competition for recruitment

Force program resulted in an increase of 0.3%, however, the long term impact has not been assessed.⁵ In addition, women continue to be overrepresented in traditionally feminine occupations, consistent with the civilian labour market and allied military forces.⁶ Compelling evidence of the practical return on investment of embracing gender diversity, including the fact that gender diverse companies consistently outperform their peers with substantially heightened financial returns, is indicative of the level of interest that business has placed in gender diversity initiatives and revealing of the lessons that they may offer the CAF in this regard.⁷

4. For the purpose of this paper, recruitment will be defined as organizational activities, both deliberate and unintended, affecting the number of women who apply for or accept a position within the CAF.⁸

DISCUSSION

Obstacles to Mission Accomplishment

Anticipated Work Environment

5. Anticipated work environment is the strongest predictor of recruitment as prospective candidates place significant emphasis on perceived attractiveness of an organization and position in considering employment offers.⁹ As noted in the Earncliffe Report, “misconceptions of both opportunities for career advancement and a sexualized culture have a profound influence on women considering a career in the CAF.”¹⁰ This sexualized culture attracted national attention upon the release of the 2015 Deschamps

of talent is fierce. Future iterations of the program should be offered in geographical regions of Canada where unemployment is higher. A longitudinal study to consider long term implications should also be considered.

⁵ Department of National Defence, *Women in the Canadian Armed Forces* (Ottawa: Canada Communications Group, 2019), 2.

⁶ Andrea Lane, “Women in the Canadian Armed Forces,” In *Canadian Defence Policy in Theory and Practice* (United Kingdom: Palgrave Macmillan, 2019), 354.; Linda M. Dunn-Jensen, Scott Jensen, Mikelle A. Calhoun, and Katherine C. Ryan, “Revealing Gender Bias: An Experiential Exercise,” *Organization Management Journal* 13, no. 2 (2016): 113.

⁷ Dunn-Jensen *et al*, “Revealing Gender Bias: An Experiential...”, 113. Those companies in the bottom quarter in gender diversity experience lower than average financial returns.

⁸ Daniel B. Turban, and Daniel W. Greening. “Corporate Social Performance and Organizational Attractiveness to Prospective Employees,” *The Academy of Management Journal* 40, no. 3 (1997): 660.

⁹ Derek Chapman, Krista L. Uggerslev, Sarah A. Carroll, Kelly A. Piasentin, and David A. Jones, “Applicant Attraction to Organizations and Job Choice: A Meta-Analytic Review of the Correlates of Recruiting Outcome,” *Journal of Applied Psychology* 90, no. 5 (1995): 935.; Alison Palmer, and Anita Bosch, “What Makes Representation of Executive Women in Business Happen?,” *Equality, Diversity and Inclusion: International Journal* 36, no. 4 (2017): 314. Palmer and Bosch’s study confirmed that perceived attractiveness of an organization was the most significant determining factor and was affected by organizational prestige, sex of CEO, and altruism. They further found that CEOs have a substantial impact as gatekeepers of the organization by means of recruiter bias and network.

¹⁰ Earncliffe Strategy Group, *The Recruitment and Employment of Women in the Canadian Armed Forces* (Ottawa: Department of National Defence, 2016).

report which documented a higher incidence of sexual assault in the CAF than in the civilian labour market.¹¹ Despite sustained efforts to change the CAF culture, women continue to be deterred from joining the CAF through media accounts of a sexualized, masculine culture.¹² A Statistics Canada study revealed that 70% of regular force members witnessed or endured “inappropriate sexualized or discriminatory behaviours in the military workplace or involving military members” in 2018.¹³ As a result, only 53% of Canadians consider the CAF workplace to be respectful to women.¹⁴ Interestingly, in focus groups of recruiters and new recruits, concern over a sexualized environment was most prominent among influencers such as parents, particularly parents of women, rather than among candidates themselves.¹⁵ Also, a supportive organizational culture was deemed more attractive by both sexes, even if it entailed lowered salaries.¹⁶ Therefore, realistic accounts of work environment must be incorporated in recruitment efforts.¹⁷

6. In addition, a recent study utilizing meta-analysis confirmed that job characteristics such as location are uniquely strong predictors of position attractiveness for women, lending credibility to role theories which stress the tendency of women to pursue opportunities that minimize conflicts with competing life roles.¹⁸ The perceived incompatibility of traditional gender roles and military service suggests that the CAF must harmonize expectations to manage competing roles by explicitly demonstrating respect for unique work-family role combinations.¹⁹ In part, this may be achieved by

¹¹ Marie Deschamps, *External Review into Sexual Misconduct and Sexual Harassment in the Canadian Armed Forces* (Ottawa: Canada Communications Group, 2015), 3.; Andrea Lane, “Women in the Canadian Armed Forces...”, 353.; Statistics Canada. *Statistics of Women in the Canadian Armed Forces* (Ottawa: Canada Communications Group, 2018), 5. Following the Deschamps report the CAF has made substantial efforts towards publicly addressing these concerns and initiated Operation Honour.

¹² Lane, “Women in the Canadian Armed Forces...”, 354.

¹³ Statistics Canada. *Sexual Misconduct in the Canadian Armed Forces in 2018* (Ottawa: Canada Communications Group, 2019), 3. In the report released on 22 May 2019, the percentage of personnel who had experienced or witnessed HISB in the CAF was down 10% from 2016. Reporting of incidents from 2016 to 2018 increased for the Reserve Force and remained consistent for members of the Regular Force. Reserve Force reporting is not captured in the 70% statistic.

¹⁴ Earncliffe Strategy Group. *Views of the Canadian Armed Forces 2018 Tracking Study: Research Report* (Ottawa: Department of National Defence, 2018), 5. According to the report, 72% of Canadians viewed the CAF should be a viable career option for women.

¹⁵ Douglas Yeune, Christina E. Steiner, Chaitra M. Hardison, Lawrence M. Hanser, and Kristy N. Kamarck, *Recruiting Policies and Practices for Women in the Military* (Santa Monica, California: RAND Corporation, 2017), 29.

¹⁶ Diane Catanzaro, Heather Moore, and Timothy R. Marshall, “The Impact of Organizational Culture on Attraction and Recruitment of Job Applicants,” *Journal of Business and Psychology* 25, no. 4 (2010): 650.

¹⁷ Chapman *et al*, “Applicant Attraction to Organizations...”, 935.; Barbara Waruszynski, Kate H. MacEachern, Suzanne Raby, Michelle Straver, Eric Ouellet, and Elisa Makadi, “Women Serving in the Canadian Armed Forces: Strengthening Military Capabilities and Operational Effectiveness,” *Canadian Military Journal* 19, no. 2, (Spring 2019): 47. This finding also lends credibility to creating more supportive conditions within the CAF, conducive to differing personal situations (e.g. family).

¹⁸ Chapman *et al*, “Applicant Attraction to Organizations...”, 935.

¹⁹ David Smith, and Judith E. Rosenstein, “Gender and the Military Profession: Early Career Influences, Attitudes, and Intentions,” *Armed Forces and Society* 43, no. 2 (2017): 273.

enhancing networking opportunities and access to women who capably balance roles.²⁰ Pressuring women to choose between career advancement and family not only risks the well-being of the member but also the loss of a trained military asset. In fact, a perceived lack of career progression was the main factor cited by women when releasing from the CAF.²¹

Stereotypes, Unconscious Bias, and the “Warrior” Motif

7. As a critical element of organizational success, attracting high-performing candidates must be a priority and stereotypes that undermine recruitment dismantled.²² The pervasive emphasis on the warrior in CAF doctrine perpetuates the sentiment of the masculinity of soldiers.²³ Moreover, it ignores the reality that the CAF employs several occupations, many of which are not dependent on the warrior identity. If preserving a stereotype of the warrior alienates possible candidates and fails to resonate with the Canadian population from which the CAF recruits, the institution must evaluate whether it is prudent to reinforce this construct or replace it. This is critical when considering populations of highly skilled individuals required to counter emerging threats in fields such as space, analytics, and cyber. The nature of military operations has changed and thus the CAF requires new aptitudes and skillsets to succeed. The CAF must adapt and embrace meritocratic principles to attract individuals who have the desired abilities, regardless of sex. The warrior construct is problematic for women as many feel compelled to either adopt a masculine attitude in an attempt to conform, or encounter a conflict between being a woman and a CAF member.²⁴ Furthermore, accustomed only to the combat image of the CAF, some Canadians conceive of the military as a fallback plan, not a career. Consequently, reinforcing the reality of CAF service is vital to recruitment.²⁵

²⁰ Waruszynski *et al*, “Women Serving in the Canadian Armed Forces...”, 47. As Waruszynski *et al* suggest, views that women are promoted based on sex, rather than merit may interfere with the development of credibility with subordinates potentially leading to a predicament whereby successes and failures are attributed to their sex. She further indicates that career advancement opportunities for women are hindered by a lack of equal representation on progression boards. Further, despite the same standards, there is a perception that women are unfairly advantaged, creating backlash.

²¹ *Ibid.*

²² Chapman *et al*, “Applicant Attraction to Organizations...”, 928.

²³ In the CAF Management Doctrine it states that, “doctrine will serve to guide the systems, sub-systems and processes to ensure that the right people, having the critical competencies, skills and *warrior spirit* are in the right place, at the right time to achieve the desired effects.” Department of National Defence, B-GL-005-100/FP-001, *Canadian Forces Joint Publication 1.0: Military Management Doctrine* (Ottawa: DND Canada, 2008), 2.; Andrea Lane, “Women in the Canadian Armed Forces...”, 324. While the notion of the warrior was significant in ancient times, the CAF must adapt to remain relevant.

²⁴ Waruszynski *et al*, “Women Serving in the Canadian Armed Forces...”, 29. As Waruszynski points out, women are criticized for being too feminine but also for adopting masculine behaviours as a means of blending in with their male counterparts.

²⁵ Yeune *et al*, *Recruiting Policies and Practices...*, 33.; Earncliffe Strategy Group. *Views of the Canadian Armed Forces...*, 5. In a focus group study among new recruits, Yeung *et al* noted that one recruit stated, “The image you get is that you go into the military because you have nothing else to do with your life.” Many in the study noted the need to debunk misconceptions about women’s role in the military using advertising to depict women in a multitude of roles. The Earncliffe report conducted in 2018 suggests

Organizational Justice

8. Institutional justice is also strongly correlated with organization attractiveness.²⁶ A recent study revealed that female executives who held positions which aligned with gender stereotypes, were viewed as token within the organizations. Alternately, if top management was comprised of more than one woman, the negative response of tokenism disappeared with the pre-requisite that at least one woman held a non-stereotypical office.²⁷ The study accentuates the need to employ women in non-stereotypical roles, particularly at the higher echelons of the organizational hierarchy in order to optimize recruitment effects.²⁸ Similarly, a 2017 study on advisements to encourage women to consider a career in the CAF found that the most effective ads were those that challenged misconceptions of women, offered a value proposition, and included neutral graphics to evoke patriotism.²⁹ An absence of female role models in career-relevant fields also adversely impacts women's career aspirations, professional identity, self-efficacy, and perceived acceptance within the profession.³⁰ Further, women are more positively influenced by role models, emphasizing their significance to recruiting.³¹ In the CAF context, while 13 women were generals or equivalent ranks at the end of 2018, women remain unrepresented at the top of the CAF hierarchy.³²

Methods of Recruiting

9. Conduct and methods of recruiting were also indicative of female recruiting success in meta-analysis with recruiter characteristics secondary to perceived job fit, the prevailing characteristic influencing both attitude and recruitment outcome.³³ Thus,

the majority of Canadians continue to view the CAF as a 'macho' organization reinforcing perceptions of a masculine culture within the CAF.

²⁶ Anja Isekel, and Kerstin Pull, "Female Executives and Perceived Employer Attractiveness: On the Potentially Adverse Signal of Having a Female CHRO Rather Than a Female CFO," *Journal of Business Ethics* 156 (2019): 1126.

²⁷ *Ibid.* The study included top executives of CEO, COO, CFO.

²⁸ Lane, "Women in the Canadian Armed Forces...", 359. Lane suggests that recruitment and retention efforts are stifled by lack of a critical mass of women, particularly at the Senior Non-Commissioned Member level and above. She further suggests that tokenism results in women not being assessed on an independent basis on merit but rather primarily as representatives of their sex or gender.

²⁹ Privy Council Office, Impact and Innovation Unit Report, *Behavioural Insights Report: Engaging Canadian Women...*, 6. This marketing trial was completed in conjunction with the Department of National Defence (DND) and the ads on Instagram and Facebook were viewed 2.5 million times exceeding the benchmark engagement rate.

³⁰ Smith, and Rosenstein, "Gender and the Military Profession...", 264.

³¹ *Ibid.*

³² Department of National Defence, *Women in the Canadian Armed Forces: Backgrounder* (Ottawa: Canada Communications Group, 2019), 1.

³³ Chapman *et al*, "Applicant Attraction to Organizations...", 941. As Chapman *et al* acknowledge, 5/14

recruiters who were personable and provided accurate information in a consistent and transparent way were most successful, regardless of sex.³⁴ However, in focus groups, some women appreciated the perspectives offered by female recruiters and their ability to respond to questions inherently ‘woman focused’ in nature.³⁵ Exclusively female events incorporating serving female members were also effective in offering role models and increasing confidence to enlist.³⁶

Leveraging Diversity: The Australian Defence Force (ADF)

10. Recognizing the need to increase the representation of women, in 2012, the ADF invested in a focused recruitment strategy, the Diversity Recruitment Plan.³⁷ Despite initial gains, the ADF struggled to maintain momentum in recruitment of women. As such, in 2013, the ADF outsourced recruiting to ManpowerGroup, in a public-private hybrid organization entitled Defence Force Recruiting (DFR).³⁸ To bolster recruitment of women, the strategic plan focused on attraction, leadership, and operations.

Attraction

11. Applying corporate recruiting strategies and research insights to identify effective advertising campaigns, DFR emphasized authentic personal accounts of women which would transcend shallow representations and extinguish perceptions of tokenism, concentrating on profiles which would resonate with the target demographic. Media was focused to appeal to niche communities and numerous media outlets were utilized. In addition, in-language placement for languages spoken in Australian homes (e.g. Chinese) was incorporated.³⁹ These efforts ultimately resulted in sophisticated and targeted messaging which addressed obstacles faced by women and debunked misconceptions.⁴⁰

Leadership

12. The ADF further developed a Gender Equality Strategy and Action Plan which

predictors in recruiting may be interdependent. Another criticism of meta-analysis is that narrow predictors are collapsed into broad categories. In addition, the extent of research in a given area may vary considerably.

³⁴ *Ibid.*

³⁵ Yeune *et al*, *Recruiting Policies and Practices...*, 29.

³⁶ *Ibid.*

³⁷ Australian Department of Defence, *Women in the Australian Defence Force (ADF): Report 2017-18: A Supplement to the Defence Annual Report*, (n.p: Defence People Group), accessed 13 October 2019, www.defence.gov.au/annualreports/16-17/downloads/WomenInTheADFReport2016-17.pdf.

³⁸ *Ibid.*; Christina Southgate, “3 Ways the Australian Defence Force Attracted More Indigenous and Female Recruits: Interview with ManpowerGroup Solutions Chief Operations Officer Glenn McFee,” *LinkedIn Talent Blog*, 20 February 2018, <https://business.linkedin.com/talent-solutions/blog/diversity/2018/3-ways-the-australian-defence-force-attracted-more-indigenous-and-female-recruits>; Australian Department of Defence. *Women in the Australian Defence...*, 6.

³⁹ Southgate, “3 Ways the Australian Defence Force...”, 2.

⁴⁰ Waruszynski *et al*, “Women Serving in the Canadian Armed Forces...”, 58.

includes methods to promote a supportive and enabling culture, to ensure gender parity in leadership and employment of a broad flexible work arrangement program, and performance measurement.⁴¹ Precise key performance indicators related to recruitment were also established and an annual report produced which compares data to targets and identifies deliberate actions for underperforming areas, thereby strengthening accountability. In addition, monthly progress is monitored through the Defence Workforce report which provides detailed statistics for analysis and enables course correction.⁴² Top senior ADF leadership further embraced a cultural change strategy founded on a ‘culture of conscious inclusion,’ with the ultimate goal of reaching a state of unconscious inclusion, in which gender diversity is routine.⁴³ In addition, top leadership reinforced genuine expectations in a video message and facilitated increased awareness of gender considerations through training. DFR further employed organizational psychologists to assist in training recruiters to eliminate unconscious biases which could affect their assessment of candidates.⁴⁴ Supplementary training incorporated gender differences with an overarching goal to create an applicant centric approach to foster a sense of belonging.⁴⁵ ADF leadership clarified expectations and approached diversity as a capability and operation rather than a task, embracing a comprehensive strategic plan and leveraging industry.⁴⁶

Recruitment Operations

13. In addition, DFR refined the recruitment process to mitigate burdensome requirements. Flexibility was also enhanced through immediate start dates, accommodating offers of employment, and the elimination of superfluous requirements unrelated to all occupations. The ADF further implemented a gap year for high school graduates to gain experience and skills during a 12-month engagement to expose them to ADF service. It also offers female recruits a posting to an area of their choice for an initial engagement following ab initio training.⁴⁷ In addition, the ADF permits each of the

⁴¹ Australian Department of Defence, *APS Gender Equity Strategy 2016-2019*, Defence Action Plan, n.p.: Australian Defence Force, 2016), 1. Equality in employment practices involved ensuring representation in graduate programs, selection panels, talent management selection, and both training and recruitment focused on eliminating gender bias.

⁴² Australian Department of Defence. *Defence Workforce Report as of September 2019*. n.p.: Australian Defence Force, 2019.

⁴³ Southgate, “3 Ways the Australian Defence Force...”, 2.

⁴⁴ Shelley J. Correll, “Constraints into Preferences: Gender, Status, and Emerging Career Aspirations,” *American Sociological Review* 69, no. 1 (2004): 1726. Correll suggests that gender bias not only affects others perceptions but also self-perceptions at critical decision points.

⁴⁵ Southgate, “3 Ways the Australian Defence Force...”, 3.

⁴⁶ ManpowerGroup Solutions, “Success Stories: Australian Defence Force Creativity and Rebranding Spark Diverse Hiring for a Military Recruitment Process Outsourcing,” accessed 13 October 2019, <https://dtwcm.manpower.com/wps/wcm/connect/manpowergroupsolutions/home>.

⁴⁶ Australian Department of Defence. *Women in the Australian Defence Force...*, 2. The strategic strategy devised by ManpowerGroup was based on over 2,000 interviews with CEOs and empirical research.

⁴⁷ Australian Defence Force, *Defence Workforce Report as of September 2019*, (n.p.: Australian Defence Force, 2019), 8.

services to develop unique initiatives for recruitment customized to the element.⁴⁸ Moreover, DFR combined career coaching, and initial selection (i.e. aptitude and medical) into a single, no obligation session, called Your Opportunities Unlimited (YOU) thereby streamlining recruitment to increase satisfaction.⁴⁹

14. As a result of the ADF's conscious efforts, as of September 2019 women account for 18.6% of the ADF permanent force and 24.2% of recruits are now women, an increase of 1% over the past year.⁵⁰ While the ADF may not appear significantly different in terms of the percentage of women currently enlisted, the overall improvement of the percentage of women in each respective environment over the past five years must be considered.⁵¹ Further, although some may argue that a true indication of the inclusivity of women is demonstrated through women's participation in combat roles, the CAF must initially focus on meeting the objective identified in *SSE*. Once proportionality within the general CAF population is reached, emphasis on individual understrength trades should be considered. A recent study found that female participation rates in combat trades exerted only minor influence over the decision to join the military and thus non-traditional occupations may be a better indicator of integration.⁵² In consideration of Canada's low unemployment rate, slow labour force growth, and an aging population, as competition for talent in the labour market intensifies, the CAF must be able to broaden its talent pool, increase effectiveness, and ensure long-term sustainability.⁵³

CONCLUSION

15. In conclusion, in order to optimize recruitment of women and achieve the diversity objectives outlined in *SSE*, the CAF must adopt practices proven to be effective by the ADF and industry. It must reframe the narrative for recruitment of women, to surpass concerns of politics and instead focus on a holistic operation critical to strengthening its forces, enhancing capabilities, and offering the CAF long term

⁴⁸ ManpowerGroup Solutions, "Success Stories: Australian Defence Force...", 3.

⁴⁹ Australian Department of Defence. *Women in the Australian Defence Force...*, 2.

⁵⁰ Australian Defence Force, *Defence Workforce Report...*, 3.; Manpower Group Global, "Powering Your Success...", 3.; Statistics Canada. *Statistics of Women in the Canadian Armed Forces...*, 1.; Australian Department of Defence. *Women in the Australian Defence Force...*, 2.

⁵¹ *Ibid.* As of September 2019, the percentage of women in the ADF Air Force is 23.6%, the Navy is 21.8%, and the Army is 14.7%. While the ADF is not significantly different in terms of the percentage of women currently enlisted, the overall improvement of the percentage of women in each respective force over the past five years must be considered. In 2012-2013, the percentage of women was 17.5% in the Air Force, 18.4% in the Navy, and 11% in the Army; in 2017-2018, percentages improved to 22.1%, 21.5% and 14.3% respectively. In addition, the ADF reached 78% of the target for female recruitment in 2017-18, a 10% increase over the previous year. Also, the ADF removed restrictions for women to serve in certain occupations much later than Canada.

⁵² *Ibid.*; Yeune et al, *Recruiting Policies and Practices...*, 31. While women in the ADF continue to be underrepresented in combat roles and some other traditionally male dominated domains (i.e. engineering), recruitment in these areas within the ADF has also increased.

⁵³ The Conference Board of Canada, "Canadian Outlook: Long-Term Economic Forecast," accessed 20 October 2019 from <https://www.conferenceboard.ca/e-library/abstract.aspx?did=10018&AspxAutoDetectCookieSupport=1>, 3. 51% of the Canadian population is and 60% of university graduates in Canada are women.

sustainability. These initiatives also have potential to inform recruitment of other diverse groups. Remaining relevant is fundamental to the CAF's legitimacy in both the eyes of Canadians and the international community. In aligning policies, decisions, and operating culture with the CAF ethos, leaders convey values.⁵⁴ As the principle value expressed in the Statement of Defence Ethics, the CAF must be leaders in respecting the diversity of all persons through actively promoting a culture of inclusion as such diversity forms the foundation of our Canadian identity.

RECOMMENDATIONS

16. The CAF must reframe recruitment of women as a capability and a means to harnessing the operational effectiveness endorsed within *SSE* to assist in debunking negative attitudes towards women.⁵⁵ As the ADF demonstrates, only modest, incremental improvements will result unless biases are eliminated throughout the organization through cultural change and gender equality strategies with focused action plans and clear performance metrics.⁵⁶ A holistic, leadership driven approach incorporating extensive stakeholder engagement must be adopted to increase the probability of success in expediently progressing gender diversity efforts. Practically, this means showcasing women leaders, facilitating all-female recruitment and networking sessions, developing robust training, communicating expectations, and developing a mechanism to listen to and resolve concerns of women. Moreover, continued industry engagement is recommended to leverage best practices and to ensure that recruiting efforts are grounded in research to withstand scrutiny.

17. In addition, advertising must transcend traditional social media with consideration of the preferences of women and specific demographics, utilizing YouTube channels, blogs, and female social influencers to clarify women's roles in the military and enhance connection with Canadians.⁵⁷ In addition, media campaigns focused on providing insight into all career options available within the forces, especially non-traditional trades for women, should be considered. As participation in non-traditional roles increases, women will more readily envision themselves in these positions. Programs intended to access both female influencers and potential recruits should be considered both to dispel myths surrounding service and provide preliminary role models.⁵⁸

⁵⁴ Department of National Defence, *Leadership in the Canadian Forces: Conceptual Foundations...*, 23.

⁵⁵ Earncliffe Strategy Group, *The Recruitment and Employment of Women...*, 57.

⁵⁶ Waruszynski *et al*, "Women Serving in the Canadian Armed Forces...", 60. In 2016 the CAF Diversity Strategy and Action Plan was released, however, it lacks specificity and the key data to adequately assess performance is not provided preventing further analysis.

⁵⁷ Privy Council Office. Impact and Innovation Unit Report. Government of Canada. "Behavioural Insights Report...", 5. This study found that platforms such as Twitter and LinkedIn were more popular than Facebook and Instagram among younger populations. Advertising at various events (e.g. general sports events or female events etc.) could also assist with visibility.

⁵⁸ *Ibid.*; Waruszynski *et al*, "Women Serving in the Canadian Armed Forces...", 42. It should be noted that resource constraints will limit such a program and personal suitability of candidates must be a consideration as some CAF members have been "indoctrinated into the masculine culture" and are therefore poorly suited to assume a mentorship or outreach role.

18. For candidates to envision a life within the forces, the CAF must minimize perceived work-personal role conflicts. Implemented for all CAF members, this would have the desired secondary effect of dispelling myths of preferential treatment for women and promote a culture whereby all members are valued despite life events which may necessitate increased flexibility. Initial flexibility through varied engagement models and reduced initial engagements, especially for underrepresented trades, as well as initial postings to a region of choice have the potential to substantially increase recruitment of women through offering a period of transition for family commitments to be resolved. Promotion of formalized flexible work arrangements such as compressed work weeks, telecommuting, flexible hours, and reduced workload during transition periods such as return from parental leave would also assist in this effort. Further, mentorship programs should be established to offer a support network and role models for women.

19. Finally, as the ADF example demonstrates, the CAF should leverage the strategies of other nations in responding to challenges common amongst military allies, and consider a hybrid recruitment outsourcing model. As the labour force continues to decline and market competition intensifies, this option offers increased sustainability through enabling CAF members to focus efforts on other mission sets while using a researched based recruiting mechanism with experts and direct links to industry technologies and advancements. Finally, as retention also contributes to the percentage of women in the forces, further research in this area to remove impediments to long-term military service is recommended.

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