



The 2007 Defence Ethics Survey

*Summary of the Overall CF and DND Findings
for Decision-Makers*

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*Social Policy 3-4
Director Military Personnel Operational Research and Analysis*

DRDC CORA TN 2008-016
August 2008

Defence R&D Canada
Centre for Operational Research and Analysis

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Defence R&D Canada – CORA

Technical Note

DRDC CORA TN 2008-16

August 2008

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Abstract

In 2007 Director Military Personnel Operational Research and Analysis (DMPORA), in partnership with the Director of the Defence Ethics Programme (DDEP), administered the third iteration of the Department of National Defence Ethics Questionnaire (DNDEQ). The survey was administered to 2825 CF Regular Force Members and 1475 DND Civilian Employees with response rates of 52.6% and 50.0% respectively. Findings of the survey suggest personnel perceive an improved organizational ethical climate compared to previous survey administrations. This document presents key results on selected scales from the organizational ethical climate and approaches to ethics for ethical decision-making indicators.

Résumé

En 2007, la Direction - Recherche et analyse opérationnelles (Personnel militaire) (DRAOPM), en partenariat avec la Direction - Programme d'éthique de la Défense (DPED), a distribué la troisième édition du Questionnaire sur l'éthique du ministère de la Défense nationale. Le sondage a été distribué à 2825 membres de la Force régulière des FC et à 1475 employés civils du MDN. Les taux de réponse respectifs ont été de 52,6 p. 100 et de 50 p. 100. Par rapport aux précédents sondages, les réponses au présent sondage donnent à penser que le personnel a perçu une amélioration du climat éthique au sein de l'organisation. Ce document présente certains résultats clés concernant le climat éthique de l'organisation et les processus décisionnels éthiques.

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Acknowledgements

This research has been sponsored by Director Defence Ethics Programme (DDEP).

I would like to acknowledge the efforts of Ms. Samantha Urban, OPI of *Your-Say*, who collected data for the CF portion of the 2007 Defence Ethics Survey.

Survey administration would not have been possible without the ongoing support of DMPORA's Research Information Section.

Ms. Louise Bonin and Mr. Matthieu Potvin have provided significant administrative support for the project.

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1 Introduction

The aim of this report is to summarize key findings of the 2007 Defence Ethics Survey for use by a broad audience in the CF and DND¹. The 2007 Department of National Defence Ethics Questionnaire² (DNDEQ) set out to assess the current ethical climate of CF/DND and the approaches to ethical decision-making favoured by CF/DND personnel. The 2007 Defence Ethics Survey is the third time the survey has been administered since 1999, and the first time it was administered electronically. Where possible, we have included comparisons of the data to previous findings.

1.1 Methodology

In conjunction with the 2007 survey research, a number of consultations were conducted with the project sponsor and key stakeholders. Through these consultations the length of the survey instrument was revised for use in 2007³. The result of these revisions is that the 2007 survey focused on organizational ethical climate (six scales) and approaches to ethics for ethical decision-making (six scales). The 2007 survey did not assess individual values⁴. Additionally, the 2007 survey instrument did not include the scenario-based questions used to assess Situational Moral Intensity⁵. The survey was administered to two distinct populations within the organization: CF Regular Force Members and DND Civilian Employees.

¹ A forthcoming technical memorandum will present the detailed statistical analysis of the data.

² While the official name of CF/DND's ethical survey instrument is the "Department of National Defence Ethics Questionnaire," it is more commonly referred to as "The Defence Ethics Survey."

³ For a complete account of these revisions, see Fraser, 2007.

⁴ Previous versions of the DNDEQ asked for two assessments of each statement by respondents. The first was to report "how things are now" in the workplace (ethical climate) while the other asked how things "should be" (individual values).

⁵ Existing data from previous survey administrations regarding Situational Moral Intensity provides sufficient empirical support for the model of ethical decision-making for the CF and DND. It was not imperative to repeat these questions in order to assess the current ethical climate of the organization, although future iterations of the DNDEQ may return to scenario-based lines of questioning. The conclusions related to this topic outlined in the 2003 Defence Ethics Survey Report continue to be applicable to the organization's decision-making model in the present.

In the case of the CF Members, the 12 ethics scales were included as a focus section of *Your-Say*⁶. In the case of DND Civilian Employees, a separate “stand-alone” survey was administered. In both cases, a stratified random sample was drawn from a sampling frame provided by Director Human Resources Information Management (DHRIM). After drawing the sample, email addresses of the potential participants were located in the CF/DND Global Address List using Microsoft Outlook. An email was then sent to potential respondents inviting them to complete the survey⁷. Table 1 details the response rate achieved.

Table 1. Response Rates for the 2007 DNDEQ

Population	Sample Size	Completed Surveys	Response Rate
CF Regular Force Members	2825	1487	52.6%
DND Civilian Employees	1475	737	50.0%
Overall	4300	2224	51.7%

Note: Sample sizes are adjusted for undeliverable surveys.

⁶ *Your-Say* is the CF Regular Force Continuous Attitude Survey. Focus sections refer to topical lines of questioning that rotate with each survey administration in addition to the core content.

⁷ Samples of the email distribution are included as Annex A.

2 Demographic Profile of Respondents

2.1 Canadian Forces Personnel

Table 2 describes the organizational affiliation of respondents. The figures displayed represent those who chose to answer the question (n=1273), while a fairly large portion of CF respondents did not identify their organization.

Table 2. CF Respondents by Organizational Affiliation

Organization	Percentage of Respondents
CLS	18.4%
CAS	18.1%
ADM MAT	11.2%
CMS	10.9%
ADM IM	6.4%
CMP	6.0%
CANCOM	5.9%
CANOSCOM	4.6%
CEFCOM	3.1%
CANSOFCOM	2.3%
OTHER	13.2%

Note: 214 respondents did not identify the organization to which their unit belonged.

In terms of gender, survey respondents reflected the CF Regular Force distribution (86% male respondents, and 14% female respondents). Anglophones made up 70% of survey participants, with 30% identifying French as their first official language. Table 3 displays the breakdown of grouped rank for CF members and shows an over-representation of officers in the make-up of survey respondents. The mean length of service among respondents was 19 years.

Table 3. CF Respondents by Grouped Rank

Junior NCM	Senior NCM	Junior Officer	Senior Officer
28%	30%	21%	21%

Survey participants most commonly had completed secondary school education (39%). Additionally, 23% had completed a bachelor's degree, and 20% had completed college, CEGEP, or a trades certificate. Among CF participants, 10.5% had completed a graduate degree. Table 4 displays the breakdown of responses by geographic region.

Table 4. CF Respondents by Geographic Region

NCR (Either ON or QC)	Ontario	Prairies	Atlantic Provinces	Quebec	British Columbia
27.8%	20.6%	17.4%	16.8%	9.1%	8.3%

2.2 Department of National Defence Civilian Employees

In 2007, 737 DND civilian employees completed surveys. Table 5 displays the general occupational categories of respondents. Civilian respondents were asked if they had any leadership responsibilities. Of those who responded, 31.9% reported having managerial duties⁸ while 33.2% reported supervisory duties. The average length of service for civilian employees was 14.5 years.

Table 5. Civilian Employees by Occupational Category

Administrative Support	Technical	Administration and Foreign Service	Scientific and Professional	Operational	Executive
28.7%	22.2%	19.5%	16.0%	12.9%	0.7%

Civilian survey respondents had a more even split than the CF with respect to gender (53.4% male respondents and 46.6% female respondents). Among civilian participants, most reported English as their first official language (79% Anglophone and 21% Francophone). DND civilian employees most commonly completed college, CEGEP, or a trades certificate (38.7%). Nearly one-third (30.2%) had graduated from secondary school, and 15.7% had completed a bachelor degree. Participants with graduate degrees make up 8.3% of respondents. Table 6 illustrates the geographic breakdown of civilian employee respondents.

Table 6. DND Civilian Employee Respondents by Geographic Region

NCR (Either ON or QC)	Ontario	Prairies	Atlantic Provinces	Quebec	British Columbia
34.6%	14.3%	13.0%	16.9%	7.9%	13.3%

⁸ Managerial duties include financial, budgetary or human resources.

3 Organizational Ethical Climate

As mentioned, six key ethics scales related to organizational ethical climate were selected for inclusion in the 2007 Defence Ethics Survey. They included Care, Self-Interest, Supervisor Behaviour, Co-Worker Behaviour, Organizational Rules and Organizational Fairness. Each scale consisted of three to five questions that served as a measure of that particular indicator of ethical climate. Respondents were asked to respond to how their unit is “right now” when considering agreement with the statements. A standard five-point Likert scale was used for response options⁹. Below, a brief description of the importance of each scale is presented, followed by key findings for the CF and Civilian Employee survey participants.

3.1 Care

The perception that CF/DND is a caring organization is an important ingredient to operational effectiveness at all levels. As noted in previous defence ethics research, “It has been shown that personnel today are more satisfied and work better in organizations where they can find a concern for their quality of life and a sense of community in the workplace” (Dursun *et al.* 2004: 17). Table 7 outlines the individual items that were asked as part of the Care scale.

Table 7. Individual Items in the Care Scale

1. At my workplace, we stick together.
2. At my workplace, we protect each other.
3. At my workplace we look out for one another.
4. At my workplace it is expected that each member takes care of his/her coworkers.

3.2 Self-Interest

CF members are less likely to perceive an ethical climate in the workplace if they have the impression that colleagues in the workplace are motivated more by their own interests than by the interests of others and/or the organization. As discussed in previous reports, “The stronger the belief that people in the organization are motivated by self-interest, the less likely they will trust those in positions of responsibility to act fairly with others and to take care of the needs of personnel and of the organization” (Dursun *et al.*, 2004: 19). Table 8 outlines the individual items that were asked as part of the Self-Interest scale.

⁹ The five response options available to respondents were: Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree.

Table 8. Individual Items in the Self-Interest Scale

1. People here are out mainly for themselves.
2. Successful people in my workplace do what they are told.
3. In my workplace it is important to look out for your own interests.

3.3 Supervisor Behaviour

A member’s ethical perception of the organization can be greatly influenced by their supervisor, in either a positive or negative direction. As Dursun *et al.* explained, “The more personnel believe their supervisors do not practice basic ethical values in the workplace; the less likely they will develop trust in their supervisors. Ultimately, it affects an individual’s trust in the organization” (2004: 21-22). Table 9 outlines the individual items that were asked as part of the Supervisor Behaviour scale.

Table 9. Individual Items in the Supervisor Behaviour Scale

1. My immediate supervisor demonstrates loyalty.
2. My immediate supervisor demonstrates courage.
3. My immediate supervisor demonstrates honesty.
4. My immediate supervisor treats people fairly.
5. My immediate supervisor is accountable for his/her actions.

3.4 Co-Worker Behaviour

Social learning theories have long associated the influence of peers to an individual’s behaviour. Perceptions of peer behaviour is an important predictor of a member’s/employee’s own behaviour. In addition, when personnel observe their colleagues maintaining high levels of ethical conduct, they are more likely to develop trust in their co-workers (Dursun *et al.*, 2004: 18). Table 10 outlines the individual items that were asked as part of the Co-worker Behaviour scale.

Table 10. Individual Items In the Co-worker Behaviour Scale

1. The people I work with demonstrate loyalty.
2. The people I work with demonstrate courage.
3. The people I work with demonstrate honesty.
4. The people I work with treat people fairly.
5. The people I work with are accountable for their actions.

3.5 Organizational Rules

The rules of an organization have been identified as a factor influencing personnel's perception of the ethical climate within that organization. As Dursun *et al.* have discussed previously, "The more personnel believe that the CF and DND do not follow their own rules, the less likely they are to consider rules as a true indication of the expectations of the organization. In addition, personnel are less likely to perceive these rules as binding on them and more likely to take action that transgresses these rules in the name of being practical" (2004: 20). Table 11 outlines the individual items that were asked as part of the Organizational Rules scale.

Table 11. Individual Items in the Organizational Rules Scale

1. In this organization we go strictly by the book.
2. This organization has regulations that are strictly followed.
3. This organization enforces the rules and regulations.

3.6 Organizational Fairness

The organizational fairness construct is a critical ingredient to a member's perception of the organization's ethical climate. Additionally, organizational fairness was identified in the 2003 defence ethics survey report as the most important ethical climate issue that needed to be addressed based on the 2003 findings (Dursun *et al.*, 2004: 11). Table 12 outlines the individual items that were asked as part of the Organizational Fairness scale.

Table 12. Individual Items in the Organizational Fairness Scale

1. This organization looks after its members.
2. Organizational policies are fair to everyone.
3. This organization cares for its members.
4. This organization respects the dignity of all members.
5. This organization is fair.

3.7 Findings: CF Personnel

The survey results generally indicate that CF members perceive the organization to be more ethical in 2007 than respondents did in 2003. Results of both the ethical climate scale scores and individual item analyses reveal a fairly positive trend in how CF respondents perceive the ethical climate of the organization.

Analyses were conducted according to key demographic variables on the six scales related to organizational ethical climate. Survey data was analysed with respect to rank, highest level of completed education, age, first official language, geographic location, marital status and gender. Only the most statistically significant between-group differences are highlighted in this report.

Figure 1 compares 2003 and 2007 average scores on the six key indicators of organizational ethical climate.



Improvements on five of the six indicators of ethical climate were observed in the 2007 data (a decrease in the Self-Interest Scale is a favourable indication).

Figure 1. Ethical Climate Scales By Survey Year: CF Respondents

3.7.1 Between Group Differences: CF Respondents

Scale reliability analyses were conducted on each of the six indicators of organizational ethical climate. In five of the six cases, the scale reliability was found to be high, indicating the questions are a sound measure of the aspect of ethical climate they represent. In the case of the Self-Interest scale, we found a moderate reliability score.

3.7.1.1 Grouped Rank

Generally speaking, one of the most pronounced differences for CF members' perception of the organizational ethical climate was observed with respect to grouped rank. For example, Junior NCMs were less likely to perceive the CF as a caring organization than Senior NCMs and Officers. Although all ranks perceived the organization to be more caring in 2007 than in 2003, this perception decreases with rank. Junior NCMs were more likely to perceive self-interested behaviour occurring in the workplace than any other grouped rank level. Conversely, Senior Officers report a lower level of self-interested behaviour than all ranks junior to them. Junior NCMs had significantly lower mean scores when assessing their supervisors than both junior and senior officers. Agreement with the co-worker behaviour scales decreased with rank. In particular, junior NCMs had significantly lower agreement than all other grouped rank categories with respect to their co-workers' loyalty, courage, honesty, fairness and accountability. Differences among grouped-rank categories show less favourable perceptions of the organizational fairness of CF/DND at the junior ranks, and this perception becomes more favourable as rank increases.

3.7.1.2 Age

Respondents who reported their age in the 25-34 range perceived the organization to be less caring than those aged 35 and older. Generally speaking, older respondents thought the organization was less self-interested than their younger counterparts. Respondents in both the age categories of 35-44 years and 45+ years had significantly lower mean scores on this scale than those of all younger age groups. With respect to members' perception of their co-workers behaviour, respondents aged 16-24 had significantly lower agreement with this scale than their counterparts over 35 years of age. Additionally, those respondents over 45 years of age had significantly higher agreement than those 34 and younger.

3.7.1.3 Education

There were a small number of statistically significant differences on the ethical climate indicators based on a member's highest level of completed education. However, there is insufficient data to suggest meaningful trends along the lines of education.

3.7.1.4 Gender

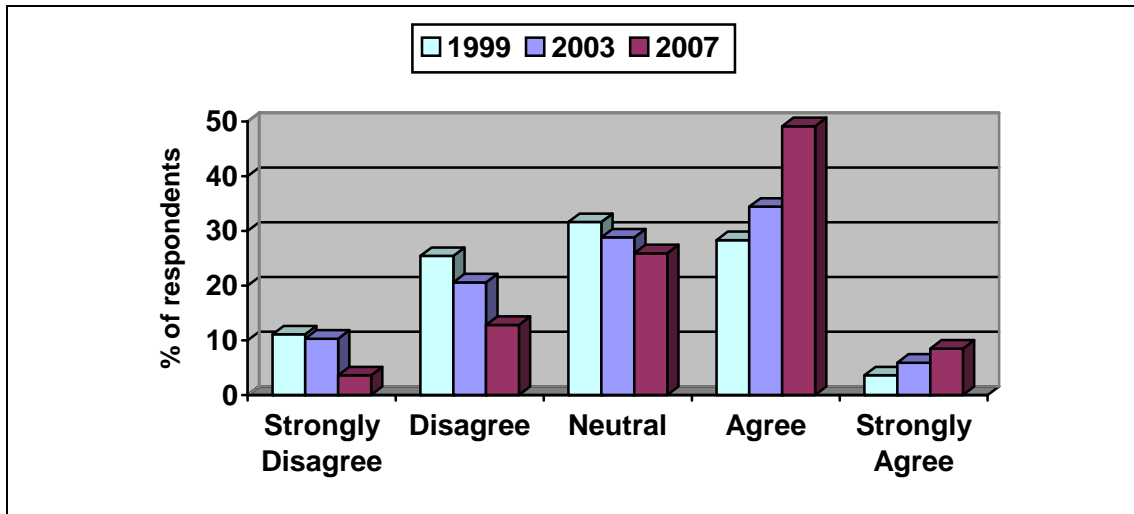
With respect to gender, there was only one observed significant difference with respect to the organizational ethical climate items. Males reported a more favourable view of their co-worker's ethical behaviour than females, although agreement on this scale was relatively strong in both cases.

3.7.1.5 First Official Language

There were a small number of observed differences according to first official language in the 2007 data. Anglophones had a greater perception than francophones that the CF was a caring organization. In addition, francophones were more likely than anglophones to feel that the organization has regulations that are strictly followed and enforced.

3.8 CF Organizational Ethical Climate Summary

As mentioned, the 2007 survey data suggests an improvement in CF members' perception of the organization as an ethical one. The 2003 survey report identified organizational fairness as one item that ought to be afforded priority in any action stemming from the survey results from that year (Dursun *et al.*, 2004: 22). As figure 2 reveals, there has been a notable increase over time in agreement that the organization is fair.



The 2007 data reveals a large increase in the proportion of members who feel that the CF is a fair organization.

Figure 2. “This organization is fair”: CF Respondents By Survey Year

Some of the most positive findings among the ethical climate indicators in the 2007 survey surrounded respondents’ perceptions of their localized workplaces and units. CF respondents reported very strong perceptions of the ethical behaviour of their immediate supervisor and co-workers as outlined in Figures 3 and 4 respectively.

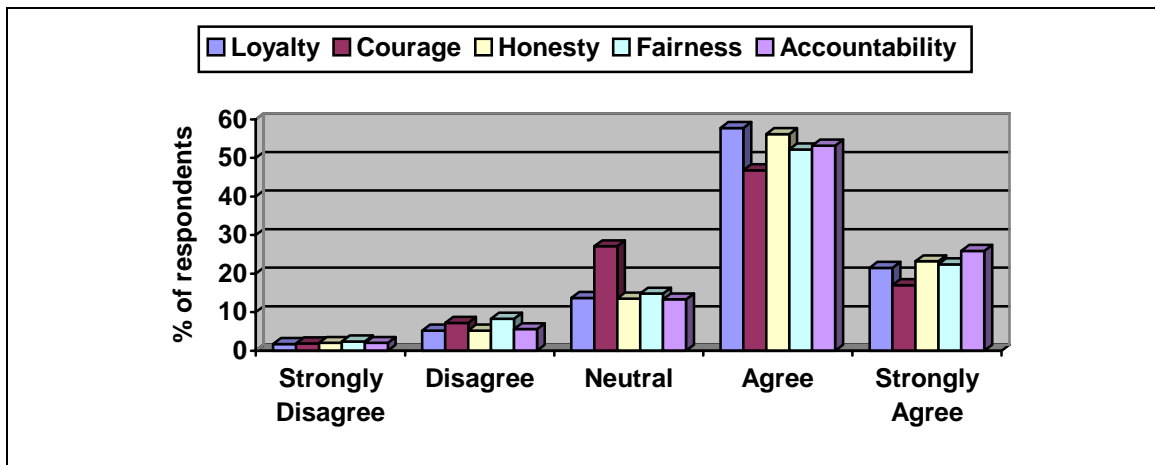


Figure 3. 2007 Supervisor Behaviour Scale Results: CF Respondents

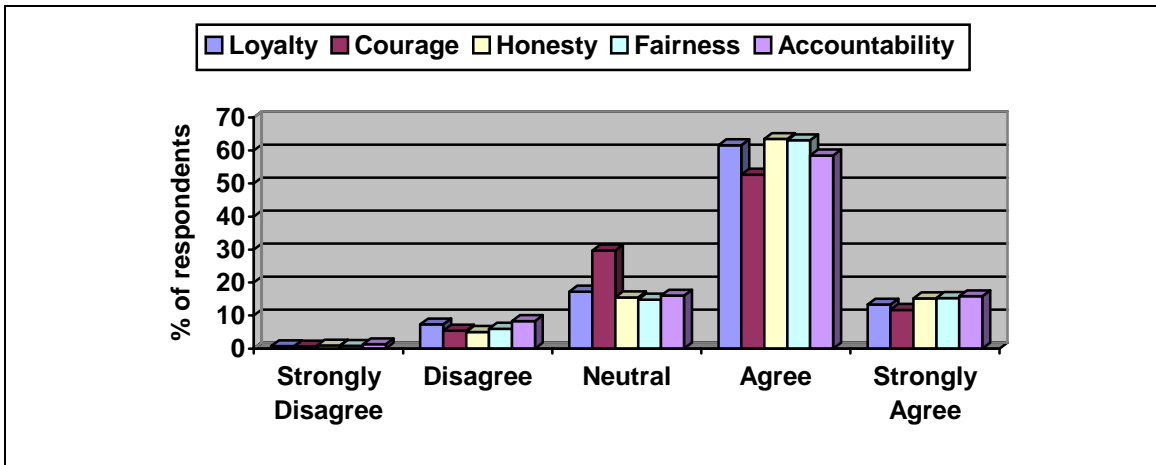


Figure 4. 2007 Co-worker Behaviour Scale Results: CF Respondents

Some indicators of ethical climate were not as clear as others. As Figure 5 illustrates, a number of items in certain scales elicited ambiguous responses. In many individual questions, up to a third of respondents reported neutral responses.

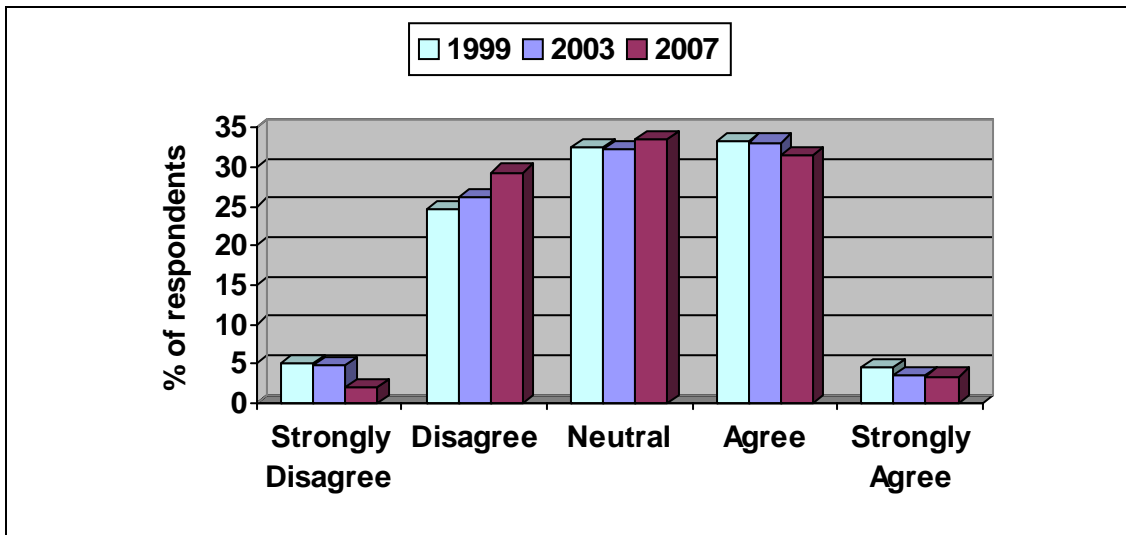
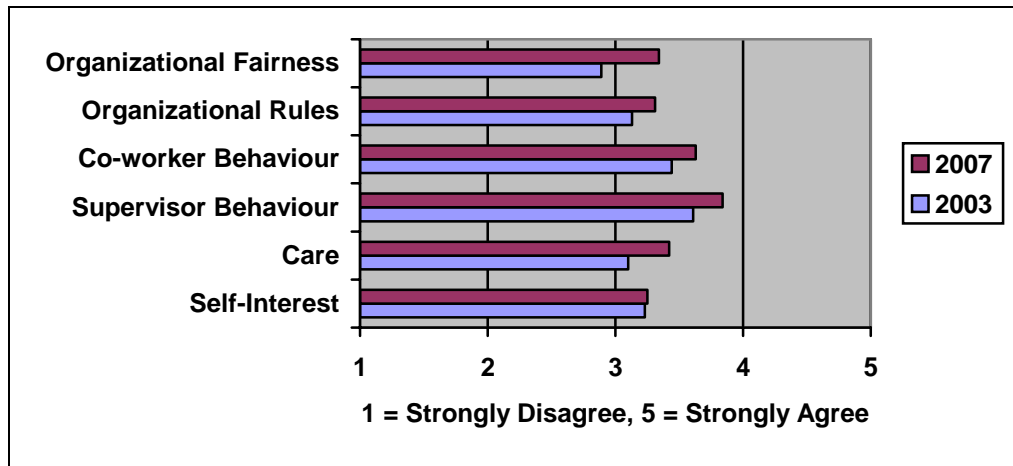


Figure 5. "In this organization, we go strictly by the book": CF Respondents by Survey Year

3.9 Findings: DND Civilian Employees

The civilian sample results were analysed with respect to highest level of completed education, age, first official language, geographic location, marital status and gender. According to survey respondents, DND is perceived to be a more ethical organization now than in 2003. As Figure 6 shows, DND civilian employees reported higher agreement in 2007 with all six of the key

indicators of organizational ethical climate than in 2003¹⁰. The largest improvement in ethical climate scales was personnel’s perception of DND as a fair organization. The smallest increase in average scores was noted on the self-interest scale, where 2007 averages were virtually identical to those in 2003. DND civilian employees maintain a generally high perception of their co-workers’ and supervisor’s ethical behaviour. Figure 3 summarizes the improvement in DND’s organizational ethical climate.



DND Civilian Employees reported improvements of their perception of DND’s ethical climate, especially with respect to organizational fairness.

Figure 6. Ethical Climate Scales by Survey Year: DND Civilian Employees

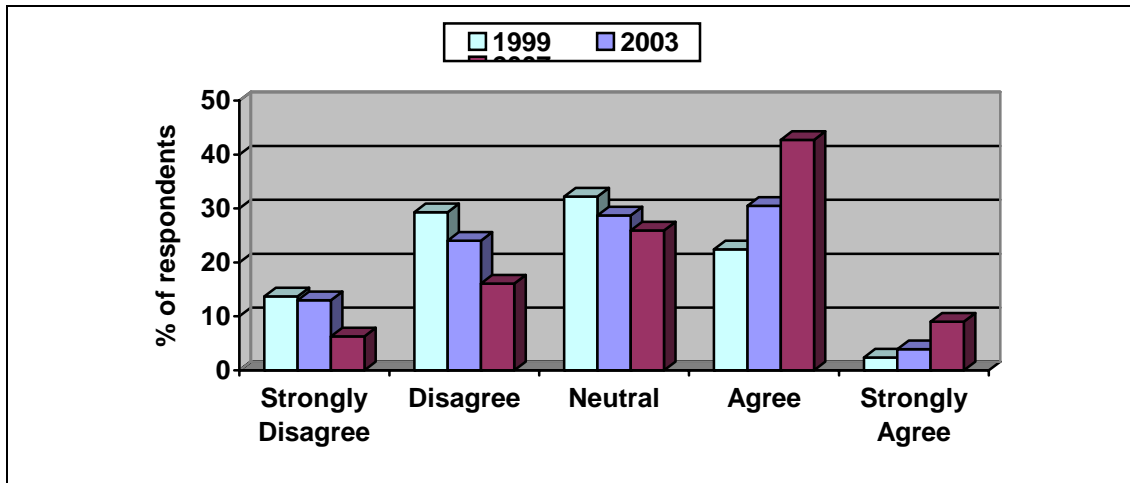
3.9.1 Between Group Differences: DND Civilian Employees

Analysis of the civilian responses shows few statistically significant differences between groups according to the key demographic variables for which we tested. There were no differences with respect to age or education level. There were a few significant differences with respect to a respondent’s geographic location or occupational category, but the data in these areas is insufficient to suggest clear trends according to those factors. With respect to gender, male respondents reported lower average scores on all the ethical climate indicators than did their female counterparts. There were also a number of differences with respect to a respondent’s first official language. The differences on the Self-Interest scale were not found to be significant, however, on the remaining ethical climate indicators, francophones perceived a slightly higher ethical climate in the organization than did anglophones.

¹⁰ In the case of the Self-Interest scale, an increase score actually indicates a negative perception with respect to this indicator of ethical climate. The increase between 2003 and 2007, however, was marginal.

3.10 DND Organizational Ethical Climate Summary

Similar to the CF findings, DND civilian employees have presented a relatively favourable picture of the organization's ethical climate. As Figure 7 indicates, civilian employees were similar to CF respondents in that they reported a large increase in the perception that DND is a fair organization.



The 2007 data reveals a large increase over time in the proportion of civilian employees who feel that DND is a fair organization.

Figure 7. "This organization is fair": DND Respondents by Survey Year

4 Approaches to Ethics for Ethical Decision-Making

As earlier defence ethics research outlined, a key component of ethical behaviour in an organization is the ethical approaches to decision-making that personnel employ when confronted with an ethical matter. Table 13 summarizes the six approaches to ethics for ethical decision-making assessed in the DNDEQ.

Table 13. Approaches to Ethics for Ethical Decision-Making

Approach	Description
Rules-Based	Rules, policies and laws. Rules-based decisions are more likely to be guided by the letter of a rule, a policy, or a law, if it exists.
Care-Based	Caring for others and “doing no harm”. Care-based decisions are more likely to have analysed the impact of the decision on others.
Consequence-Based	Objective results and outcomes. Consequence-based decisions are more likely to have considered how the decision attains valued objectives.
Virtue-Based	A personal sense of integrity. Virtue-based decisions are more likely to have chosen to act in a manner consistent with a personal sense of what is “right and wrong” for a virtuous person.
Self-Interest-Based	Individual’s own personal interests. Self-interest-based decisions are more likely to have considered how decisions impact on them personally.
Multiple-approach Basis	Rely on a number of different general approaches to ethics, weighing them differently by related situational factors. A multiple-approach basis to decisions is more likely to look for the best fit between a general approach to ethics and the situation, using situational factors related to the different general approaches to assign them different weights.

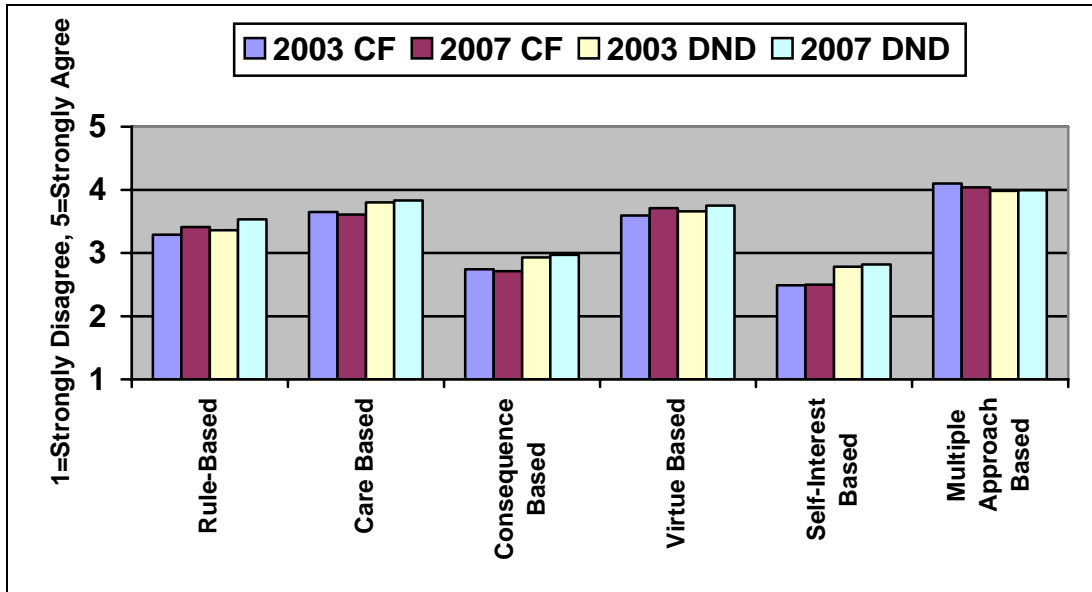
Source: Adapted from Dursun *et al.*, 2004.

There were six scales used to assess preferences for approaches to ethics for ethical decision-making. Table 14 describes each individual item associated with the ethical decision-making scales.

Table 14. Approaches to Ethics for Ethical Decision-Making Scales

Rule-based decision making
<ol style="list-style-type: none"> 1. It is important to follow the law and/or regulations at all times. 2. An action that violates the law is always wrong. 3. Rules and laws are the most appropriate basis for making ethical decisions. 4. Society's laws and organizational regulations define what is right and wrong.
Care-based decision making
<ol style="list-style-type: none"> 1. The primary ethical obligation is to care for other human beings. 2. The most important ethical principle is to ensure that nobody is harmed by your actions. 3. It is always ethical to show care for another person.
Consequence-based decision-making
<ol style="list-style-type: none"> 1. A decision that has positive outcomes is always a good decision. 2. The only way to judge whether an action is right is by the outcomes of the action. 3. You can always evaluate the quality of a decision by the results of the decision.
Virtue-based decision-making
<ol style="list-style-type: none"> 1. A person of good character will act with integrity as a guide. 2. Good character will always lead to good action. 3. In making ethical decisions I always try to do what a person of integrity would do.
Self-Interest-based decision-making
<ol style="list-style-type: none"> 1. The most important consideration in reaching a decision is the consequences of the decision for me personally. 2. Each of us needs to look out for number 1. 3. In this world, everyone has to look out for themselves.
Multiple Approach to Decision-making
<ol style="list-style-type: none"> 1. It is not one, but rather a combination of the principles that I use to determine what is right and wrong. 2. Rarely, is there only one correct solution to an ethical problem. 3. What is right in one culture is not necessarily right in another.

As noted in the 2003 report, revisions in this section between the first two survey administrations precluded any meaningful comparisons of the data. The 2007 survey allowed the first comparison over time of changes in members' and employees' approaches to ethics for ethical decision-making. Findings from the 2007 data are similar to those in 2003. As Figure 8 illustrates, respondents may have some affinity toward some individual approaches to ethical decision-making, but they largely favour a mixed approach.



Respondents from both populations favour the multiple approach to ethical decision-making.

Figure 8. Approaches to Ethics for Ethical Decision-Making Scales by Survey Year

5 Qualitative Comments: The Open-Ended Question

Survey respondents were afforded an opportunity at the end of the survey to provide additional written comments in addition to their responses to individual questions.

Participants were asked to: “Please briefly identify the one issue that as far as you are concerned is the most important ethical issue in the DND/CF today.”

CF personnel provided 945 written comments and DND civilian employees provided an additional 475 comments. While respondents were able to enter up to 50,000 characters for their responses, comments ranged from one-word statements such as “Careerism” to longer paragraphs detailing one or more concern/issue. While scores on the ethical climate indicators in earlier sections of the survey were generally positive, the nature of the open-ended question called on participants to address current ethical concerns in the organization. From this perspective, this part of the survey highlights existing ethical issues in the workplace, in the words of the respondents. While not an exhaustive list, some of the common themes arising from the findings include commentary on leadership, organizational and administrative fairness issues, concerns relating to current deployed operations, and the relationship between PERSTEMPO and personnel shortages.

As exemplified in Table 15, comments surrounding the issue of leadership generally highlighted a perceived lack of ethical leadership in some areas of the organization, and the sidelining of traditional military leadership principles by “management” values. Many respondents reported a perception that leadership was increasingly characterized by a culture of careerism to the detriment of the organization.

Issues of organizational fairness were also a common theme as evidenced by selections of comments described below. Both CF personnel and DND civilian employees reported frustration with fairness when it comes to PER issues. Many members reported that assessments are not seen to be uniform across the organization, and that too much emphasis was placed on some areas of development, such as second language training, overshadowing other areas of merit. There were also a number of comments expressing concern of the uniform application of standards in the area of PER writing and the PER system in general.

Although not a large portion of the total responses, it was notable to observe that many respondents chose to comment on current operational deployments, especially the Afghanistan mission. Comments ranged from questions regarding the principles of the mission and Canada’s involvement, to equipment concerns and care for injured members on return from theatre.

Another common theme revolved around the relationship between what is perceived to be a high OPS and PERS tempo in combination with personnel shortages in the organization. These comments were most commonly reported by CF members and included concerns about ethical dilemmas encountered when trying to “get the job done” as well as family and burn-out implications.

Table 15 contains selected comments from common themes found in the data. Respondent’s comments are reproduced below *verbatim*.

Table 15. Selections of Open-ended Question Response

Theme	CF or DND Respondent	Comment
Leadership	CF	A culture of leadership that has abjectly abdicated personal accountability for check list responsibility. This has corroded our fighting units to their very souls and stolen our values from us. What should be the a lifelong long commitment to the profession of arms has become check in the box training. What should be a culture of trust, sacrifice and commitment to common causes and ideals has become the army of one concept. There is no singular value that can be raised or some demarcation point in time where “it all went wrong”, but as a holistic entity we must change our culture from the inside out from top to bottom.
	DND	Lack of leadership and its replacement by "management" to the severe detriment of operations and support for them. Too many senior staff that do not understand operations and the support that has to be provided and in what areas the support is required.
	CF	Poor, or lack of, ethical leadership by our command structure. This problem filters down through the whole organization, affecting the entire Unit's effectiveness, both in stressful times and in normal day to day operations.
Fairness in staffing, PER & HR issues	DND	The issue of staffing in the Federal Public Service is an area of grave concern to me. I feel that there is a huge discrepancy between what is legally right, vs what is morally right. How you can discriminate against people for various reasons under the cover of 'right fit' when on paper people are superior to selected candidates, but are associated with organizations (union) or are found in some way to be less favourable for reasons of skin colour, weight, age, etc. There really is no reassurance of fairness in this process.
	CF	PER honesty and evaluations are completely non-standard across the CF.
Afghanistan Mission	CF	CANADIANS FIGHTING WITH NON APPROPRIATE EQUIPMENT IN AFGHANISTAN

Theme	CF or DND Respondent	Comment
	CF	Justifying our presence in Afghanistan when many Afghans don't want us there and we are blindly trying to remake the country into another Canadian colony with our Canadian values. They are a whole different world and we can't impose our values on them especially not at the cost of so many Canadian lives.
	DND	To me personally, I find that the war on terrorism and involvement in Afghanistan is the most important ethical issue. Although war is in itself tragic, I feel that our involvement is justified.
Care of members injured on deployed OPS	CF	The proper and ethical treatment of soldiers returning from Afghanistan. Especially those that have been injured and display a desire to stay in the CF. How can the CF knowingly send individuals to what could be a life altering experience and then when an individual loses a limb turn around and say they do not meet universality of service. As soldiers we expect to make the extreme sacrifice if necessary, however, it would be nice to know that these deeds are being recognised. Proper support services including mental and physical health need to be improved, along with full burial service costs covered. While the majority of these are being actioned to a degree for regular force members the reserves are often forgotten about when they return.
Personnel shortages & OPSTEMPO	CF	Expectations that military personnel can be pulled from their families with no ill effect: Loss of trained pers in CF means longer work hours to offset pers manning shortages. It is our kids who pay the price now for the absence of parents on government business. How many hours is enough for the CF?

Theme	CF or DND Respondent	Comment
	CF	Understaffing/Overwork. There is so much pressure to get the work done despite chronic personnel shortages that corners are routinely cut and the impact on personnel is rarely considered. Most people in the organization are doing more than one job due to MATA leave, sick leave, posting vacancies, and deployments. Each of our primary jobs is a full time job yet we have two and three sets of duties. In addition to our regular duties there are constant crises such as Boards of Inquiry, Ministerial Inquiries and media responses. Nothing gets done to a high standard. Every day is a game of “whack-a-mole” trying to stay ahead of the urgent issues. The only time avail for forward planning and sustainment is on wknds or holidays. This includes PT and professional development. While PT is high on my priority list, it is rare that I have the opportunity to do it during work hours. This is a leadership issue. If the supervisors can’t make time for PT how do you encourage subordinates to do it. The Blackberry also extends the work day into personal time. In the survey I only included hours that I am in the office. The BB war continues at all times including evenings, wknds and holidays.
Treatment of Personnel	CF	Treating people differently based on the environment they serve in (Army, Navy, Air Force) or the type of work they do - combat arms vs support.
	CF	Equitable and fair treatment of our members.
	DND	Equal classification of civilian positions for work of equal value regardless of the geographical area of work and the rank of the supervisor within the Department.
	DND	Fair and equal treatment of civilian personnel compared to uniformed personnel

6 Discussion

Overall, the findings of the 2007 Defence Ethics Survey suggest members perceive a healthy ethical climate in the organization. Findings also reinforce the existing data related to approaches to ethics for ethical decision-making. Members/employees largely favour mixed approaches to ethics for ethical decision-making. This further underscores the importance of maintaining a values-based approach to defence ethics programming in CF/DND in contrast to other models such as a compliance-based program. The Directorate of the Defence Ethics Programme is responsible for the broad framework and policies related to the Defence Ethics Programme. Level 1 Advisors, however, are responsible for implementing ethics programming in their respective areas of authority. While findings from the survey are generally positive, they also indicate areas where action is still required in order for the DEP to operate on a continuous improvement basis. This is highlighted by the fact that many of the individual question responses elicit fairly large proportions of neutral responses, or questions where a real indication of ethical climate is ambiguous, evidenced by roughly even splits of the ‘Disagree,’ ‘Neutral,’ and ‘Agree’ categories.

The findings also suggest that CF members and DND civilian employees are very comfortable with the ethical climate of their immediate surroundings. Respondents, over time, report consistently high agreement levels that their supervisors and co-workers demonstrate the DEP values of loyalty, courage, honesty, fairness and accountability. However, relatively lower average scores on some indicators suggest that respondents are less confident with organizational rules and fairness than they are with their local unit or workplace. Trust in each level of the organization appears to decline as the distance between that level and the member/employee increases.

Based on the current findings, future research and work could focus on the following:

- a. An examination as to why junior ranks continue to have a less favourable perception of the organization’s ethical climate and a corresponding review of existing ethics training modules delivered to this segment of the CF.
- b. Address to the extent possible, the question as to why we have observed a generally positive trend in how members/employees have reported the ethical climate of the organization over the various iterations of the survey, and
- c. An investigation of the organizational ethical climate among CF Reservists—a previously excluded group with respect to the DNDEQ.

References

1. Dursun, S., Morrow, R.O. and Beauchamp, D.L.J. (2004). *2003 Defence Ethics Survey Report*. Sponsor Research Report 2004-18. Director Human Resources Research and Evaluation, National Defence Headquarters, Ottawa, Ontario, Canada.
2. Fraser, K.D. (2007). *The 2007 Defence Ethics Survey: Instrument Revision, Sampling, and Electronic Administration Information*. DRDC CORA TN 2007-30.

Annex A Sample Email Invitation to Complete the 2007 Defence Ethics Survey

Subject: You have been selected for the 2007 Defence Ethics Survey/
Vous avez été sélectionné pour participer au Sondage sur l'éthique de la
Défense 2007

Importance: High

English Text - French text follows

Texte anglais - Texte français suit

Click here to complete the 2007 Defence Ethics Survey.

Please find attached a link to the survey that is being conducted by the Director Personnel Applied Research (D Pers AR) on behalf of the Directorate of the Defence Ethics Program (Dir DEP). You have been randomly selected to participate in this survey, which will take approximately 20 minutes. Your participation in completing this survey or any specific question is voluntary and your participation is anonymous. However, if the survey is to provide a true picture of our organization's ethical climate and its ethical decision-making, the participation of everyone who receives a questionnaire is very important. For the results to be useful, it is critical that your answers be honest and reflect your beliefs and feelings.

The Director Personnel Applied Research will protect the confidentiality of your responses to the extent permissible under Canadian Law.

This survey has been reviewed by D Pers AR and is authorized for administration within DND/CF in accordance with CANFORGEN 145/02 CMP 079 UNCLASS 131028Z DEC 02. Authorization number: 576/07

Cliquez sur ce lien pour participer au Sondage sur l'éthique de la Défense 2007.

Vous trouverez ci-joint un sondage réalisé par la Direction - Recherche appliquée (Personnel) (DRA Pers) au nom de la Direction - Programme d'éthique de la Défense (DPED). Vous avez été sélectionné au hasard pour participer à ce sondage, lequel prendra environ 20 minutes. Votre participation au sondage ou à toute question spécifique est volontaire. Cependant, pour que ce sondage produise une idée juste du climat éthique de notre organisation et de sa prise de décision éthique, il est très important que tous ceux qui reçoivent un questionnaire y répondent. Pour que les résultats soient utiles, vos réponses doivent être franches et refléter vos convictions et vos impressions.

La Direction - Recherche appliquée (Personnel) protégeront la confidentialité de vos réponses dans la limite permise en vertu de la loi canadienne.

La DRA Pers a examiné le présent sondage et autorise son administration au sein du MDN et des FC, conformément au CANFORGEN 145/02 ADMHRMIL 079 UNCLASS 131028Z DEC 02.
Numéro d'autorisation : 576/07.

Annex B Top-Line Findings of the 2007 Defence Ethics Survey: CF Repondents

1. The following questions ask what you think about your immediate supervisor.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. My immediate supervisor demonstrates loyalty.	1.7	5.2	13.7	57.8	21.5
b. My immediate supervisor demonstrates courage.	1.9	7.2	27.1	46.8	17.0
c. My immediate supervisor demonstrates honesty.	2.0	5.2	13.5	56.2	23.2
d. My immediate supervisor treats people fairly.	2.4	8.3	14.8	52.2	22.4
e. My immediate supervisor is accountable for his/her actions.	2.0	5.6	13.3	53.2	25.9

2. The following questions ask that you think about your co-workers.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. The people I work with demonstrate loyalty.	0.7	7.3	17.2	61.6	13.3
b. The people I work with demonstrate courage.	0.6	5.4	29.7	52.7	11.7
c. The people I work with demonstrate honesty.	0.9	5.0	15.5	63.5	15.2
d. The people I work with treat people fairly.	0.8	6.0	14.8	63.1	15.3
e. The people I work with are accountable for their actions.	1.3	8.3	16.0	58.5	15.8

3. The following questions ask that you think about your immediate work group or work unit.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. In my unit, we stick together.	2.2	14.8	26.2	47.1	9.7
b. People here are out mainly for themselves.	9.8	43.5	21.8	20.8	4.1
c. In my unit, we protect each other.	1.9	15.9	37.0	41.0	4.3
d. Successful people in my unit do what they are told.	1.0	20.1	33.1	41.3	4.5
e. In my unit, we look out for one another.	2.0	13.1	28.7	49.6	6.5
f. In my unit, it is expected that each member takes care of his/her co-workers.	1.5	11.4	24.7	53.8	8.6
g. In my unit, it is important to look out for your own interests.	4.5	25.0	27.5	34.6	8.4

4. The following questions ask you to think of the larger organization beyond your current work group or unit.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. In this organization, we go strictly by the book.	2.1	29.3	33.6	31.5	3.4
b. This organization has regulations that are strictly followed.	2.1	21.3	32.3	38.8	5.6
c. This organization enforces the rules and regulations.	1.7	11.8	23.3	56.7	6.5
d. This organization looks after its members.	4.2	15.3	25.1	48.9	6.5
e. Organizational policies are equally fair to everyone.	4.8	18.4	22.7	48.2	6.0
f. This organization cares for its members.	4.4	15.0	25.2	47.7	7.7
g. This organization respects the dignity of all members.	3.2	10.1	22.3	53.7	10.7
h. This organization is fair.	3.6	12.8	25.9	49.1	8.5

5. The following questions ask you about your ethical beliefs.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. It is important to follow the law and/or regulations at all times.	0.3	5.2	9.2	58.9	26.3
b. The most important consideration in reaching a decision is the consequences of the decision for me personally.	19.6	47.7	15.6	14.3	2.8
c. A person of good character will act with integrity as a guide.	0.3	1.9	8.6	59.9	29.3
d. A decision that has a positive outcome is always a good decision.	5.5	40.5	23.8	24.5	5.7
e. The primary ethical obligation is to care for other human beings.	0.9	9.2	20.7	51.7	17.5
f. An action that violates the law is always wrong.	3.0	39.6	20.8	26.5	10.1
g. The only way to judge whether an action is right is by the outcomes of the action.	7.7	54.9	20.3	15.2	1.9
h. Good character will always lead to good action.	3.7	38.9	23.0	30.4	4.0
i. It is not one, but rather a combination of the principles that I use to determine what is right and wrong.	0.2	0.6	6.2	68.8	24.2
j. The most important ethical principle is to ensure that nobody is harmed by your actions.	2.9	24.5	24.5	37.0	11.1
k. Rarely, is there only one correct solution to an ethical problem.	1.2	9.2	9.4	61.7	18.5
l. Rules and laws are the most appropriate basis for making ethical decisions.	1.6	17.4	27.7	48.3	5.0
m. What is right in one culture is not necessarily right in another.	0.7	3.0	8.6	60.9	26.8
n. In making ethical decisions I always try to do what a person of integrity would do.	0.2	1.8	11.5	65.1	21.5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
o. It is always ethical to show care for another person.	0.5	9.1	18.6	55.3	16.5
p. Each of us needs to look out for number one.	18.6	42.2	19.0	17.3	2.8
q. You can always evaluate the quality of a decision by the results of the decision.	4.6	42.3	23.7	26.6	2.9
r. In this world, everyone has to look out for themselves.	13.9	39.4	22.0	22.3	2.4
s. Society's laws and organizational regulations define what is right and wrong.	3.2	20.6	32.6	40.9	2.6

Background

The next several questions will help relate your background to that of other CF members with similar backgrounds. The information will only be used to produce statistical summaries in the form of tables and graphs.

6. Which environmental uniform do you currently wear?

19.4% Sea

42.7% Land

37.9% Air

7. What is your First Official Language?

27.4% French

72.6% English

8. What is your rank?

			7.2%	Pte / OS / AB
28.3%	Junior NCM	→	48.6%	Cpl / LS
			44.2%	MCpl / MS
<hr/>				
			46.6%	Sgt / PO2
30.0%	Senior NCM	→	29.4%	WO / PO1
			17.4%	MWO / CPO2
			6.6%	CWO / CPO1
<hr/>				
			1.3%	2Lt / A-SLt
20.8%	Junior Officer	→	20.2%	Lt / SLt
			78.5%	Capt / Lt(N)
<hr/>				
			69.0%	Major / LCdr
20.9%	Senior Officer	→	24.2%	LCol / Cdr
			5.6%	Col / Capt(N)
			1.3%	General / Flag

9. Which organization does your unit report to?

5.9%	CANCOM	4.6%	CANOSCOM
2.3%	CANSOFCOM	3.1%	CEFCOM
18.1%	CAS	18.4%	CLS
6.0%	CMP	10.9%	CMS
6.4%	ADM IM	11.2%	ADM MAT
13.2%	Other		

10. What is your highest level of education obtained?

38.6% Secondary (high) school graduation certificate or equivalent

19.8% College or CEGEP diploma or trades certificate

5.5% University certificate or diploma below the bachelor's level

22.5% Bachelor's Degree (eg. B.A., LL.B)

2.7% University certificate or diploma higher than the bachelor's level

9.3% Master's Degree

1.2% Degree in a medical specialty

0.4% Doctorate (e.g., Ph.D)

11. Are you currently on operational deployment?

3.0% Yes

97.0% No

12. What is your current marital status?

11.3% Single (Never married)

14.5% Living common-law

64.8% Married (and not separated)

3.0% Separated

5.9% Divorced

0.4% Widowed

13. Are you an aboriginal person?

Definition: An Aboriginal person is a North American Indian or a member of a First Nation, a Métis or an Inuit. Members of a First Nation include status, treaty or registered Indians. North American Indians include non-status and non-registered Indians.

3.2% Yes

96.8% No

14. Are you a member of a visible minority group?

Definition: A member of a visible minority group is a person other than an Aboriginal person who is non-Caucasian in race or non-white in colour.

3.9% Yes

96.1% No

15. In which geographical region are you currently employed?

27.8% NCR (either Ont. or Que.)

16.8% Atlantic Provinces

9.1% Quebec (excluding NCR)

20.6% Ontario (excl. NCR)

17.4% Prairie Provinces

8.3% British Columbia

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Annex C Top-Line Findings of the 2007 Defence Ethics Survey: DND Civilian Employee Respondents

1. The following questions ask what you think about your immediate supervisor.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. My immediate supervisor demonstrates loyalty.	2.7	7.8	16.2	51.8	21.5
b. My immediate supervisor demonstrates courage.	3.0	11.5	24.3	44.1	17.2
c. My immediate supervisor demonstrates honesty.	2.6	5.6	13.1	52.8	26.0
d. My immediate supervisor treats people fairly.	3.0	8.3	12.9	48.1	27.7
e. My immediate supervisor is accountable for his/her actions.	1.9	6.8	14.4	47.9	29.0

2. The following questions ask that you think about your co-workers.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. The people I work with demonstrate loyalty.	2.2	11.5	21.0	54.6	10.8
b. The people I work with demonstrate courage.	1.5	10.2	32.4	48.1	7.8
c. The people I work with demonstrate honesty.	1.9	7.6	18.4	58.7	13.4
d. The people I work with treat people fairly.	1.9	10.4	18.8	56.4	12.5
e. The people I work with are accountable for their actions.	2.9	11.3	18.9	54.1	12.8

3. The following questions ask that you think about your immediate work group or work unit.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. At my workplace, we stick together.	4.2	12.1	21.6	49.5	12.6
b. People here are out mainly for themselves.	8.7	39.2	25.1	21.0	6.0
c. At my workplace, we protect each other.	3.3	17.6	33.1	39.9	6.1
d. Successful people in my unit do what they are told.	3.1	16.1	32.6	39.2	9.0
e. At my workplace, we look out for one another.	3.1	13.1	23.0	51.6	9.1
f. At my workplace, it is expected that each member takes care of his/her co-workers.	3.0	15.5	31.6	42.6	7.3
g. At my workplace, it is important to look out for your own interests.	1.9	12.8	19.1	51.7	14.5

4. The following questions ask you to think of the larger organization beyond your current work group or unit.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. In this organization, we go strictly by the book.	2.1	29.3	33.6	31.5	3.4
b. This organization has regulations that are strictly followed.	3.7	18.1	25.2	43.8	9.3
c. This organization enforces the rules and regulations.	2.6	15.0	22.2	50.1	10.1
d. This organization looks after its members.	6.0	15.7	26.7	42.2	9.4
e. Organizational policies are equally fair to everyone.	6.3	19.7	24.4	42.7	6.9
f. This organization cares for its members.	5.2	14.9	28.9	41.7	9.4
g. This organization respects the dignity of all members.	4.9	12.4	25.5	46.2	11.0
h. This organization is fair.	6.3	16.1	25.9	42.7	9.0

5. The following questions ask you about your ethical beliefs.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. It is important to follow the law and/or regulations at all times.	0.3	3.0	9.4	53.1	34.2
b. The most important consideration in reaching a decision is the consequences of the decision for me personally.	8.6	42.4	18.1	23.2	7.7
c. A person of good character will act with integrity as a guide.	1.0	1.9	10.2	55.8	31.2
d. A decision that has a positive outcome is always a good decision.	2.6	26.1	24.6	35.5	11.3
e. The primary ethical obligation is to care for other human beings.	0.5	5.7	18.0	52.0	23.8
f. An action that violates the law is always wrong.	1.9	20.3	25.7	34.2	17.8
g. The only way to judge whether an action is right is by the outcomes of the action.	7.2	51.4	18.8	20.5	2.2
h. Good character will always lead to good action.	2.3	33.7	25.3	34.0	4.6
i. It is not one, but rather a combination of the principles that I use to determine what is right and wrong.	0.0	1.8	6.4	70.8	21.0
j. The most important ethical principle is to ensure that nobody is harmed by your actions.	1.1	15.4	17.3	45.0	21.1
k. Rarely, is there only one correct solution to an ethical problem.	0.8	9.2	10.5	62.5	17.0
l. Rules and laws are the most appropriate basis for making ethical decisions.	1.2	20.7	27.2	44.7	6.3
m. What is right in one culture is not necessarily right in another.	1.4	4.5	10.6	59.1	24.4

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
n. In making ethical decisions I always try to do what a person of integrity would do.	0.1	2.9	11.0	62.3	23.7
o. It is always ethical to show care for another person.	0.4	7.4	16.5	55.4	20.3
p. Each of us needs to look out for number one.	11.2	35.1	27.0	23.5	3.3
q. You can always evaluate the quality of a decision by the results of the decision.	3.0	32.1	24.2	37.4	3.3
r. In this world, everyone has to look out for themselves.	8.6	29.4	25.6	31.6	4.8
s. Society's laws and organizational regulations define what is right and wrong.	2.6	24.7	31.9	36.2	4.6

Background

The next several questions will help relate your background to that of other CF members with similar backgrounds. The information will only be used to produce statistical summaries in the form of tables and graphs.

6. What is your gender?

53.4% Male

46.6% Female

7. What is your age?

1.6% 16-24 yrs

12.3% 25-34 yrs

26.9% 35-44yrs

59.2% 45+ yrs

8. What is your First Official Language?

21.0% French

79.0% English

9. What is your highest level of education obtained?

30.2% Secondary (high) school graduation certificate or equivalent

38.7% College or CEGEP diploma or trades certificate

4.9% University certificate or diploma below the bachelor's level

15.7% Bachelor's Degree (eg. B.A., LL.B)

2.2% University certificate or diploma higher than the bachelor's level

7.1% Master's Degree

1.2% Doctorate (eg. Ph.D)

10. What is your current marital status?

30.3% Single

69.7% Married

11. In which geographical region are you currently employed?

34.6% NCR (either Ont. or Que.)

16.9% Atlantic Provinces

7.9% Quebec (excluding NCR)

14.3% Ontario (excl. NCR)

13.0% Prairie Provinces

13.3% British Columbia

12. What is your category of occupation?

12.9% Operational

28.7% Administrative Support (e.g., CR, ST, OE, DA)+

19.5% Administration & Foreign Service (e.g., AS, PM, PE, PG)

22.2% Technical (e.g., PY, EL, DD, GT)

16.0% Scientific and Professional (e.g., EN, DS, UT, AR)

0.7% Executive

13. Do you have any of the following?

Managerial responsibilities (financial, budgetary or HR) **34.5%**

Supervisor responsibilities **31.8%**

List of symbols/abbreviations/acronyms/initialisms

CF	Canadian Forces
DDEP	Director Defence Ethics Program
DHRIM	Director Human Resources Information Management
DMPORA	Director Military Personnel Operational Research and Analysis
DND	Department of National Defence
DNDEQ	Department of National Defence Ethics Questionnaire

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<p>1. ORIGINATOR (The name and address of the organization preparing the document. Organizations for whom the document was prepared, e.g. Centre sponsoring a contractor's report, or tasking agency, are entered in section 8.)</p> <p>National Defence Headquarters DMPORA 101 Colonel By Drive Ottawa, Ontario K1A 1K2</p>	<p>2. SECURITY CLASSIFICATION (Overall security classification of the document including special warning terms if applicable.)</p> <p style="text-align: center;">UNCLASSIFIED</p>	
<p>3. TITLE (The complete document title as indicated on the title page. Its classification should be indicated by the appropriate abbreviation (S, C or U) in parentheses after the title.)</p> <p style="text-align: center;">The 2007 Defence Ethics Survey: Summary of the Overall CF and DND Findings for Decision-Makers</p> <p style="text-align: center;"><i>Summary of the Overall CF and DND Findings for Decision-Makers</i></p>		
<p>4. AUTHORS (last name, followed by initials – ranks, titles, etc. not to be used)</p> <p style="text-align: center;">Fraser, K.</p>		
<p>5. DATE OF PUBLICATION (Month and year of publication of document.)</p> <p style="text-align: center;">August 2008</p>	<p>6a. NO. OF PAGES (Total containing information, including Annexes, Appendices, etc.)</p> <p style="text-align: center;">51</p>	<p>6b. NO. OF REFS (Total cited in document.)</p> <p style="text-align: center;">2</p>
<p>7. DESCRIPTIVE NOTES (The category of the document, e.g. technical report, technical note or memorandum. If appropriate, enter the type of report, e.g. interim, progress, summary, annual or final. Give the inclusive dates when a specific reporting period is covered.)</p> <p style="text-align: center;">Technical Note</p>		
<p>8. SPONSORING ACTIVITY (The name of the department project office or laboratory sponsoring the research and development – include address.)</p> <p style="text-align: center;">This research was sponsored by Director Defence Ethics Programme (DDEP).</p>		
<p>9a. PROJECT OR GRANT NO. (If appropriate, the applicable research and development project or grant number under which the document was written. Please specify whether project or grant.)</p>	<p>9b. CONTRACT NO. (If appropriate, the applicable number under which the document was written.)</p>	
<p>10a. ORIGINATOR'S DOCUMENT NUMBER (The official document number by which the document is identified by the originating activity. This number must be unique to this document.)</p> <p style="text-align: center;">DRDC CORA TN 2008-16</p>	<p>10b. OTHER DOCUMENT NO(s). (Any other numbers which may be assigned this document either by the originator or by the sponsor.)</p>	
<p>11. DOCUMENT AVAILABILITY (Any limitations on further dissemination of the document, other than those imposed by security classification.)</p> <p><input checked="" type="radio"/> Unlimited Distribution</p> <p><input type="radio"/> Distribution limited to defence departments and defence contractors; further distribution only as approved</p> <p><input type="radio"/> Distribution limited to defence departments and Canadian Defence contractors; further distribution only as approved</p> <p><input type="radio"/> Distribution limited to government departments and agencies; further distribution only as approved</p> <p><input type="radio"/> Distribution limited to defence departments; further distribution only as approved</p> <p><input type="radio"/> Other (please specify):</p>		
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In 2007 Director Military Personnel Operational Research and Analysis (DMPORA), in partnership with the Director of the Defence Ethics Programme (DDEP), administered the third iteration of the Department of National Defence Ethics Questionnaire (DNDEQ). The survey was administered to 2825 CF Regular Force Members and 1475 DND Civilian Employees with response rates of 52.6% and 50.0% respectively. Findings of the survey suggest personnel perceive an improved organizational ethical climate compared to previous survey administrations. This document presents key results on selected scales from the organizational ethical climate and approaches to ethics for ethical decision-making indicators.

En 2007, la Direction - Recherche et analyse opérationnelles (Personnel militaire) (DRAOPM), en partenariat avec la Direction - Programme d'éthique de la Défense (DPED), a distribué la troisième édition du Questionnaire sur l'éthique du ministère de la Défense nationale. Le sondage a été distribué à 2825 membres de la Force régulière des FC et à 1475 employés civils du MDN. Les taux de réponse respectifs ont été de 52,6 p. 100 et de 50 p. 100. Par rapport aux précédents sondages, les réponses au présent sondage donnent à penser que le personnel a perçu une amélioration du climat éthique au sein de l'organisation. Ce document présente certains résultats clés concernant le climat éthique de l'organisation et les processus décisionnels éthiques.

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Ethics; Organizational ethical climate; Ethical Decision-Making; Defence Ethics Programme