



# **Baseline Assessment of Ethical Values in DND**

## **Phase II Report**

### **Measuring Ethical Values in the Department of National Defence: Results of the 1999 Research Sponsor Research Report 00-1 /July 2000**

Director Human Resources  
Research and Evaluation

Directeur Recherche et Évaluation en  
Ressources Humaines



National  
Defence

Défense  
nationale

Measuring Ethical Values in the Department of National Defence:  
Results of the 1999 Research

Sponsor Research Report 00-1/July 2000

**DIRECTOR  
HUMAN RESOURCES  
RESEARCH AND EVALUATION**

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RECHERCHE ET ÉVALUATION  
EN RESSOURCES HUMAINES**

**Measuring Ethical Values in the Department of National Defence:  
Results of the 1999 Research**

**Sponsor Research Report 00-1**

**July 2000**

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## **Acknowledgements**

**This research project, like most, is the result of significant effort by many individuals. Dr. Julian Barling and Dr. Steve Harvey were involved in developing the instrument used and the model upon which the instrument is based. LS Angela McAndrew was responsible for drawing the sample and overseeing the logistical side of the administration of the questionnaires. Ms. Jenni Bennett was instrumental in performing the qualitative analysis of the many comments. Lastly, but far from least, Major Denis Beauchamp provided context, advice and many stimulating and thought provoking discussions.**

**Most importantly, the authors thank the many CF and DND civilian personnel who took the time and effort to fill out and return the questionnaires. As in any major research project, it could not have been accomplished without the willing participation of our personnel.**

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## EXECUTIVE SUMMARY

- ◆ In the Summer of 1998, Director Human Resources Research and Evaluation (DHRRE) was approached by the Defence Ethics Program (DEP) to develop an instrument capable of assessing ethics within both the military and civilian components of DND. In essence, DEP requested that DHRRE conduct a baseline assessment of the ethical values DND members currently adhere to, or perceive are appropriate values.
- ◆ The current survey assessed ethical decision-making across all members of the Defence Team. Members of the CF as well as civilian members of DND participated in the survey in order to provide a comprehensive assessment of the ethical climate of the DND and the values used by members to make ethical decisions.
- ◆ In Spring 1999, a survey was designed and administered to 6787 Military and Civilian personnel with responses returned by 42.1% of the sample. The current level of participation provides an overall confidence level in any individual result of  $\pm 1.8\%$  for the combined data and  $\pm 2.4\%$  and  $\pm 2.8\%$  for Military and Civilian employees, respectively. The results presented here for specific questions should vary by no more than these respective confidence levels, nineteen times out of twenty.
- ◆ The survey measured respondents' views with respect to eleven 100-point indices: Rules, Care, Independence, Self-Interest, Job Completion, Supervisor Expectations, Supervisor Behaviors, Coworker Behaviours, Organizational Rules, Organizational Fairness, and Personal Control. Respondents reported their beliefs on "The way things are right now" and "The way things should be." The first set of beliefs reflects the respondents' perceptions of the ethical climate of the organization. The second set represents their personal values with respect to the same indices.
- ◆ The survey also measured how five ideological bases for ethical decision-making influenced respondents' behaviour. The five bases, which are incorporated into the DEP, were Rules, Care, Consequences, Virtue, and Self-Interest. As well, four scenarios, which contained ethical dilemmas, assessed the relative influence of moral development and situational intensity on the respondent's ethical decision-making.

### **Ethical Climate and Individual Values**

- ◆ Rules. Both Military and Civilian personnel believe that rules and regulations should be observed somewhat more than is presently the case, which is not exceptionally high. Most notably, Francophone respondents, both Military and Civilian, felt rules were followed to a greater degree than Anglophones and they had higher expectations about those rules being followed.
- ◆ Care. Both Military and Civilian personnel believe that work units should value unit members caring for other unit members to a far greater extent than is presently the case. Most notably, Military respondents over 40 years old believed their units valued caring while Civilians less than 40years old held the same view. This difference may

reflect the influence of employment policies and contractual relations that favour more senior Civilian employees.

◆ Independence. Both Military and Civilian personnel believed that work units should value independent thought and action somewhat more than is presently the case. Most notably, Military respondents at NDHQ felt their units valued Independence to a greater extent than personnel serving in Air, Land and Maritime elements.

◆ Self-Interest. Both Military and Civilian personnel believed that work units valued self-interested behaviour to a far greater extent than should be the case. This view was shared uniformly across all Civilian subgroups, except Scientific and Administration employees, who believed there was less self-interested behaviour evident in their work units. Military respondents who were under 40 years old, who spoke English as their first language, who did not have a university degree, who had less than 20 years of military service, and who were Junior NCMs were the most likely to believe that their work units emphasized self-interest over the interest of the unit.

◆ Job Completion. Both Military and Civilian personnel believed that their work units valued job completion to the same relatively high degree, which was only slightly less than what they thought should be the case. While these beliefs were not uniform across all subgroups, the differences were relatively small.

◆ Supervisor Expectations. Both Military and Civilian personnel believed that their immediate supervisors should expect them to behave in an ethical manner to a greater degree than is presently the case. While the current state received a relatively high rating, the expectation is that it should be higher. Military respondents who were over 40 years old, who had a university degree, who had more than 20 years of military service, and who were Senior Officers were the most likely to agree that supervisors expected ethical behaviour from their personnel. These groups also felt most strongly that this should be the case. Civilian employees who had a university degree, who were working in the National Capital Region (NCR) and who held Administration or Scientific jobs were most likely to see their supervisors as expecting ethical behaviour from them. These employees also felt that this should be the case to a greater extent than other employees.

◆ Supervisor Behaviours. Both Military and Civilian personnel believed that their immediate supervisors demonstrated characteristics (courage, integrity, loyalty, honesty, fairness, accountability) emphasized in the Defence Ethics Program far less than what should be the case. Military respondents who were over 40 years old, who had a university degree, who had more than 20 years of military service, and who were Senior Officers were the most likely to agree that supervisors demonstrated these characteristics. These groups also felt most strongly that this should be the case. Civilian employees who had been employed for more than 20 years, who were working in the NCR, and who held Administration or Scientific jobs were most likely to see their supervisors as exhibiting Defence Ethics Program characteristics. These employees also felt that this should be the case to a greater extent than other employees.



◆ Coworker Behaviour. Both Military and Civilian personnel believed that their coworkers demonstrated characteristics emphasized in the Defence Ethics Program far less than what should be the case. Military respondents who had a university degree and who were Senior Officers were the most likely to agree that their coworkers demonstrated courage, integrity, loyalty, honesty, fairness and accountability. These groups also felt most strongly that this should be the case. Civilian employees who were working in the NCR and who held Administration jobs were most likely to see their coworkers as exhibiting Defence Ethics Program characteristics. These employees also felt that this should be the case to a greater extent than other employees.

◆ Organizational Rules. Both Military and Civilian personnel believed that DND/CF should follow its own rules and regulations to a much greater extent than what is presently the case. Military respondents whose first official language (FOL) is French, who were under 40 years old, who did not have a university degree, who had served less than 10 years, and who were NCMs were the most likely to believe that the DND/CF followed its own rules and regulations. These groups also tended to expect that this should be the case more strongly than others. Civilian employees who were female, whose FOL was French, and those who were working in the Scientific jobs were most likely to feel that the DND/CF upheld its own rules and regulations. These employees also felt that this should be the case to a greater extent than others.

◆ Organizational Fairness. Both Military and Civilian personnel believed that DND/CF was not fair in its dealings with its employees. Military respondents whose FOL was French and who were Officers were the most likely to believe that DND/CF was fair. These groups also expected that this should be the case more strongly than others. Civilian employees who were employed for less than 10 years and those who were working in the Scientific jobs were most likely to feel that the DND/CF dealt fairly with its employees.

◆ Personal Control. Both Military and Civilian personnel believed that DND/CF employees should have greater control of what goes on in their units than what is presently the case. Military respondents who were over 40 years old, who had a university degree, who had served more than 20 years, and who were Senior Officers were the most likely to believe that they could exercise personal control in their units. Civilian employees who were under 40 years old were more likely to believe that they could influence what went on in their work units.

### **Ideological Bases for Ethical Decision-Making.**

◆ Defence Team members mostly base their ethical decision-making on Virtue, a sense of what is right and wrong and act accordingly. This basis was followed, in order, by Care, Rule-, Consequence-, and Self-Interest-Based decision-making. Within this rank order, Civilians gave more weight to Care-Based decision-making, the principle of doing no harm, than did Military respondents. Military respondents gave less weight to both the consequences of a decision and its impact on themselves than did Civilians. Both groups, however, rated Consequence-Based and Self-Interest-Based decision-making much lower than Virtue-, Care- and Rules-Based decision-making. While there

were subgroup differences with respect to each decision-making basis, these differences were not sufficient to alter the rank order across the five bases.

### **Moral Development, Situational Intensity and Ethical Decision-Making.**

◆ For Military personnel, Rules are the most significant influence on ethical decision-making. Military personnel are influenced by “doing the right thing” or “following the rules”. Civilian members, however, are more concerned with “doing no harm”, which was the second most influential source for Military personnel. Peers were an important source of influence for both groups; however, considering the harshness of a penalty and its effects on the people involved in the situation had less influence than did rules or doing no harm. Consideration of the impact that the outcome of a decision would have on them personally was the least influential source for both Military and Civilian personnel. While there were subgroup differences with respect to degree of influence a source may have had on that subgroup, there were no meaningful changes in the rank order of the six sources for the subgroup from the respective Military or Civilian profile.

### **Respondents Comments.**

◆ The comments of both Military and Civilian respondents revealed ethical concerns similar to those identified by the indices. The characteristics emphasized by the Defence Ethics Program are at the forefront of concerns for both groups. Courage, integrity, loyalty, honesty, fairness and accountability are values that DND/CF members wish to see instilled in DND/CF employees, particularly in their leaders and supervisors. The respondents were also concerned with the issue of fairness, particularly with the existence of double standards that were applied to different groups. On the whole, these comments validate and reinforce the views expressed by the respondents over the different measures used in the survey.

### **Positive Aspects.**

◆ Overall, the results for the Independence and Job Completion indices are positive with little difference between where Defence Team members see the current state of behaviour and where they believe it should be. While there are large differences between the current and expected behaviours for Supervisor Expectations, Supervisor Behaviors and Coworker Behaviours, the existing levels of behaviour are rated very high. These results suggest that the Defence Ethics Program is working in establishing both behaviours and expectations about behaviour with respect to courage, integrity, loyalty, honesty, fairness, and accountability. The use of Virtue, Care and Rules as the basis of decision making further supports the value of the Defence Ethics Program.

### **Need for Improvement.**

◆ There are a number of areas that remain of concern. These include the results of respondents on the themes of Care, Self-Interest, Organizational Rules, Organizational Fairness, and to a lesser degree Rules and Personal Control. Special efforts should be made to implement positive change in these areas. As indicated by the ethics model, described herein, ethical behavior may have an impact on stress, morale, loyalty, and ultimately, intentions to leave DND/CF.

### **Evaluation of DEP.**

◆ The results from this study strongly suggest that the Defence Ethics Program has made a good start at instilling positive values and characteristics in DND/CF personnel. The best evidence for this is the high expectations that personnel have with respect to the levels that these values should have throughout DND/CF. The challenge remains to close the gap between what members perceive to be the current state and what they believe should be the case. Therefore, it is imperative that DND/CF evaluate the current and expected levels of ethical behaviour on a periodic basis and in comparison to this baseline data. The results of such comparisons will be useful in determining the ongoing effectiveness of the DEP programs.

## INTRODUCTION

### Background

1. In the Summer of 1998, Director Human Resources Research and Evaluation (DHRRE) was approached by the Defence Ethics Program (DEP) to conduct a baseline assessment of the ethical values DND members currently adhere to, or perceive are appropriate values. In essence, DEP requested that DHRRE develop an instrument capable of assessing ethics within both the military and civilian components of DND.

2. From the outset, it was clear that dealing with a construct such as ethics would present unique problems in terms of measurement. Initial discussions between DHRRE and DEP to delineate the aims of the research identified the following four functions that any instrument should be capable of performing:

- a) assess individual ethical values used by DND/CF personnel as they carry out their duties;
- b) assess individual ethical values that DND/CF personnel believe they should be using as they carry out their duties;
- c) identify the expectations which DND/CF personnel have regarding the Defence Ethics Program; and,
- d) provide an assessment of the ethical concerns of DND/CF personnel.

3. From the above aims it became apparent that what was needed was an instrument capable of assessing *ethical decision-making* within DND, and the task presented to DHRRE was therefore considerably complex. Initial research into the current literature on ethics revealed that no instrument existed capable of satisfying DND requirements. Further, it was realized that given the magnitude of the project, any instrument that was developed would have to be grounded upon a theoretical model which was conceptually sound.

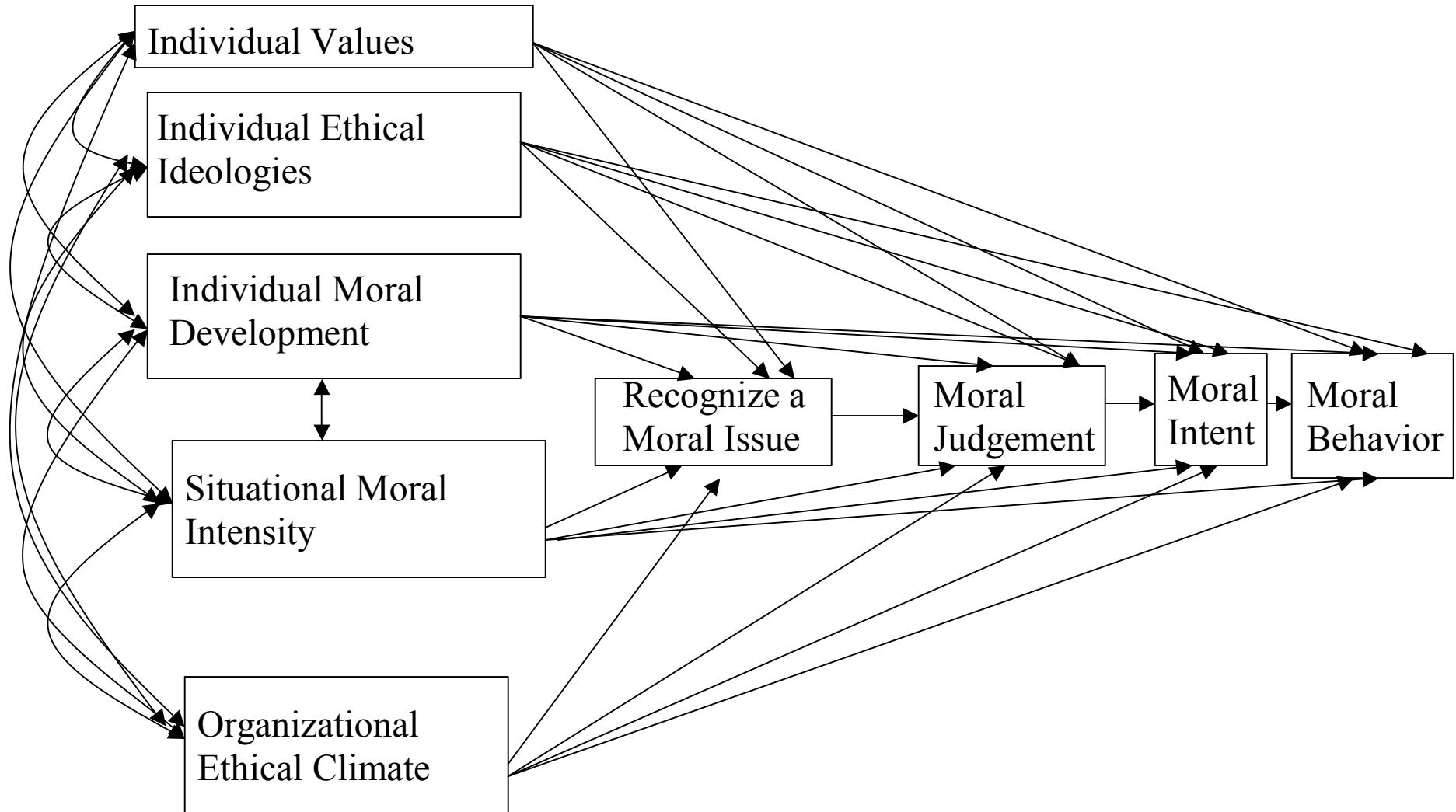
4. It was therefore decided to divide the project into two distinct phases. Phase one would be the development of an underlying model of ethical decision-making and a questionnaire based upon the model. Phase two would be the administration of the questionnaire and the subsequent analyses of the data collected. Both phases of the research have now been completed. Kelloway, Barling, Harvey, and Adams-Roy (1999) presented results of Phase 1 and this report presents the results of phase 2. The model developed in Phase 1 is presented in Figure One. It is emphasized that the aim of the current research was not, however, aimed at testing the model. Rather, the model was developed in order to provide a theoretical foundation for the research.

### **Purpose of the Present Survey**

5. The purpose of the current survey was to assess ethical decision-making across all members of the Defence Team. Members of the CF as well as civilian members of DND participated in the survey in order to provide a comprehensive assessment of the ethical climate of the DND and the values used by members to make ethical decisions.

# PREDICTORS

# ETHICAL DECISION MAKING



## THE SURVEY

6. The model developed has as its core that ethical decision making proceeds through a process of (a) recognizing a moral issue, (b) making a moral judgement, (c) forming a moral intent, and, finally, (d) behaving in a moral fashion (Rest, 1986). In turn, each and every stage of this process is thought to be influenced by three classes of predictors - characteristics of the individual, characteristics of the situation, and the ethical climate of the organization (Kelloway, Barling, Harvey, & Adams-Roy, 1999). This model provided the theoretical foundation for the Department of National Defence Ethics Questionnaire (DNDEQ) and, in turn, the DNDEQ was designed for use in monitoring and evaluating the Defence Ethics Program (DEP) and the state of ethical decision making in the DND. A copy of the survey, along with response statistics for each question for both military and civilian personnel, is contained at Annex A.

7. The DNDEQ contains a number of psychometrically sound scales that are related to Rest's model (1986) of ethical decision making. Predictors of ethical climate included 11 scales measuring: (1) the extent to which the immediate work unit was seen as relying on rules, caring for others, independence, self-interest, job completion (i.e. getting the job done); (2) the extent to which the immediate supervisor was seen as expecting ethical behaviour from others; (3) the extent to which the immediate supervisor and coworkers were seen as exhibiting DEP ethical behaviors; (4) the extent to which DND was seen as being fair and following appropriate rules; and (5) the degree of personal control that was believed to exist in the organization.

8. For each of these 11 ethical climate measures, participants were asked to provide two ratings. First, participants were asked to rate ethical climate "as it is now". Second, participants were asked to provide a rating of "things as they should be". The use of a dual rating procedure allowed the instrument to assess both the current and desired use of ethical values among the Defence Team. Thus the first set of ratings provided an assessment of the organizational climate. The second set provided measures of individual values as reflected in those ratings.

9. The DNDEQ included five scales which measured individual ethical decision making ideologies as defined by the Defence Ethics Program (i.e., rule-based, care based, virtue based, consequence-based, and self-interest based decision making). These five scales also reflect the basis of moral philosophy found in the academic literature on ethical decision-making (Kelloway, et al., 1999).

10. Finally, the DNDEQ included four ethical scenarios designed to assess the level of moral reasoning used by members of the Defence Team in situations that varied in moral intensity. Responses to the scenarios reflected Kohlberg's (1984) six levels of moral reasoning. To allow for a realistic job scenario, the wording of the scenarios varied slightly for Military and Civilian respondents.

## **Sample**

11. Responses were received from 2,863 DND/CF employees; of these 1,658 (58%) were Military and 1,205 (43%) Civilian. These figures represent participation rates of 47.8% for the Military sample and 37.6% for the Civilian sample. The current level of participation provides an overall confidence level for each individual result of  $\pm 1.8\%$  for the combined data and  $\pm 2.4\%$  and  $\pm 2.8\%$  for Military and Civilian employees, respectively. The percentages reported for Military and Civilian groups should vary by no more than their respective confidence levels, nineteen times out of twenty. Further information on the sampling methodology may be found in McAndrew & Adams-Roy (1999) and a comparison of the sample with the overall DND/CF population is reported at Annex B.

## **Interpreting the Results**

12. In the original development of the DNDEQ, care was taken to ensure that the scales comprising the instrument demonstrated acceptable psychometric properties. After confirming that these properties were maintained in the current, larger sample, we conducted a series of analyses using both the scale scores and responses to individual items. We used a linear transformation to place the composite score from each of its indices on a scale ranging from 0 to 100, with higher scores indicating more agreement that a practice or value is in place in the work unit. Scores that are below 50 suggest that, on average, members do not believe that the practice or value is present in the work unit. It should be noted that this “benchmark” of 50 was set by the researchers as it represents the mid point of the scales respondents used when replying to a given item. The scale used for all items was a Likert scale ranging from “1” (strongly disagree) to “5” (strongly agree) and that the midpoint “3” represented “neither agree nor disagree”. Information for these analyses is presented at Annex C.

13. In addition, the responses to individual items comprising each index are also always presented in terms of the percentage of respondents choosing the specific response category. All items related to an index have been coded so that higher values reflect more agreement on the part of the respondents with the item and, thus, with the index. With one exception, the higher values always express more desirable or positive behaviours. In the case of Self-Interest, higher values represent an arguably undesirable aspect of placing self-interest over the interest of others. The original scores for this index are maintained when discussing this index; but reverse coded when entered into comparative analyses.

14. To facilitate interpretation of the results, the “Strongly Disagree” and “Disagree” categories are collapsed into one and the “Strongly Agree” and “Agree” categories into another. Missing data was also eliminated and then adjusted the remaining percentages to reflect only valid responses. The percentage responses falling into each of the uncollapsed categories are presented in Annex A. Percentages for specific items in the Results section may not always add to 100% because of rounding error after collapsing the data.



15. It should also be noted that because the sample size for this research was quite large, all differences for the overall military and civilian groups between “the way things are now” and “the way things should be” are *statistically*<sup>1</sup> significant. Significance is always a product of the effect size (in this case this is primarily a function of the standardized differences between the means) and the number of participants in the study. Even the smallest difference will become significant if the size of the study becomes very large. In these cases, one must also examine whether the difference is meaningful in terms of its practical effect. Thus, the *practical* significance of the differences becomes more salient. However, the above caveat does not apply to any sub group differences as the sample size for any given sub group is not as large as the overall sample. All statistically significant sub group differences are reported for each index.

### **Organization of the Report**

16. The Results section presents the findings from the survey. This section is organized into five major sections. The first three sections present findings related to the three major types of predictors: (1) Ethical Climate and Individual Values, (2) Ideological Bases for Ethical Decision Making, and (3) Moral Development, Situational Intensity and Ethical Decision Making. For each scale related to these predictors the results are reported for the civilian sample, the military sample, and the combined Defence Team sample. Each scale also notes the differences between the civilian and military samples as well as comparing “things as they are now” and “things as they should be” for each sample as appropriate.

17. For each scale a series of analyses was conducted looking for subgroup differences within each of the Military and Civilian samples. Specifically, within each sample we tested for differences attributable to: gender, age, language, marital status, education, years of service/employment, and religion. A substantial number of respondents did not provide information on their marital status or religion; therefore, we were not able to make any meaningful comparisons across these two demographic factors. Within the Military sample differences attributable to rank and command were tested, whereas for Civilians differences attributable to occupational category and geographic location were analyzed.

18. In the Ethical Climate and Individual Values and the Ideological bases for Decision Making sections, we present the individual items that comprise each index. Review of these individual items helps in understanding the meaning of the index. The individual items also provide insight into the differences between Military and Civilian respondents as well as their perceptions of the current situation and what they think should be the case. The data for these items represents the percentage of respondents choosing each response category. Responses made by the different groups to these individual items are not described as this would be redundant; given the high reliability of almost all of the indices, the differences across subgroups in responding to individual items parallel those presented for the index itself. The individual items are presented for

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<sup>1</sup> If a reported difference between any two groups is *statistically* significant, the reader may have confidence in the result as there is a 95% probability that the difference did not occur by chance.

convenience. Each section then concludes with a brief summary of the major findings for each index.

19. In the Moral Development, Situational Intensity and Ethical Decision-Making sections, information is presented on the relative influence of these different factors on the ethical decision-making of the respondents. The survey presented each respondent with four scenarios (Annex A) in which they were confronted with behaviour that was unethical. The respondents then ranked six factors that would influence their decision in taking action with respect to the unethical behaviour. To assess the overall influence of these six factors on the respondents' decision-making, their responses are averaged over all four scenarios. These results are presented for Military and Civilian respondents as well as for the Defence Team as a whole and for the demographic subgroups.

20. The fourth major section presents comments from the respondents with respect to ethical issues. Respondents were free to comment on any aspect of ethical behaviour they wished to raise. This section of the report presents a summary of the main themes that we identified in the written comments made by Military and Civilian respondents.

21. Finally, the fifth major section of the report presents a summary of the major findings as well as recommendations for further research.

## RESULTS<sup>2</sup>

### Ethical Climate and Individual Values

22. Ethical climate is the pervasive characteristic of organizations that affects how organizational decisions are made (Victor & Cullen, 1988). Ethical climate is based on the organization's members' perceptions of typical organizational practices and procedures. The ethical climate of the organization constitutes a shared perception of what behavior is right (Cullen, Victor, & Stephens, 1989), and what behavior the organization expects from its members (i.e., perceptions of organizational norms of behavior). The 11 scales presented in this section represent various components that comprise the ethical climate of DND/CF. The ratings for "the way things are right now" provide normative data with respect to the shared perceptions of typical organizational practices and procedures. The ratings for "the way things should be" provide normative data on individual values for these same scales. The difference between these two sets of measures provides an indication of the level of incongruence between organizational practices and individual values (Finegan & Theriault, 1997; Jansen and Von Glinow, 1985). The findings with respect to each of the 11 scales related to ethical climate and individual values follow.

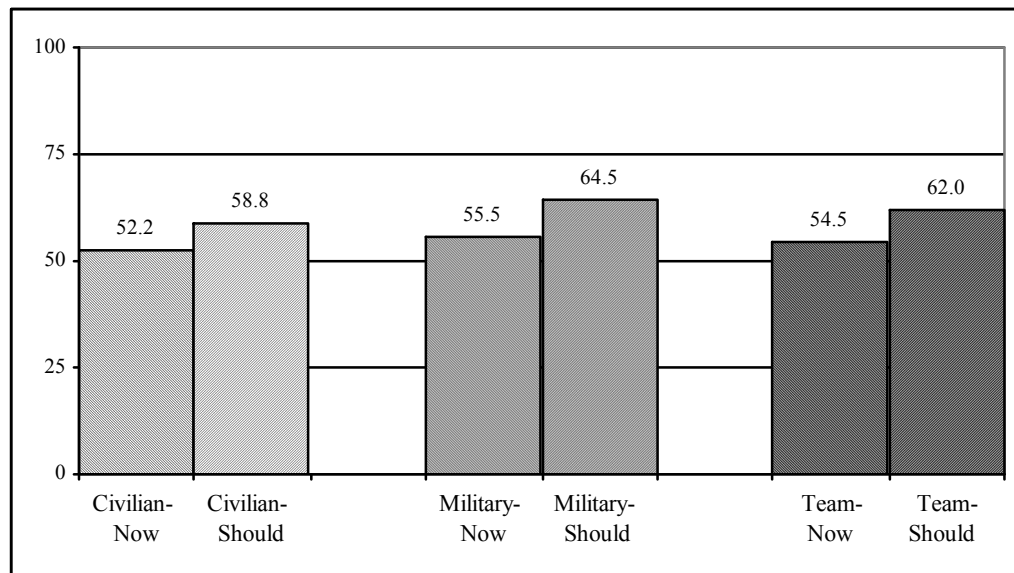
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<sup>2</sup> Readers interested in determining which items comprise each index please see Appendix A.

## RULES

23. This index assesses the extent to which DND/CF employees believe that their immediate work unit emphasized following regulations and doing things “by the book”. Respondents reported “things as they are now” as well as “things as they should be”. Figure 1 presents the average score on this index. Military personnel (55.8) felt that rules and regulations were followed in their unit to a greater extent than did Civilian employees (52.2). Both Military (64.5) and Civilian (58.8) personnel felt that regulations should be followed to a far greater extent than is presently the case with Military respondents believing more strongly that things should be done by the book than did Civilians.

**Figure 1. Rules \***



\* Note: Readers are urged to recall that the above scores do not indicate the percentage of participants responding to the index. Rather, the above scores represent the composite scores for all respondents for the index. Higher scores indicate more agreement that a practice or value is in place in the work unit.

### **Subgroup Differences on the Rules Index**

24. **Military.** Francophones (60.8) believed that their units emphasized Rules to a greater extent than did Anglophones (54.0); both groups felt more emphasis should be placed on Rules (Francophones: 72.2; Anglophones: 61.8) but with Francophones believing this more strongly. Military personnel with up to a high school education (66.8) believed that their workplace should emphasize rules and regulations more so than those who had attended college or university (63.8) or who had at least one university degree (62.0).

25. **Civilian**. Francophones (58.2) believed that their units emphasized Rules to a greater extent than did Anglophones (51.0); both groups felt more emphasis should be placed on Rules (Francophones: 66.2; Anglophones: 57.2) but with Francophones believing this more strongly. Civilian personnel with up to a high school education (57.0) and those who had attended college or university (58.5) believed that their workplace should emphasize rules and regulations more so than those who had at least one university degree (53.5). Civilians working in Quebec (58.2) and the National Capitol Region (NCR; 55.8) believed their work units emphasized Rules more so than did Civilian employees in Ontario (51.8), B.C. (51.8), the Atlantic region (50.2) and the Prairies (49.8). Employees in Quebec (66.8) and the NCR (61.8) also believed that Rules should be emphasized to a greater degree than those in Ontario (58.2), B.C. (56.2), the Atlantic region (57.8) and the Prairies (57.0). Employees in the Administrative (64.0) and Operational (62.2) job categories believed rules and regulations should be observed more so than Administration (56.0), Technical (54.2), and Scientific (52.5) employees.

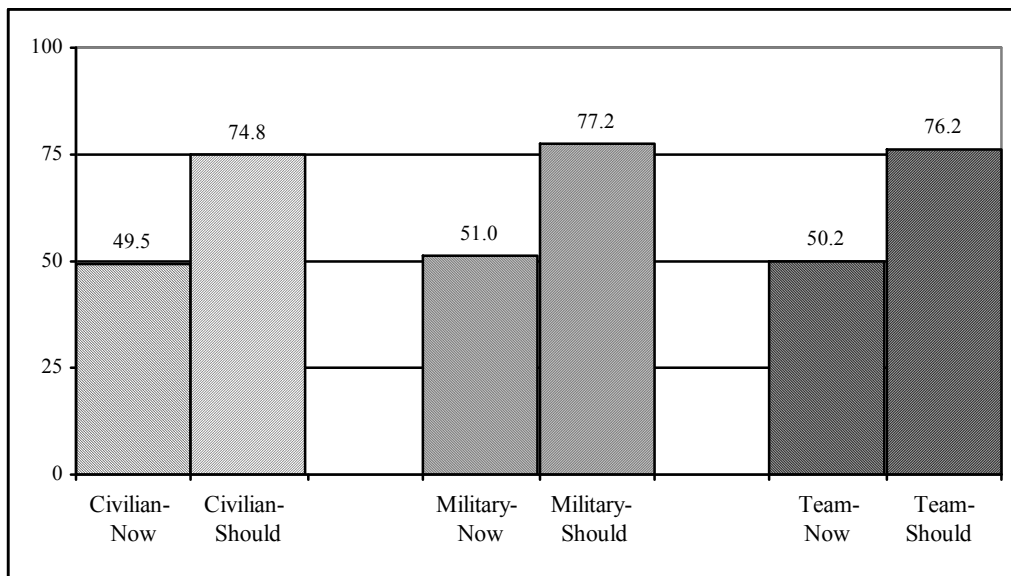
### **Summary for the Rules Index**

26. Both Military and Civilian personnel believed that rules and regulations should be observed somewhat more than is presently the case, which is not exceptionally high. There is a gap of 7.5 points on this index between the current situation and what the DND/CF employees believe should be the case. Most notably, Francophone respondents, both Military and Civilian, felt rules were followed to a greater degree than Anglophones and they had higher expectations about those rules being followed. With respect to the individual index items, a large percentage of Defence Team respondents did not believe that successful people in their units adhered strictly to rules and regulations. Few civilian respondents agreed that things were done strictly by the book in their unit even though they expected that type of behavior. This index should be reviewed to determine if action needs to be taken to increase the degree to which personnel should, and should expect to, follow rules and regulations.

## CARE

27. This index assesses the extent to which DND/CF employees believe that their immediate work unit valued its members “sticking together” and “looking out for one another”. Respondents reported “things as they are now” as well as “things as they should be”. Figure 2 presents the average score on this index. Military (51.0) and Civilian employees (49.5) felt that their units valued caring for other people to the same extent. Both Military (77.2) and Civilian (74.8) employees felt that their work units should value members looking out for one another to a far greater degree than is presently the case, with Military respondents believing this more strongly than Civilian employees.

**Figure 2. Care \***



\* Note: Readers are urged to recall that the above scores do not indicate the percentage of participants responding to the index. Rather, the above scores represent the composite scores for all respondents for the index. Higher scores indicate more agreement that a practice or value is in place in the work unit.

### **Subgroup Differences on the Care Index**

28. **Military.** Military personnel over 40 years old (55.0) believed that their immediate units valued taking care of one another more so than those under 40 (52.5). Military personnel with up to a high school education (50.5) and those who had attended college or university (48.5) felt their units emphasized caring to a lesser degree than those who had at least one university degree (56.5). Senior Officers (61.2) believed the strongest that their immediate units emphasized caring; they were followed in decreasing order by Junior Officers (55.0), Senior NCMs (51.2) and Junior NCMs (47.2).

29. **Civilian**. Civilian employees under 40 years old (54.6) believed that their immediate units valued taking care of one another more so than those over 40 (50.0).

### **Summary for the Care Index**

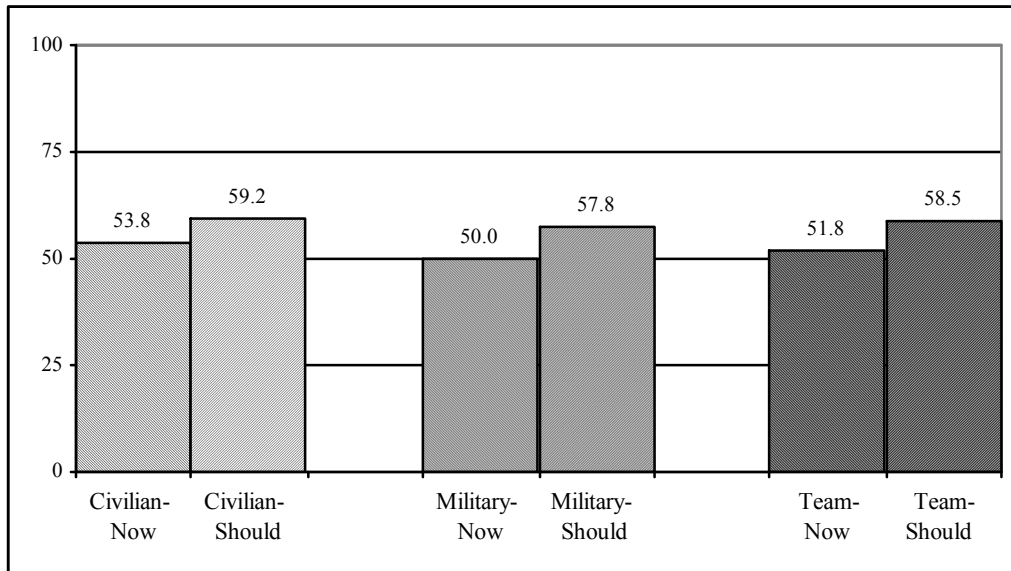
30. Both Military and Civilian personnel believe that work units should value its members caring for other unit members to a far greater extent than is presently the case. There is a gap of 26.0 points on this index between the current situation and what the DND/CF employees believe should be the case. Most notably, Military respondents over 40 years old believed their units valued caring while Civilians under 40 years old held the same view. This difference may reflect the influence of employment policies and contractual relations, which favour more senior civilian employees. The large difference in perceptions between current and expected behaviours was relatively the same over all items in this index.

31. This index should be the focus of remedial action to reduce the gap between the way things are perceived to be now and what DND/CF members expect them to be.

## INDEPENDENCE

32. This index reflects the degree to which DND/CF employees believe that their immediate work unit values independent thought and action (i.e., following own personal sense of right and wrong). Respondents reported “things as they are now” as well as “things as they should be”. Figure 3 presents the average score on this index. Military personnel (50.0) felt that their work unit valued independence to a lesser degree than did Civilian employees (53.8). Both Military (57.8) and Civilian (59.2) personnel felt that there should be a greater value placed on independent thought and action than is presently the case.

**Figure 3. Independence \***



\* Note: Readers are urged to recall that the above scores do not indicate the percentage of participants responding to the index. Rather, the above scores represent the composite scores for all respondents for the index. Higher scores indicate more agreement that a practice or value is in place in the work unit.

### **Subgroup Differences on the Independence Index**

33. Military. Military personnel working in NDHQ (55.0) felt that their immediate work units valued independent thought and action to a greater extent than personnel in the Maritime (48.8), Land (48.5) and Air (50.5) elements.

34. Civilian. There were no differences across Civilian subgroups on this index.



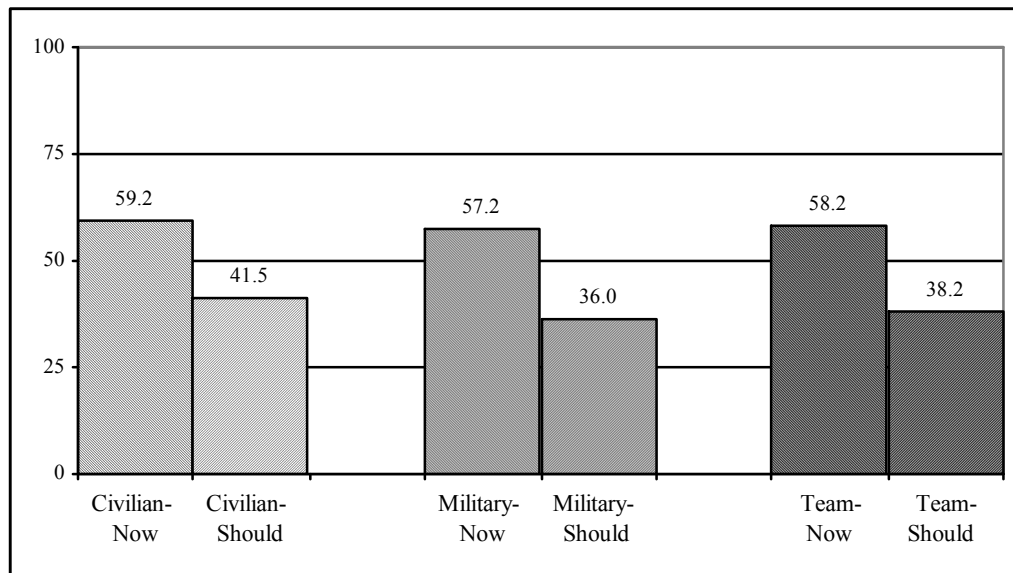
## **Summary for the Independence Index**

35. Both Military and Civilian personnel believed that work units should value independent thought and action somewhat more than is presently the case. Most notably, Military respondents at NDHQ felt their units valued Independence to a greater extent than personnel serving in Air, Land and Maritime elements. This was the only index across which differences occurred for the different CF elements. The difference between the current and expected behaviors was most strongly reflected in DND/CF members stating that they should be expected to follow their own personal beliefs about what is right and wrong than is presently the case.

## SELF-INTEREST

36. This index reflects the degree to which DND/CF employees believe that their immediate work unit values self-interested behavior (e.g., looking out for one's self, placing a priority on self-interest) above that of the interest of the work unit. Higher values on this index reflect, arguably, less desirable ethical values. Respondents reported "things as they are now" as well as "things as they should be". Figure 4 presents the average score on this index. Military (59.2) and Civilian (57.2) felt that their work units valued self-interest to about the same extent. Both Military (36.0) and Civilian (41.5) personnel felt that there should be less value placed on self-interest than is presently the case with Military respondents believing this should be the case more so than Civilian employees.

**Figure 4. Self-Interest \***



\* Note: Readers are urged to recall that the above scores do not indicate the percentage of participants responding to the index. Rather, the above scores represent the composite scores for all respondents for the index. Higher scores indicate more agreement that a practice or value is in place in the work unit.

### **Subgroup Differences on the Self-Interest Index**

37. **Military.** Military personnel whose First Official Language (FOL) is English (59.0) believed that their units emphasized self-interest over the interests of their immediate work unit to a greater extent than personnel whose FOL is French (51.5). Military personnel under 40 years old (61.2) believed that self-interest outweighed the unit's interest much more strongly than those over 40 (48.8). Military personnel with up to a high school education (58.8) and those who had attended college or university (61.0) felt their units emphasized self-interest more so than those who had at least one university degree (48.2). All three groups felt less emphasis should be placed on self-interest, but those with at least one university degree (30.2) believed it should be reduced to a greater extent than those who attended College or University (37.2) and those who did not go beyond high school (38.2). Personnel who had served for more

than 20 years (50.2) believed self-interest was emphasized over the unit's interest less so than those with 10 to 20 years service (59.5) and those personnel serving less than 10 years (61.5). Junior NCMs (64.5) believed the strongest that their immediate units emphasized self-interest; they were followed in decreasing order by Senior NCMs (54.5), Junior Officers (52.8) and Senior Officers (39.0). All ranks felt that there should be less emphasis placed on self-interest with the extent of this belief varying over rank. Senior Officers (26.0) felt self interest should be reduced the most followed by Junior Officers (32.2), Senior NCMs (36.8) and Junior NCMs (39.5).

38. **Civilian**. Employees in Operational (62.0), Administrative (60.5) and Technical (60.0) job categories believed their units emphasized self-interest over the unit's interest more so than Scientific (55.5), and Administration (50.8) employees.

### **Summary for the Self-Interest Index**

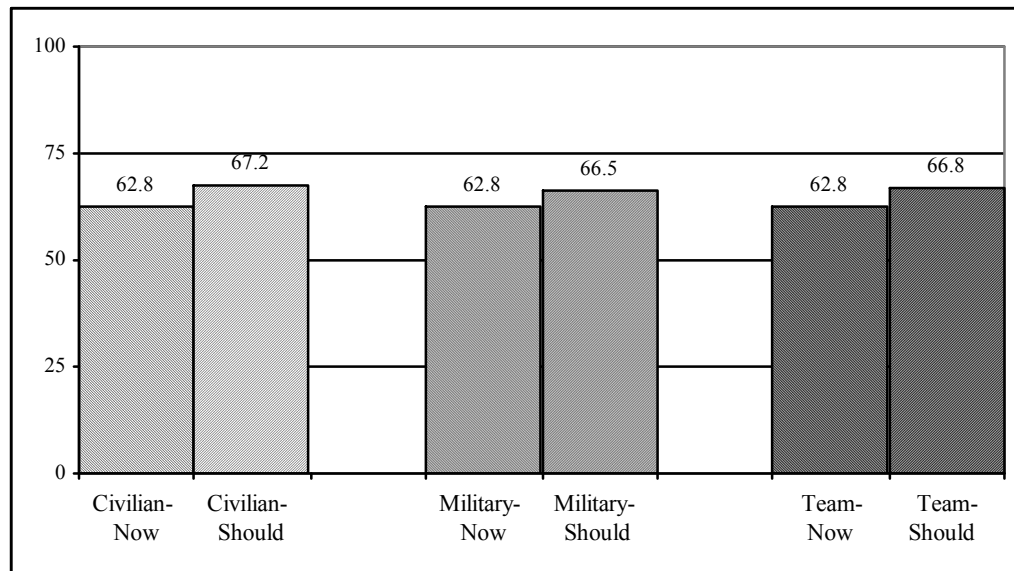
39. Both Military and Civilian personnel believed that their work units valued self-interested behaviour to a far greater extent than should be the case. There is a gap of 20.0 points on this index between the current situation and what the DND/CF employees believe should be the case. This view was shared uniformly across all Civilian subgroups except Scientific and Administration employees who believed there was less self-interested behaviour evident in their work units. Military respondents who were under 40 years old, who spoke English as their first language, who did not have a university degree, who had less than 20 years of military service, and who were Junior NCMs were the most likely to believe that their work units emphasized self-interest over the interest of the unit. The large differences in perceptions between current and expected behaviours were most evident with respect to the belief that people in the work unit were there mainly for themselves.

40. This index should be the focus of remedial action to reduce the gap between the way things are perceived to be now and what DND/CF members expect them to be.

## JOB COMPLETION

41. This index reflects the degree to which DND/CF employees believe that their immediate work unit values getting the job done and doing what you have to do to ensure task completion. Respondents reported “things as they are now” as well as “things as they should be”. Figure 5 presents the average score on this index. Military (62.8) and Civilian (62.8) felt that their work units valued job completion to the same extent. Both Military (66.5) and Civilian (67.2) personnel felt that there should be more value placed on job completion than is presently the case. Military and Civilian respondents believed this should be the case to the same extent.

**Figure 5. Job Completion \***



\* Note: Readers are urged to recall that the above scores do not indicate the percentage of participants responding to the index. Rather, the above scores represent the composite scores for all respondents for the index. Higher scores indicate more agreement that a practice or value is in place in the work unit.

### **Subgroup Differences on the Job Completion Index**

42. **Military.** Military personnel under 40 years old (69.1) believed that their immediate units valued getting the job done more so than those over 40 (62.6). Personnel who had served for less than 10 years (70.0) believed that their immediate work units should value job completion to a greater degree than those with 10 to 20 years service (67.5) and those personnel serving more than 20 years (62.5). Junior NCMs (69.2) and Junior Officers (67.2), more so than Senior NCMs (63.5) and Senior Officers (60.5), felt that job completion should be emphasized in their immediate units.

43. **Civilian.** Francophone civilian employees (73.2) believed that their units should emphasize Job Completion to a greater extent than did Anglophones (66.0).

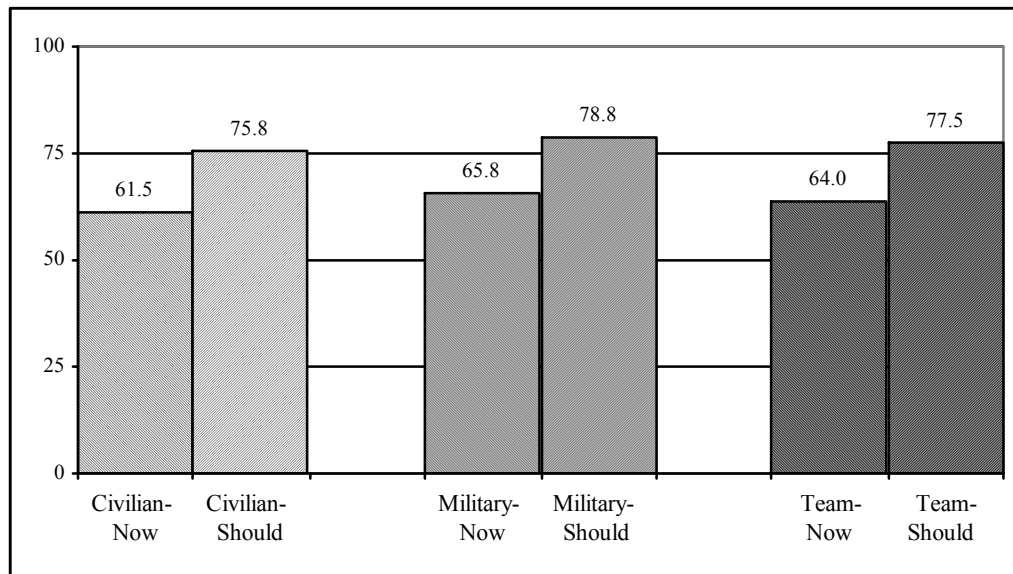
## **Summary for the Job Completion Index**

44. Both Military and Civilian personnel believed that their work units valued job completion to the same relatively high degree, which was only slightly less than what they thought should be the case. There is a gap of only 4.0 points on this index between the current situation and what the DND/CF employees believe should be the case. While these beliefs were not uniform across all subgroups, the differences were relatively small and do not warrant any special concern.

## SUPERVISOR EXPECTATIONS

45. This index assesses the extent to which DND/CF employees believe that their supervisor expects them to behave in an ethical manner. Respondents reported “things as they are now” as well as “things as they should be”. Figure 6 presents the average score on this index. Military personnel (65.8) felt that their supervisors emphasized ethical behaviour to a greater extent than did Civilian employees (61.5). Both Military (78.8) and Civilian (75.8) respondents felt that their supervisors should emphasize ethical behaviour more than they presently do; Military respondents believed this more strongly than did Civilians.

**Figure 6. Supervisor Expectations \***



\* Note: Readers are urged to recall that the above scores do not indicate the percentage of participants responding to the index. Rather, the above scores represent the composite scores for all respondents for the index. Higher scores indicate more agreement that a practice or value is in place in the work unit.

### **Subgroup Differences on the Supervisor Expectations Index**

46. **Military.** Military personnel over 40 years old (69.2) believed that their supervisors expected them to behave in an ethical manner more strongly than those under 40 years old (63.8). All ages believed that their supervisor should expect ethical behavior from them but those over 40 years old (82.2) did so to a greater degree than those under 40 years old (76.5). Military personnel with up to a high school education (64.5) and those who had attended college or university (62.2) felt that their supervisor expected ethical behavior less so than did those who had at least one university degree (72.2). All three groups felt that supervisors should emphasize ethical behaviour, but those with at least one university degree (84.5) held this view to a greater extent than did those who attended College or University (77.5) and those who did not go beyond high school (76.5). Personnel who had served for more than 20 years (70.2) believed that their supervisor expected ethical behaviour more so than did those with 10 to 20 years service (64.5) and those personnel serving less than 10 years (63.0). The longest serving

members (81.2) also believed that their supervisor should emphasize ethical behavior to a greater degree than what those with mid-range service (77.8) and the least service (72.5) expected. Senior Officers (77.5) felt the strongest that supervisors emphasized ethical behaviour; they were followed in decreasing order by Junior Officers (70.8), Senior NCMs (66.8) and Junior NCMs (61.0). All ranks felt that supervisors should place more emphasis on ethical behaviour with the extent of this belief varying over rank. Senior Officers (88.0) felt supervisors should emphasize ethical behaviour the most followed by Junior Officers (82.8), Senior NCMs (78.2) and Junior NCMs (75.5).

47. **Civilian.** Employees with up to a high school education (59.0) and those who had attended college or university (60.8) felt that supervisors expected ethical behavior less so than those who had at least one university degree (66.8). All three groups felt that their supervisor should emphasize ethical behaviour, but those with at least one university degree (80.5) held this view to a greater extent than those who attended College or University (76.5) and those who did not go beyond high school (72.8). Civilians working in the NCR (65.5) felt the strongest that supervisors expected ethical behaviour from their personnel; they were followed in decreasing order by employees working in the Prairies (64.8), Quebec (63.8), Ontario (61.0), B.C. (60.5) and the Atlantic region (57.5). Employees in Administration (68.8) and Scientific (68.5) job categories believed their supervisors emphasized ethical behaviour more so than Technical (63.2), Administrative (60.8) and Operational (58.5) employees. The Administration (80.2) and Scientific (81.0) groups believed more strongly than the others that supervisor should emphasize ethical behaviour (Technical: 75.0; Administrative: 77.0; Operational: 73.0).

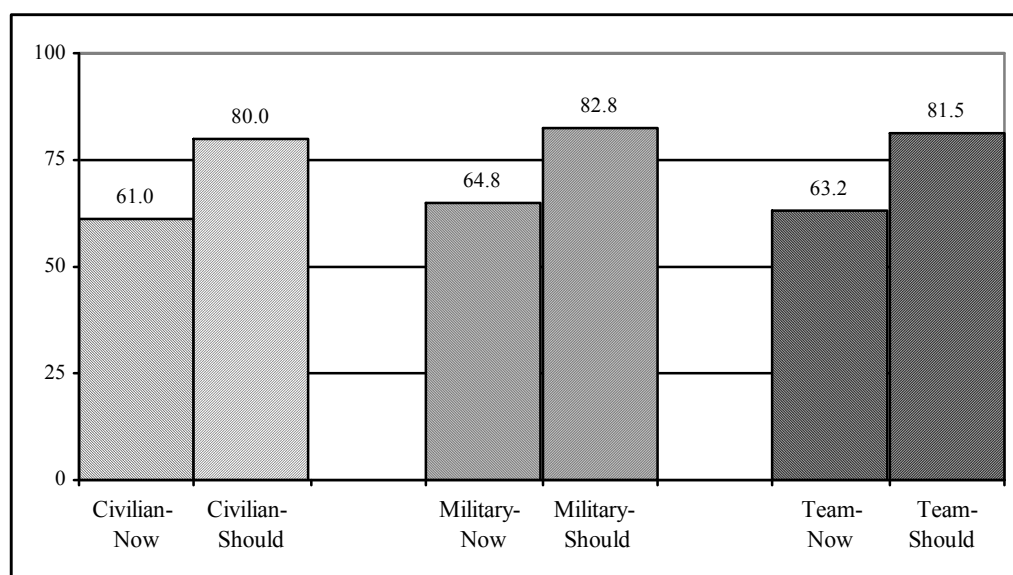
### **Summary for the Supervisor Expectations Index**

48. Both Military and Civilian personnel believed that their immediate supervisors should expect them to behave in an ethical manner to a greater degree than is presently the case. There is a gap of 13.5 points on this index between the current situation and what DND/CF employees believe should be the case. This view varied over both Military and Civilian subgroups. Military respondents who were over 40 years old, who had a university degree, who had more than 20 years of military service, and who were Senior Officers were the most likely to agree that supervisors expected ethical behaviour from their personnel. These groups also felt most strongly that this should be the case. Civilian employees who had a university degree, who were working in the NCR, and who held Administration or Scientific jobs were most likely to see their supervisors as expecting ethical behaviour from them. These employees also felt that this should be the case to a greater extent than other employees. The results on this index are very positive; they suggest that supervisors hold their personnel to high standards of behaviour and that personnel, in return, demand even higher standards. These results suggest that Defence Ethics Program is working.

## SUPERVISOR BEHAVIOURS

49. This index assesses the extent to which DND/CF employees believe that their supervisor demonstrated the characteristics emphasized in the Defence Ethics Program (i.e., courage, integrity, loyalty, honesty, fairness, accountability). Respondents reported “things as they are now” as well as “things as they should be”. Figure 7 presents the average score on this index. Military personnel (64.8) felt that their supervisors exhibited courage, integrity, loyalty, honesty, fairness and accountability to a greater extent than did Civilian employees (61.0). Both Military (82.8) and Civilian (80.0) respondents felt that their supervisors should exhibit Defence Ethics Program behaviours more than they presently do; Military respondents believed this more strongly than did Civilians.

**Figure 7. Supervisor Behaviours \***



\* Note: Readers are urged to recall that the above scores do not indicate the percentage of participants responding to the index. Rather, the above scores represent the composite scores for all respondents for the index. Higher scores indicate more agreement that a practice or value is in place in the work unit.

### **Subgroup Differences on the Supervisor Behaviours Index**

50. **Military.** Military personnel over 40 years old (68.7) believed that their supervisor demonstrated the characteristics emphasized in the Defence Ethics Program more so than those under 40 years old (62.7). Military personnel with up to a high school education (62.5) and those who had attended college or university (63.0) felt that their supervisor exhibited Defence Ethics Program characteristics less so than those who had at least one university degree (70.5). All three groups felt that supervisors should demonstrate Defence Ethics Program characteristics, but those with at least one university degree (85.8) held this view to a greater extent than those who attended College or University (82.5) and those who did not go beyond high school (81.2). Personnel who had served for more than 20 years (68.8) believed that their supervisor demonstrated courage, integrity, loyalty, honesty, fairness, and accountability more so



than those with 10 to 20 years service (63.8) and those personnel serving less than 10 years (62.5). Senior Officers (77.0) believed the strongest that supervisors displayed ethical behaviour; they were followed in decreasing order by Junior Officers (69.2), Senior NCMs (65.2) and Junior NCMs (60.5). All ranks felt that supervisors should exhibit ethical behaviour with the extent of this belief varying over rank. Senior Officers (87.5) felt supervisors should display courage, integrity, loyalty, honesty, fairness, and accountability the most followed by Junior Officers (84.8), Senior NCMs (82.5) and Junior NCMs (81.2).

51. **Civilian.** Civilian employees who had served for more than 20 years (62.2) and those personnel serving less than 10 years (64.2) believed that their supervisor demonstrated courage, integrity, loyalty, honesty, fairness, and accountability more so than those with 10 to 20 years service (57.5). Civilians working in the NCR (66.0) felt the strongest that their supervisors demonstrated ethical behaviour; they were followed in decreasing order by employees working in Quebec (63.8), the Prairies (62.8), B.C. (60.8), Ontario (59.8) and the Atlantic region (57.0). Employees in Scientific (67.2) and Administration (66.5) job categories believed their supervisors displayed ethical behaviour more so than Administrative (62.2), Technical (61.8) and Operational (55.5) employees. The Administration (83.5), Administrative (82.0) and Scientific (81.5) groups believed their supervisors displayed ethical behaviour more so than Technical (78.8) and Operational (78.0) employees.

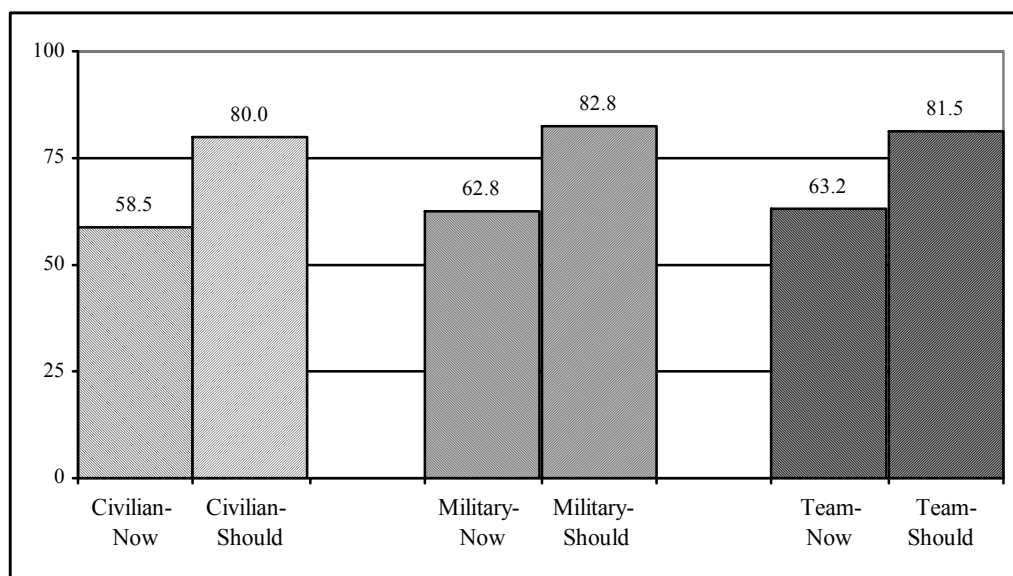
### **Summary for the Supervisor Behaviours Index**

52. Both Military and Civilian personnel believed that their immediate supervisors demonstrated characteristics emphasized in the Defence Ethics Program far less than what should be the case. Even though the current level was perceived as being relatively high, there is a gap of 18.3 points on this index between that level and what the DND/CF employees believe should be the case. This view varied over both Military and Civilian subgroups. Military respondents who were over 40 years old, who had a university degree, who had more than 20 years of military service, and who were Senior Officers were the most likely to agree that supervisors demonstrated courage, integrity, loyalty, honesty, fairness and accountability. These groups also felt most strongly that this should be the case. Civilian employees who had been employed for more than 20 years, who were working in the NCR, and who held Administration or Scientific jobs were most likely to see their supervisors as exhibiting Defence Ethics program characteristics. These employees also felt that this should be the case to a greater extent than other employees. The results on this index are very positive; they suggest that supervisors are exhibiting characteristics emphasized in the Defense Ethics Program and that personnel expect these values to be displayed at an even higher level. These results suggest that Defence Ethics Program is working.

## COWORKER BEHAVIOURS

53. This index assesses the extent to which DND/CF employees believe that their coworkers demonstrated the characteristics emphasized in the Defence Ethics Program (i.e., courage, integrity, loyalty, honesty, fairness, accountability). Respondents reported “things as they are now” as well as “things as they should be”. Figure 8 presents the average score on this index. Military personnel (62.8) felt that their coworkers exhibited courage, integrity, loyalty, honesty, fairness and accountability to a greater extent than did Civilian employees (58.5). Both Military (82.8) and Civilian (80.0) respondents felt that their coworkers should demonstrate the Defence Ethics Program behaviour more than they presently do; Military respondents believed this more strongly than did Civilians.

**Figure 8. Coworker Behaviours \***



\* Note: Readers are urged to recall that the above scores do not indicate the percentage of participants responding to the index. Rather, the above scores represent the composite scores for all respondents for the index. Higher scores indicate more agreement that a practice or value is in place in the work unit.

### **Subgroup Differences on the Coworker Behaviours Index**

54. **Military.** Military personnel with up to a high school education (62.2) and those who had attended college or university (60.5) felt that their coworkers exhibited Defence Ethics Program characteristics less so than those who had at least one university degree (67.2). All three groups felt that coworkers should demonstrate Defence Ethics Program characteristics, but those with at least one university degree (84.8) held this view to a greater extent than those who attended College or University (81.5) and those who did not go beyond high school (80.8). Senior Officers (71.0) believed the strongest that coworkers displayed ethical behaviour; they were followed in decreasing order by Junior Officers (65.8), Senior NCMs (64.2) and Junior NCMs

(59.0). All ranks felt that coworkers should exhibit ethical behaviour with the extent of this belief varying over rank. Senior Officers (85.2) felt coworkers should display courage, integrity, loyalty, honesty, fairness, and accountability the most followed by Junior Officers (83.5), Senior NCMs (82.0) and Junior NCMs (80.8).

55. **Civilian.** Civilians working in the NCR (62.2) felt the strongest that their coworkers demonstrated ethical behaviour; they were followed in decreasing order by employees working in Quebec (62.0), the Prairies (60.2), Ontario (59.5), B.C. (57.5) and the Atlantic region (54.5). Employees in Administration (65.0) job categories believed their coworkers displayed ethical behaviour more so than Scientific (62.5), Administrative (60.8), Technical (58.8) and Operational (54.0) employees.

### **Summary for the Coworker Behaviours Index**

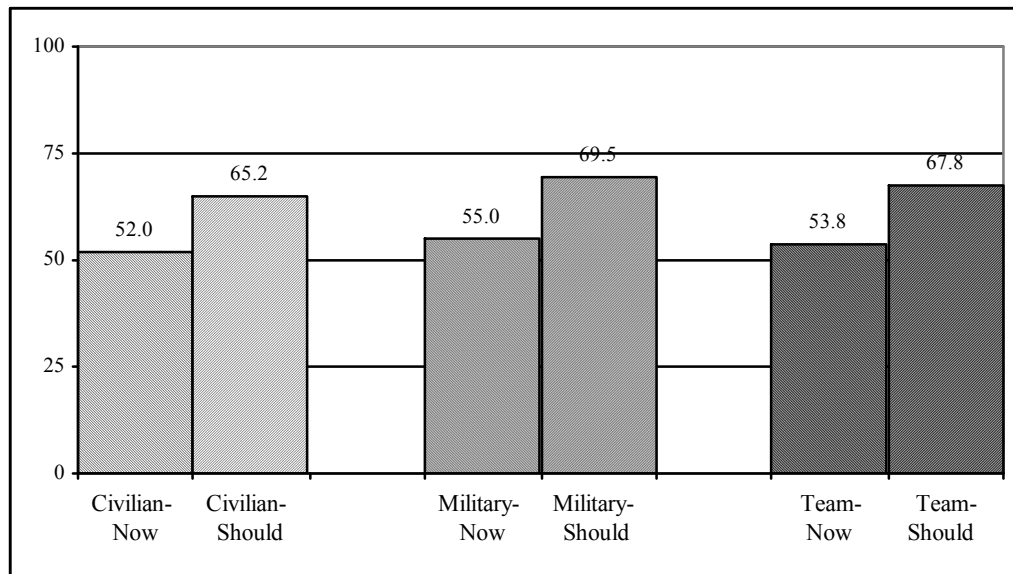
56. Both Military and Civilian personnel believed that their coworkers demonstrated characteristics emphasized in the Defence Ethics Program far less than what should be the case. Even though the current level was perceived as being relatively high, there is a gap of 18.3 points on this index between that level and what the DND/CF employees believe should be the case. This view varied over both Military and Civilian subgroups. Military respondents who had a university degree and who were Senior Officers were the most likely to agree that their coworkers demonstrated courage, integrity, loyalty, honesty, fairness and accountability. These groups also felt most strongly that this should be the case. Civilian employees who were working in the NCR and who held Administration jobs were most likely to see their supervisors as exhibiting Defence Ethics program characteristics. These employees also felt that this should be the case to a greater extent than other employees.

57. The results on this index are very positive; they suggest that coworkers are seen as exhibiting characteristics emphasized in the Defense Ethics Program and that personnel expect their coworkers to display these values at an even higher level. These results suggest that Defence Ethics Program is working.

## ORGANIZATIONAL RULES

58. This index assesses the extent to which DND/CF employees believe that the organization, i.e. DND/CF, followed rules and regulations. Respondents reported “things as they are now” as well as “things as they should be”. Figure 9 presents the average score on this index. Military personnel (55.0) reported that DND/CF followed rules and regulations to a greater extent than did Civilian employees (52.0). Both Military (69.5) and Civilian (65.2) respondents felt that DND/CF should follow rules and regulations more so than it presently does; Military respondents held this view more strongly than did Civilians.

**Figure 9. Organizational Rules \***



\* Note: Readers are urged to recall that the above scores do not indicate the percentage of participants responding to the index. Rather, the above scores represent the composite scores for all respondents for the index. Higher scores indicate more agreement that a practice or value is in place in the work unit.

### **Subgroup Differences on the Organizational Rules Index**

59. **Military.** Francophones (59.2) believed that DND/CF followed rules and regulations to a greater extent than did Anglophones (53.5); both groups felt that DND/CF should follow its rules and regulations more than it presently does (Francophones: 74.8; Anglophones: 67.8) but with Francophones believing this more strongly. Military personnel under 40 years old (57.4) believed DND/CF adhered to its rules and regulations more so than did those over 40 years old (53.0). Military personnel with up to a high school education (71.2) and those who had attended college or university (69.5) felt more strongly than those who had at least one university degree (65.8) that DND/CF should follow its rules and regulations more than is presently the case. Personnel who had served for less than 10 years (60.0) believed that DND/CF followed its rules and regulations more so than those with 10 to 20 years service (54.2) and those personnel serving more than 20 years (53.2). Senior NCMs (72.2) believed the strongest that DND/CF should respect its own rules and regulations; they were followed

in decreasing order by Junior NCMs (70.0), Junior Officers (68.0) and Senior Officers (63.0).

60. **Civilian.** Female civilian employees (68.0) believed that DND/CF should follow rules and regulations to a greater extent than their male coworkers (64.0). Francophones (57.5) believed that DND/CF followed rules and regulations to a greater extent than did Anglophones (50.8); both groups felt that DND/CF should follow its rules and regulations more than it presently does (Francophones: 71.0; Anglophones: 64.2) but with Francophones believing this more strongly. Employees in Scientific (56.8) job categories believed DND/CF followed rules and regulations more so than Administrative (64.0), Administration (53.2), Technical (50.0) and Operational (49.0) employees. Administrative (69.2) employees believed the strongest that DND/CF should adhere to its own rules and regulations; they were followed, in descending order, by Operational (66.5), Administration (65.2), Technical (63.0) and Scientific (61.0) employees.

### **Summary for the Organizational Rules Index**

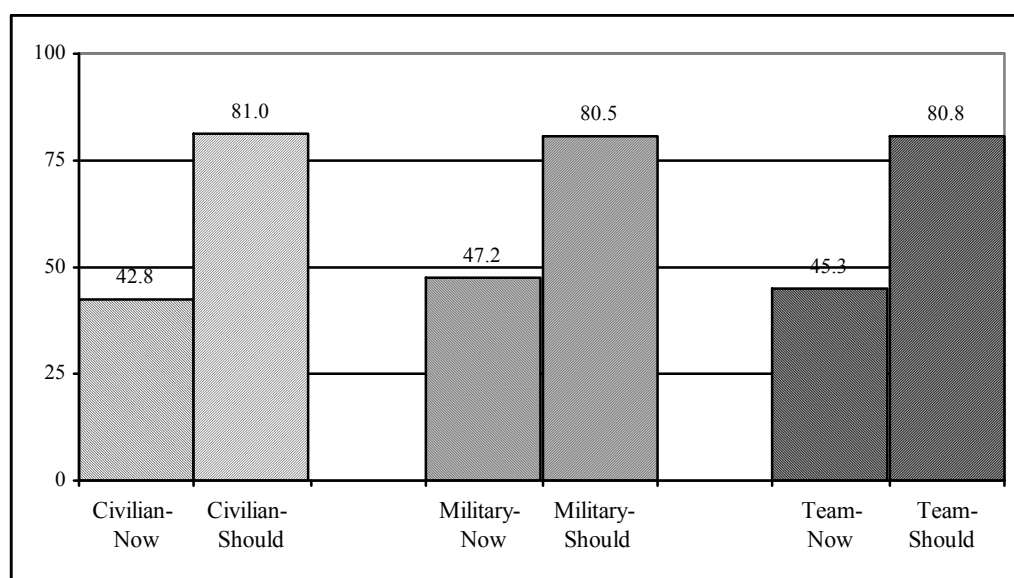
61. Both Military and Civilian personnel believed that DND/CF should follow its own rules and regulations to a much greater extent than what is presently the case; the current state is seen as not being very high. There is a gap of 14.0 points on this index between the current situation and what the DND/CF employees believe should be the case. This view varied over both Military and Civilian subgroups. Military respondents whose FOL is French, who were under 40 years old, who did not have a university degree, who had served less than 10 years, and who were NCMs were the most likely to believe that the DND/CF followed its own rules and regulations. These groups also tended to expect that this should be the case more strongly than others. Civilian employees who were female, whose FOL was French, and those who were working in the Scientific jobs were most likely to feel that the DND/CF upheld its own rules and regulations. These employees also felt that this should be the case to a greater extent than others.

62. The results on this index suggests a need on the part of DND/CF to demonstrate to its employees that it, as an organization, is committed to the rules and regulations it develops and enforces.

## ORGANIZATIONAL FAIRNESS

63. This index assesses the extent to which DND/CF employees believed that the organization, i.e. DND/CF, was fair in its dealings with personnel. Respondents reported “things as they are now” as well as “things as they should be”. Figure 10 presents the average score on this index. Military personnel (47.2) felt that DND/CF exercised fairness to a greater extent than did Civilian employees (42.8). Both Military (80.5) and Civilian (81.0) respondents felt that DND/CF should display fairness to a far greater extent than is presently the case. Military and Civilian respondents held this view to the same degree.

**Figure 10. Organizational fairness. \***



\* Note: Readers are urged to recall that the above scores do not indicate the percentage of participants responding to the index. Rather, the above scores represent the composite scores for all respondents for the index. Higher scores indicate more agreement that a practice or value is in place in the work unit.

### **Subgroup Differences on the Organizational Fairness Index**

64. **Military.** Francophones (52.5) believed that DND/CF was fair in its dealings with personnel to a greater extent than did Anglophones (45.5); both groups felt that DND/CF should deal fairly with personnel more than it presently does (Francophones: 82.8; Anglophones: 78.8) but with Francophones believing this more strongly. Senior Officers (51.2) and Junior Officers (51.2) believed that DND/CF treated personnel fairly more so than Senior NCMs (48.2) Junior NCMs (44.2).

65. **Civilian.** Civilian employees who had served for less than 10 years (47.8) believed that DND/CF dealt fairly with its personnel more so than those with 10 to 20 years service (38.5) and those personnel serving more than 20 years (43.8). Employees in Scientific (48.0) job categories believed DND/CF dealt fairly with its employees more

so than Administration (45.5), Administrative (45.0), Technical (40.5) and Operational (39.8) employees.

### **Summary for the Organizational Fairness Index**

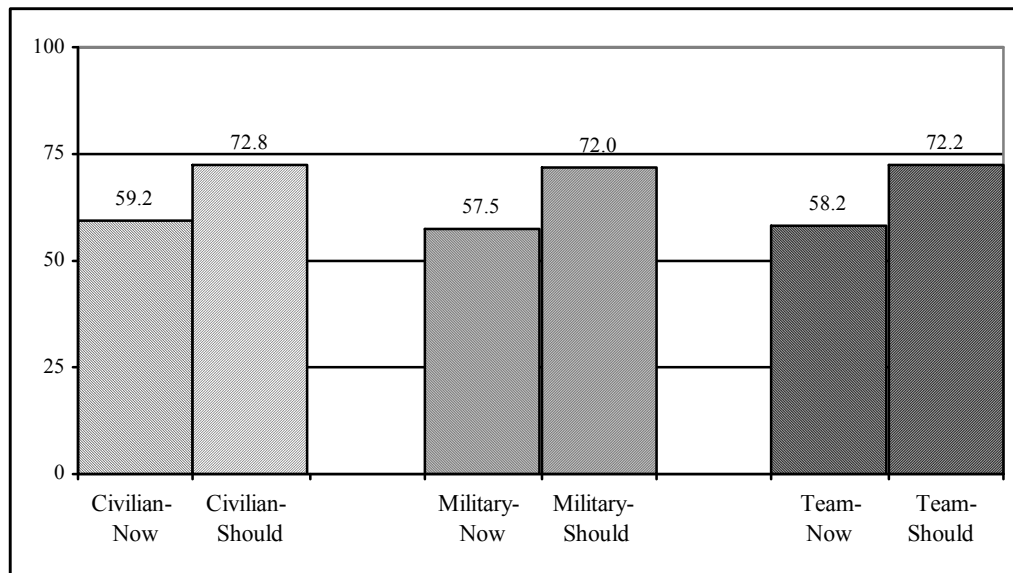
66. Both Military and Civilian personnel believed that DND/CF was not fair in its dealings with its employees. The score on this index, 45.3, was the only one to fall below 50. There is a gap of 35.5 points on this index between the current situation and what DND/CF employees believe should be the case. This view varied over both Military and Civilian subgroups. Military respondents whose FOL is French and who were Officers were the most likely to believe that the DND/CF was fair, although these highest scoring groups were just above the 50–point mark. These groups also expected that this should be the case more strongly than others. Civilian employees who were employed for less than 10 years and those who were working in the Scientific jobs were most likely to feel that the DND/CF dealt fairly with its employees.

67. The results on this index suggests a need on the part of DND/CF to demonstrate to its employees that, as an organization, it is committed to fairness in dealing with employees. This index should be the focus of remedial action to reduce the gap between the way things are perceived to be now and what DND/CF members expect them to be.

## PERSONAL CONTROL

68. This index assesses the degree to which DND/CF employees believe that they are able to exercise control in the workplace; that is, to make-decisions concerning their work without the need for further approvals. Respondents reported “things as they are now” as well as “things as they should be”. Figure 11 presents the average score on this index. Military (57.5) and Civilian (59.2) personnel saw themselves as exercising the same level of personal control in the workplace. Both Military (72.0) and Civilian (72.8) personnel felt that they should have more autonomous control than is presently the case. Military and Civilian respondents believed this should be the case to the same extent.

**Figure 11. Personal Control \***



\* Note: Readers are urged to recall that the above scores do not indicate the percentage of participants responding to the index. Rather, the above scores represent the composite scores for all respondents for the index. Higher scores indicate more agreement that a practice or value is in place in the work unit.

### **Subgroup Differences on the Personal Control Index**

69. **Military.** Military personnel over 40 years old (59.8) believed that they were able to make workplace decisions without need for further approval to a greater extent than did those under 40 years old (55.2). Military personnel who had at least one university degree (61.2) felt that they had more personal control than either those who had attended college or university (54.2) or those with up to a high school education (58.2). Personnel who had served for more than 20 years (60.5) believed that they exercised control to a greater degree than those with 10 to 20 years service (57.5) and those personnel serving less than 10 years (53.2). Senior Officers (64.2) believed they had the greatest degree of personal control; they were followed in decreasing order by Junior Officers (59.8), Senior NCMs (59.0) and Junior NCMs (54.8).



70. **Civilian.** Employees under 40 years old (64.0) believed that they were able to make workplace decisions without need for further approval more so than did those over 40 years old (58.6).

### **Summary for the Personal Control Index**

71. Both Military and Civilian personnel believed that DND/CF employees should have greater control of what goes on in their units than what is presently the case. There is a gap of 14.0 points on this index between the current situation and what the DND/CF employees believe should be the case. This view varied over both Military and Civilian subgroups. Military respondents who were over 40 years old, who had a university degree, who had served more than 20 years, and who were Senior Officers were the most likely to believe that they could exercise personal control in their units. Civilian employees who were under 40 years old were more likely to believe that they could influence what went on their work units.

72. This index should be reviewed to determine if work unit autonomy can be improved.

## **Summary for Ethical Climate and Individual Values**

73. The average score on 11 indices that measured the current state of ethical values used by DND/CF personnel in carrying out their duties was 55.4. The average score on these same 11 indices when used to measure the ethical values which DND/CF personnel believed should be used in carrying out duties was 71.6. This gap of 16.2 points presents a challenge for the Defence Ethics Program to eliminate.

74. Although Military personnel, compared to Civilian employees, scored significantly higher on average with respect to both the current (55.9 vs. 54.0) and expected values (72.2 vs. 70.3), the differences between these two groups were not substantial and should not be cause for concern. With respect to individual indices, Military personnel rated the current state more positively than Civilian personnel on every index except Care and Instrumentality. Military personnel had higher expectations on every index except Independence, Instrumentality, Organizational Fairness, and Personal Control. While these differences were statistically significant, this is likely due to the large sample size rather than the meaningfulness of the differences.

75. Overall, the results for the Independence and Job Completion indices are positive with little difference between where DND/CF personnel see the current state of behaviour and where they believe it should be. While there are larger differences between the current and expected behaviours for Supervisor Expectations, Supervisor Behaviors, and Coworker Behaviours, the existing levels of behaviour are rated very high. These results suggest that the Defence Ethics Program is working in establishing both behaviours and expectations about behaviour with respect to courage, integrity, loyalty, honesty, fairness, and accountability. There are a number of areas, however, which remain of concern with respect to ethical values. These include the indices which measured Care (representing the extent to which DND/CF employees believe that their immediate work unit valued its members “sticking together” and “looking out for one another”), Self-Interest (representing the degree to which DND/CF employees believe that their immediate work unit values self-interested behaviour above that of the interest of the work unit), Organizational Rules (representing the extent to which DND/CF employees believe that the organization, i.e. DND/CF, followed rules and regulations), Organizational Fairness (representing the extent to which DND/CF employees believed that the organization, i.e. DND/CF, was fair in its dealings with personnel), and to a lesser degree Rules (representing the extent to which DND/CF employees believe that their immediate work unit emphasized following regulations and doing things “by the book”), and Personal Control (representing the degree to which DND/CF employees believe that they are able to exercise control in the workplace; that is, to make-decisions concerning their work without the need for further approvals). Special efforts should be made to implement positive change in these areas.

### **Ideological Bases for Ethical Decision-Making**

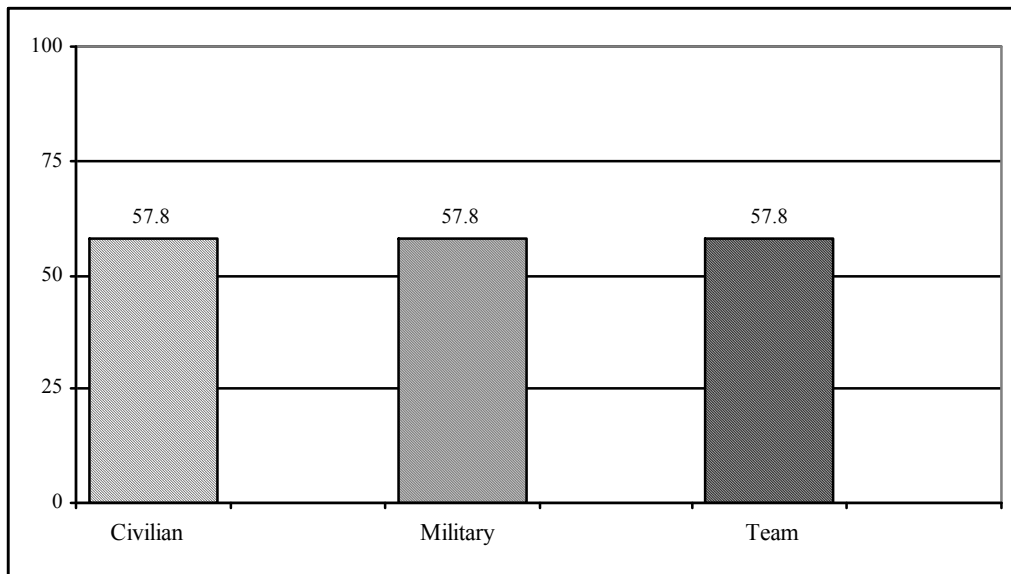
76. An individual's moral philosophy is a key variable in determining ethical decisions. Such philosophies consist of the rules by which an individual makes decisions (Ferrell, Gresham, & Faedrich, 1989). The Defence Ethics Program recognizes five ideological bases for ethical decision-making: Rules, Care, Consequence, Virtue, and Self-Interest. Three of these philosophies, Care, Consequence and Self-Interest relate to the moral worthiness of a behaviour; that is, the worth of the behaviour is reflected in its consequences or on its impact on others or the person making the decision. The remaining two philosophies, Rules and Virtue, focus on moral obligations of commitments; that is, the "goodness" of the actions irrespective of the short-term consequences of the action.

77. The Ethics Questionnaire contained a number of questions related to each of these bases for ethical decision-making. We first present the results for each individual basis along with relevant subgroup differences. Next we summarize and compare the five bases to develop a profile of ethical decision-making for Military and Civilian personnel.

## RULE-BASED DECISION-MAKING

78. This index measures one of the five bases for ethical decision-making recognized by the Defence Ethics Program. Rules-Based decision-making assesses whether respondents see rules and laws as the most appropriate basis for ethical behaviour. Figure 12 presents the average score on this index for Military (57.8), and Civilian (57.8) personnel, as well as for the combined Defense Team (57.8). There are no differences between Military and Civilian personnel on this index. Both groups follow rules and regulations in making ethical decisions to the same extent.

**Figure 12. Rule-Based Decision-Making. \***



\* Note: Readers are urged to recall that the above scores do not indicate the percentage of participants responding to the index. Rather, the above scores represent the composite scores for all respondents for the index. Higher scores indicate more agreement that a practice or value is in place in the work unit.

### **Subgroup Differences on the Rule-Based Decision-Making Index**

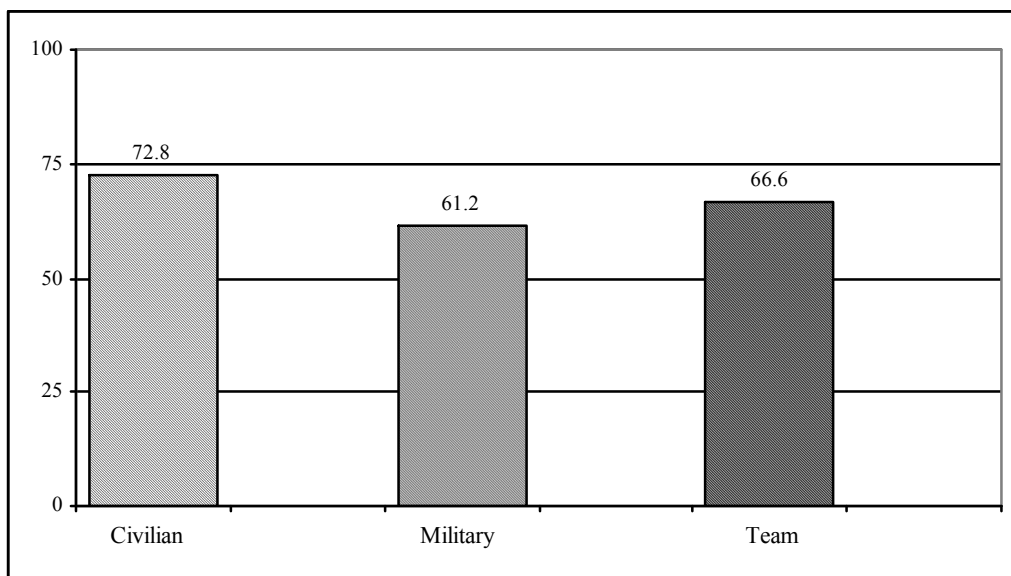
79. **Military.** Francophones (62.2) felt that rules and laws were the most appropriate basis for ethical behaviour to a greater extent than did Anglophones (56.0). Military personnel with up to a high school education (60.8) and those who had attended college or university (57.5) supported rules and laws as the basis of ethical behaviour more strongly than those who had at least one university degree (52.0). Senior NCMs (61.2) believed the strongest that ethical behaviour should be based on rules and laws; they were followed in decreasing order by Junior NCMs (58.8), Junior Officers (53.8) and Senior Officers (50.2).

80. **Civilian** Francophone employees (62.5) felt that rules and laws were the most appropriate basis for ethical behaviour to a greater extent than did Anglophones (56.8). Civilian employees with up to a high school education (50.5) and those who had attended college or university (51.5) supported rules and laws as the basis of ethical behaviour less strongly than those who had at least one university degree (55.2). Employees in Administrative (61.2) job categories saw rules and laws as the appropriate basis for ethical behaviour more so than Operational (60.8), Administration (57.0), Technical (54.8) and Scientific (50.0) employees.

## CARE-BASED DECISION-MAKING

81. **Care-Based Decision-Making.** This index measures one of the five bases for ethical decision-making recognized by the Defence Ethics Program. Care-Based decision-making assesses whether respondents see “doing no harm” as the most appropriate basis for ethical behaviour. Figure 13 presents the average score on this index for Military (61.2), and Civilian (72.8) personnel, as well as for the combined Defense Team (66.6). Civilian personnel, more so than Military, base ethical decisions on ensuring that no one is harmed by their actions<sup>3</sup>.

**Figure 13. Care-Based Decision-Making. \***



\* Note: Readers are urged to recall that the above scores do not indicate the percentage of participants responding to the index. Rather, the above scores represent the composite scores for all respondents for the index. Higher scores indicate more agreement that a practice or value is in place in the work unit.

### **Subgroup Differences on the Care-Based Decision-Making Index**

82. **Military.** Female military personnel (68.2) believed that “doing no harm” should serve as the basis for ethical behaviour to a greater extent than male personnel (60.2). Francophones (68.0) endorsed care-based ethical behaviour to a greater extent than did Anglophones (58.8). Military personnel with up to a high school education (66.5) and

<sup>3</sup> In the Defense Ethics Program, the defining characteristic of a care-based approach is literally to consider as primary the ethical obligation to care for the other human beings. It deals with positive obligations toward our personnel, including the need to care for their wounds both physical and mental. The items for this index, however, have as their key term “harm” which could be interpreting as “not engaging in” a “negative” action rather than “engaging in” a “positive” action. Future instruments should include items emphasizing this positive nature of care based decision-making.

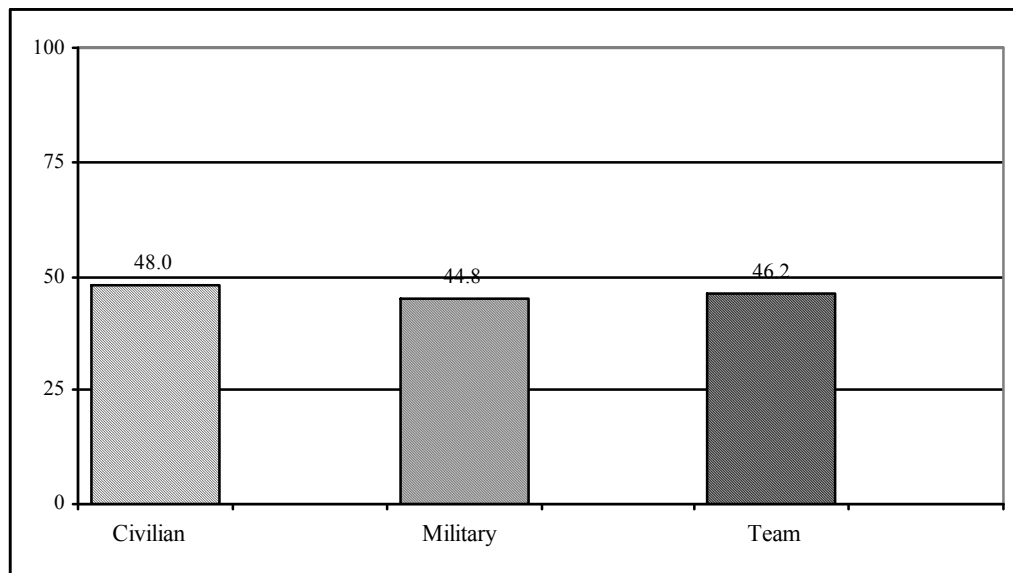
those who had attended college or university (62.2) supported the concept of doing no harm as the basis of ethical behaviour more strongly than those who had at least one university degree (49.2). Junior NCMs (67.0) believed the strongest that ethical behaviour should be care-based; they were followed in decreasing order by Senior NCMs (64.5), Junior Officers (52.0) and Senior Officers (43.8).

83. **Civilian.** Female employees (75.5) believed that “doing no harm” should serve as the basis for ethical behaviour to a greater extent than male civilian employees (71.2). Civilian employees with up to a high school education (76.5) and those who had attended college or university (73.2) supported care-based ethical decision-making more strongly than those who had at least one university degree (64.5). Employees in Operational (75.8) job categories saw “doing no harm” as the appropriate basis for ethical behaviour more so than Administrative (74.5), Technical (72.0), Administration (71.2) and Scientific (61.8) employees.

## CONSEQUENCE-BASED DECISION-MAKING

84. **Consequence-Based Decision-Making.** This index measures one of the five bases for ethical decision-making recognized by the Defence Ethics Program. Consequence-Based decision-making assesses whether respondents see the results or outcomes of decision-making as the appropriate basis for ethical behaviour; that is, this type of decision-making is based on the “ends” justifying the “means”. Figure 14 presents the average score on this index for Military (48.0), and Civilian (44.8) personnel, as well as for the combined Defense Team (46.2). Civilian personnel, more so than Military, base ethical decisions on the results of the decision.

**Figure 14. Consequence-Based Decision-Making. \***



\* Note: Readers are urged to recall that the above scores do not indicate the percentage of participants responding to the index. Rather, the above scores represent the composite scores for all respondents for the index. Higher scores indicate more agreement that a practice or value is in place in the work unit.

### **Subgroup Differences on the Consequence-Based Decision-Making Index**

85. **Military.** Francophone military personnel (49.5) saw the results or outcomes of decision-making as the appropriate basis for ethical behaviour to a greater extent than did Anglophones (43.2). Military personnel with up to a high school education (49.5) and those who had attended college or university (45.2) supported consequence-based decision-making more strongly than those who had at least one university degree (35.2). Junior NCMs (49.2) and Senior NCMs (47.8) felt that ethical behaviour should be based on outcomes more so than Junior Officers (35.8) and Senior Officers (32.5).

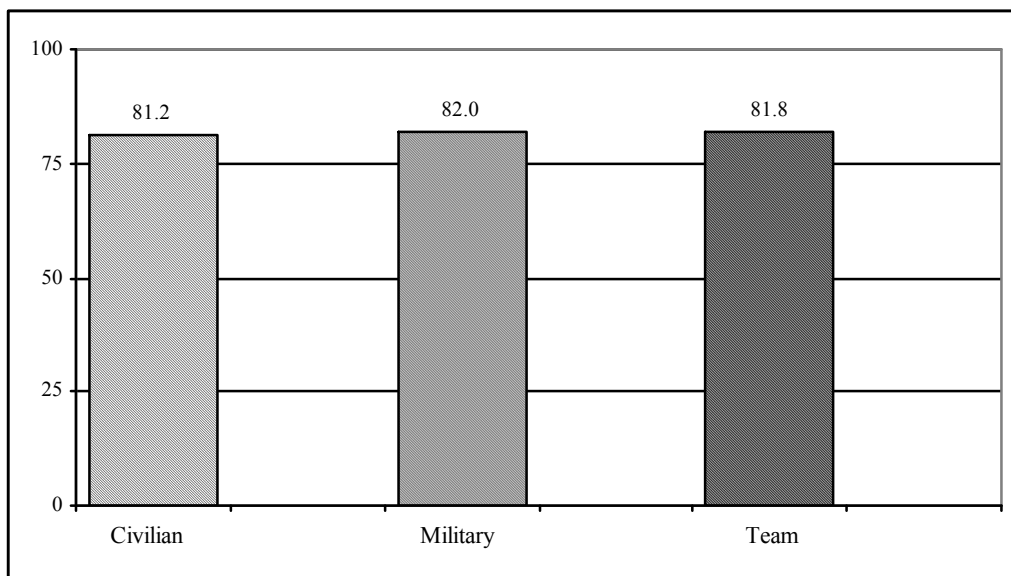


86. **Civilian**. Francophone employees (52.5) saw the results or outcomes of decision-making as the appropriate basis for ethical behaviour to a greater extent than did Anglophones (46.8). Civilian personnel with up to a high school education (53.5) and those who had attended college or university (47.2) supported consequence-based decision-making more strongly than those who had at least one university degree (38.8). Employees in Operational (51.0) and Administrative (50.8) job categories saw results and outcomes as the appropriate basis for ethical behaviour more so than Technical (46.2), Administration (44.2) and Scientific (39.5) employees.

## VIRTUE-BASED DECISION-MAKING

87. **Virtue-Based Decision-Making.** This index measures one of the five bases for ethical decision-making recognized by the Defence Ethics Program. Virtue-Based decision-making assesses whether respondents base ethical behaviour on a sense of what is “right and wrong” or act in accordance with a sense of integrity. Figure 15 presents the average score on this index for Military (81.2), and Civilian (82.0) personnel, as well as for the combined Defense Team (81.8). There are no differences between Military and Civilian personnel on this index. Both groups believe in using a sense of right and wrong in making ethical decisions to the same extent.

**Figure 15. Virtue-Based Decision-Making. \***



\* Note: Readers are urged to recall that the above scores do not indicate the percentage of participants responding to the index. Rather, the above scores represent the composite scores for all respondents for the index. Higher scores indicate more agreement that a practice or value is in place in the work unit.

### **Subgroup Differences on the Virtue-Based Decision-Making Index**

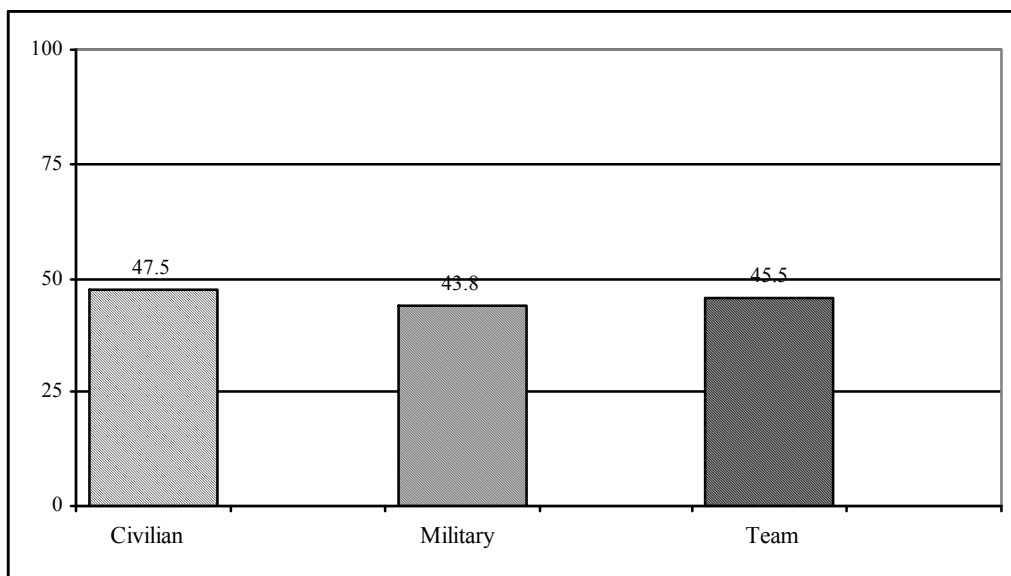
88. **Military.** Anglophone military personnel (83.2) saw acting in accordance with a sense of integrity as the appropriate basis for ethical behaviour to a greater extent than did Francophones (79.2). There were no other sub group differences for this index.

89. **Civilian.** There were no differences across Civilian subgroups on this index.

## SELF-INTEREST-BASED DECISION-MAKING

90. **Self-Interest-Based Decision-Making.** This index measures one of the five bases for ethical decision-making recognized by the Defence Ethics Program. Self-Interest-Based decision-making assesses the degree to which respondents consider how the outcome of a decision will affect them personally. Decision-making is guided by “looking out for No. 1”. Figure 16 presents the average score on this index for Military (43.5), and Civilian (47.5) personnel, as well as for the combined Defense Team (45.5). Civilian personnel, more so than Military, believe in basing ethical decisions on how the results of the decision will affect them personally.

**Figure 16. Self-Interest-Based Decision-Making.**



\* Note: Readers are urged to recall that the above scores do not indicate the percentage of participants responding to the index. Rather, the above scores represent the composite scores for all respondents for the index. Higher scores indicate more agreement that a practice or value is in place in the work unit.

## **Subgroup Differences on the Self-Interest-Based Decision-Making Index**

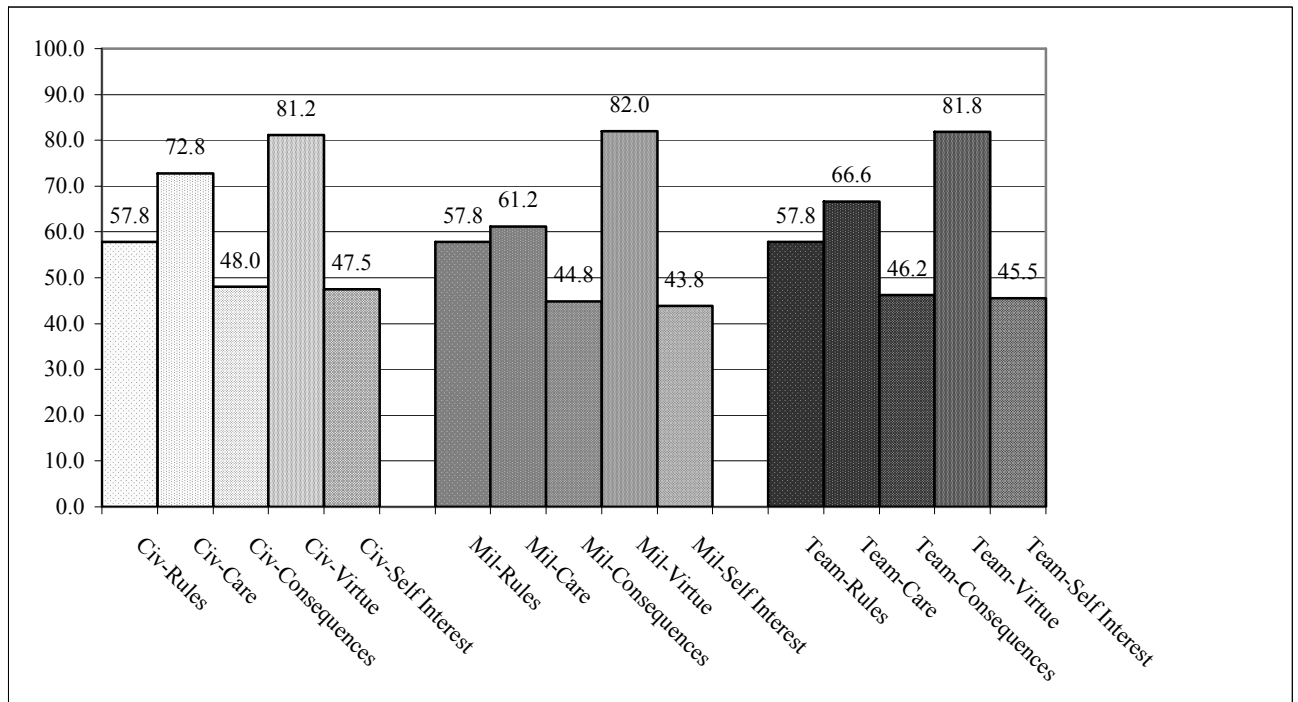
91. **Military.** Francophone military personnel (54.8) assessed how an outcome would affect them personally in making an ethical decision to a greater extent than did Anglophones (39.8). Military personnel under 40 years old (47.4) supported self-interest-based decision-making to a greater extent than did those over 40 years old (36.0). Military personnel with up to a high school education (47.2) and those who had attended college or university (44.5) supported ethical behaviour based on self-interest more strongly than those who had at least one university degree (36.0). Personnel who had served for less than 10 years (48.5) endorsed self-interest-based decision-making to a greater degree than those with 10 to 20 years service (45.2) and those personnel serving more than 20 years (38.0). Junior NCMs (49.8) believed the strongest that ethical behaviour should be based on self-interest; they were followed in decreasing order by Senior NCMs (42.8), Junior Officers (38.8) and Senior Officers (29.2).

92. **Civilian.** Female employees (50.8) assessed how an outcome would affect them personally in making an ethical decision to a greater extent than did Males (45.8). Francophones (58.2) endorsed ethical behaviour based on self-interest more so than did Anglophones (45.2). Civilian employees with up to a high school education (50.8) supported self-interest-based decision-making more so than those who had attended college or university (46.2) and those who had at least one university degree (44.0). Civilians working in Quebec (59.5) supported self-interest-based decision-making more so than employees working in other regions; they were followed in decreasing order by employees in the NCR (49.0), Ontario (46.2), the Prairies (45.8), B.C. (45.5) and the Atlantic region (45.0). Employees in Administrative (49.8) and Operational (49.8) job categories saw self-interest as the appropriate basis for ethical behaviour more so than Technical (45.2), Scientific (43.5) and Administration (42.8) employees.

**Summary – Ideological Bases for Ethical Decision-Making**

93. Figure 17 presents a comparison of the five bases for ethical decision-making that are recognized by the Defence Ethics Program. The predominant basis for both Military and Civilian respondents is Virtue-Based decision-making. Defence Team members mostly base their ethical decision-making on a sense of what is right and wrong and act accordingly. This basis was followed, in the same order for both Military and Civilian respondents, by Care-Based, Rule-Based, Consequence-Based, and Self-Interest-Based decision-making. Within this rank order, Civilians gave more weight to Care-Based decision-making, the principle of doing no harm, than Military respondents. This is perhaps understandable given the role of a military force. On the other hand, Military respondents gave less weight to both the consequences of a decision and its impact on themselves than did Civilians. Both groups, however, rated Consequence-Based and Self-Interest-Based decision-making much lower than Virtue-, Care- and Rules-Based decision-making. While there were subgroup difference with respect to each decision-making basis, these differences were not sufficient to alter the rank order across the five bases. That is, while subgroups may have varied in which attributed the greatest support to one basis and the least support to another, these differences did not produce meaningful changes in the rank order of the five bases.

**Figure 17. Relative Basis for Ethical Decision-Making**



## MORAL DEVELOPMENT, SITUATIONAL INTENSITY AND ETHICAL DECISION-MAKING

94. The moral criteria used to reach a decision (i.e., the level of moral reasoning) varies with the characteristics of the situation (Weber, 1996). Of all of the potential predictors of ethical behavior, by far the most attention has been paid to the notion of individual moral reasoning or individual moral development. More specifically, researchers have often drawn on Kohlberg's stages of moral development in attempting to predict ethical decision making. Such a choice would appear to be justified based on the empirical literature. In reviewing research on moral reasoning, Blasi (1980, p. 37) concluded that there was "considerable support for the hypothesis that moral reasoning and moral action are statistically related" (Blasi also notes however, that there is considerable variation in the strength of research findings across research areas).

95. Although there is a vast literature on moral development in general and Kohlberg's work in particular, a brief summary will suffice for the purposes of this report. Kohlberg proposed that individuals progress through a series of six "stages" of moral development which could be collapsed into three general levels, each comprised of two stages; preconventional, conventional, and post-conventional reasoning.

96. The preconventional level of moral development is thought to be characteristic of the decision making of young children (i.e., elementary school aged). Stage 1 is the Obedience and Punishment Orientation in which moral judgement is motivated by a desire to avoid punishment (e.g., do what you are told). Stage 2 is the Instrument-Relativist Orientation in which moral judgement is motivated by a need to satisfy individual desires (i.e., the right thing to do is the behavior that maximizes my own self-interest). In their study of university undergraduates, Weber and Green (1991) concluded that while only 3% of the sample reasoned at the Stage 1 level, 46% reasoned at Stage 2.

97. The conventional level of morality is thought to be characteristic of the vast majority of society. Stage 3 is the "Good Boy/Nice Girl" orientation in which individuals pass from the self-centered approach that dominates the pre-conventional level to an other-centered approach. It is at this stage that positive obligations to others required to build and sustain relationships begin imposing themselves on the individual.<sup>4</sup> Stage 4 is the "Law and Order" orientation in which abiding by the law and responding to the obligations of duty motivate ethical behavior. Weber and Green (1991) reported that 28% of a sample of university undergraduates reasoned at the stage 3 level with an addition 21% demonstrating reasoning at the stage 4 level.

98. Finally, Kohlberg thought that relatively few individuals progressed to the post-conventional level of morality. Stage 5 comprises the "social contract" stage in which the primary motivation is an understanding of social mutuality and an interest in the

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<sup>4</sup> It should be noted that the relative weight which should be given to these obligations was the basis for the rift which eventually developed between Kohlberg and Carol Gilligan, a colleague working with him who had been given the job of researching the stage model using real life dilemmas rather than the hypothetical ones which Kohlberg had been using up to that point.

wellbeing of others. Finally, at Stage 6 the individuals' moral judgement is motivated by one's own conscience. Consistent with Kohlberg's view, Weber & Green (1991) reported that only 1.6% of a sample of university undergraduates demonstrated Stage Five moral reasoning. None demonstrated reasoning at the Stage 6 level.

99. The DNDEQ contained four vignettes designed to assess individual moral reasoning in concert with the moral intensity of the situation, thus combining these two predictors. Two vignettes described situations of low moral intensity (e.g., minimal consequences, no harm to individuals) while the remaining two vignettes described situations of high moral intensity (e.g., large consequences, harm to individuals). Respondents were presented with four scenarios in which they were confronted with situations involving some transgression on the part of a coworker. They were then asked to rank six statements in terms of the importance of their influence on the respondent's ethical decision-making. The six influence statements were designed to represent the stages in Kohlberg's theory of moral development. These sources were:

**Bad List** - Either way you end up on someone's "bad list" which would make working there difficult in the future.

**Nothing Good** is likely to come out of it for you and those involved.

**Peers** - You are caught between what should be done as part of your job and what you know your peers feel you should do.

**Rules** are rules and should not be broken.

**Harm** - Attempting to resolve this situation could create more harm than good.

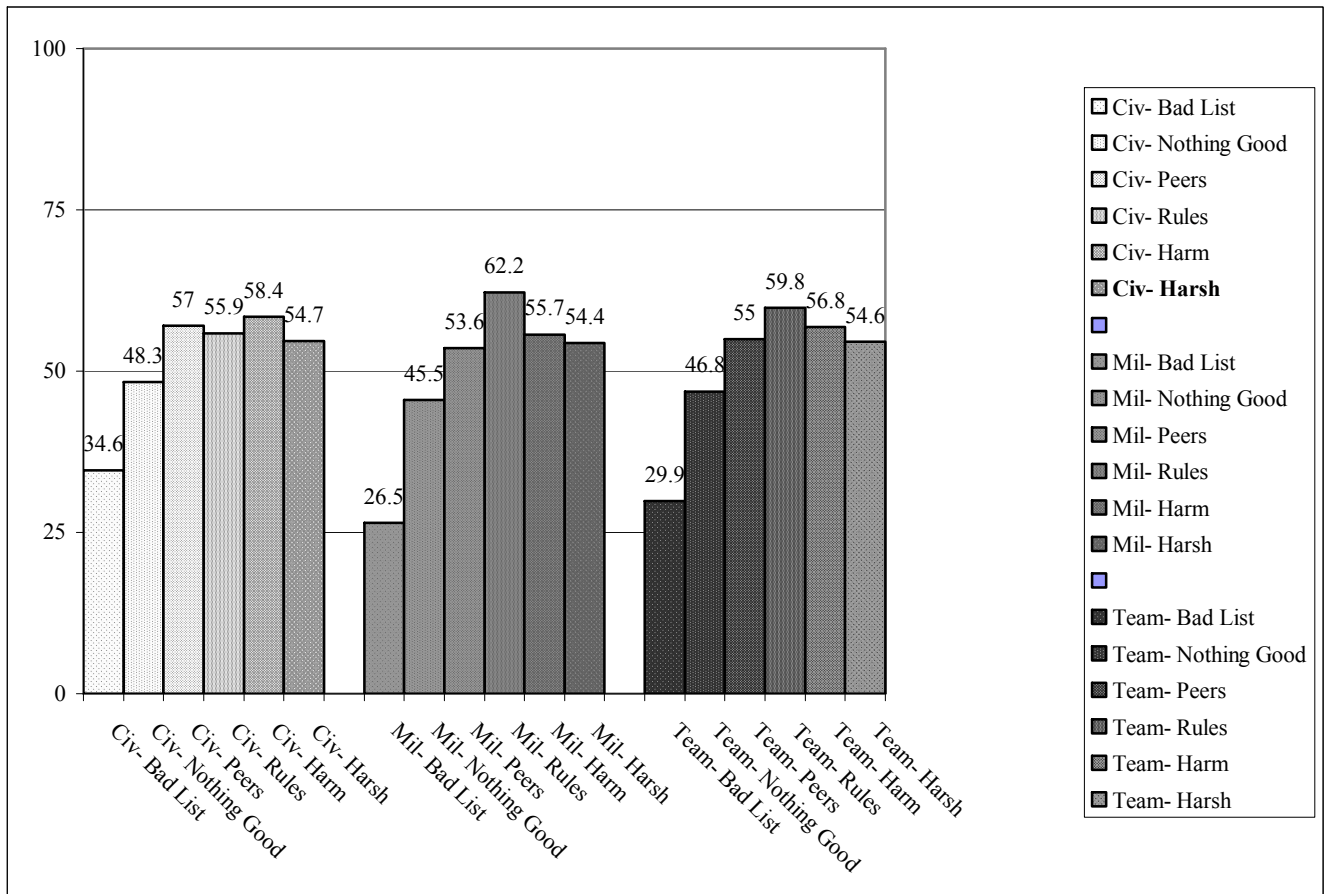
**Harshness** - In all likelihood, reporting it will lead to coworkers being treated harsher than the infraction really warrants.

100. *Bad List* reflects Stage 1 in Kohlberg's model in which moral development is motivated by a desire to avoid punishment. *Nothing Good* is Stage 2, in which moral development is motivated by a need to satisfy individual desires and to maximize self-interest. *Peers* is Stage 3 in which individuals pass from a self-centered to an other-centered approach. *Rules* corresponds to Stage 4 in which abiding by the law and responding to the obligations of duty motivate ethical behavior. *Harm* represents Stage 5 in which the primary motivation is an understanding of social mutuality and an interest in the wellbeing of others. *Harshness* is Stage 6 in which the individuals' moral judgement is motivated by one's own conscience.

101. Figure 18 presents the relative influence of these six sources on the ethical decision-making of Civilian and Military respondents as well as for the combined Defence Team. Each score represents the degree of importance that was attributed to the source, averaged over the four scenarios. The average rating for each influence source was rescaled to allow comparisons with the other indices presented in this report. The higher values indicate that the source had a greater influence on the individual's decision-

making. Military respondents reported that their decision-making would mostly be rule-based; that is, they would not sanction breaking of rules (Rules: 62.2). Their decisions would, however, be temporized by consideration of the likely harshness of the penalty (Harshness: 55.2), whether it would create more harm than good (Harm: 54.4) and the pressure that might be received from their peers (Peers: 53.6). The belief that nothing good would come of their action (Nothing Good: 45.5) and their concern that taking action would have negative repercussions for themselves (Bad List: 26.5) were less influential. The relative influence of these six sources for Civilian respondents was: Harm (58.4), Peers (57.0), Rules (55.9), Harshness (55.7), Nothing Good (48.3) and Bad List (34.6). Military personnel attributed significantly more influence to Rules and significantly less to Harm, Peers, Nothing Good and Bad List than did Civilians. Both groups were influenced to the same extent by consideration of the harshness of the penalty that might be applied.

**Figure 18. Moral Development, Situational Intensity and Ethical Decision-Making**





## **Subgroup Differences on Sources of Influence on Ethical Decision-Making**

102. Differences across subgroups were analyzed separately for the military and civilian samples. First, we examined whether or not the target subgroups differed on the six sources of influence using multivariate analysis of variance. In those cases where the multivariate effect was significant we then identified where the differences occurred on each source of influence using univariate analysis of variance. Consequently, the following results illustrate the subgroup differences.

### 103. **Military.**

- Military personnel over 40 years old were more strongly influenced by a concern for Rules (67.6) than those 40 years old or younger (59.9); those over 40 years old (42.4) were less concerned that No Good would come of their action than younger members (46.9).
- Older members (22.9) also were influenced less by fear of ending up on a Bad List than the younger respondents (28.1).
- Francophone personnel (75.3) were much more strongly influenced by Rules than were Anglophones (57.6); on the other hand, Anglophones (56.9) were more influenced by considerations of Harm than were Francophones (52.3).
- Military personnel with up to a high school education (61.2) and those who had attended college or university (60.4) were influenced by Rules less strongly than those who had at least one university degree (67.0).
- Both groups (High School: 46.8; College/ University: 46.2) were more concerned that No Good would result from action than those who had at least a university degree (41.9).
- The High School (29.5) and College/University (27.6) groups were also more concerned about ending up on someone's Bad List than were those with university degrees (18.6).
- Military personnel with more than 20 years service (68.2) were influenced the most by consideration of Rules; they were followed by those with 10 to 20 years service (61.4) and those serving less than 10 years (55.4).
- On the other hand, personnel with less than 10 years service in the CF (49.9) were influenced by concerns that No Good would come of their action to a greater degree than those with 10 to 20 years service (46.3) and those with more than 20 years (41.1).
- Personnel with less than 10 years service (30.6) also were influenced more by concerns over being Bad Listed than were those with 10 to 20 years service (26.8) and those with more than 20 years service (23.1).

- Military personnel working in NDHQ (22.4) were less influenced by concerns over being placed on a Bad List than were personnel in the Land (25.9), Maritime (26.8) and Air (30.3) elements.
- Junior NCMs (56.3) were influenced the least by Rules compared to Senior NCMs (67.6), Junior Officers (67.0) and Senior Officers (68.3).
- Senior NCMs (50.3) were least influenced by Peers in comparison to Junior NCMs (54.4), Junior Officers (55.0) and Senior Officers (56.2).
- Junior Officers (50.0), however, were influenced more by belief that Nothing Good would come from their intervention than were Senior NCMs (42.2) Junior Officers (41.5) and Senior Officers (40.4).
- Junior NCMs (33.3) also were influenced by fear of ending up on someone's Bad List more so than Senior NCMs (23.3), Junior Officers (18.1) and Senior Officers (17.5).

104. **Civilian.**

- Civilian employees over 40 years old (58.5) were more strongly influenced by Rules than those 40 years old or younger (49.1).
- Francophones civilian employees (67.8) were more strongly influenced by Rules than were Anglophones (53.3); Francophones were also influenced more strongly by a concern that No Good would come from action than were the anglophone employees (47.5).
- Civilian employees with up to a high school education (61.2) were influenced by Rules more so than those who had attended college or university (52.6) and those who had at least one university degree (52.3).
- High school respondents (39.1) were more concerned about the negative consequences for themselves (Bad List) than were those who had attended college or university (32.9) and those who had at least one university degree (28.1).
- Civilians employed more than 20 years (59.6) were influenced by Rules to a greater extent than those with 10 to 20 years service (53.8) or those with fewer than 10 years employment (53.2).
- The influence of Rules varied across geographic regions with the strongest influence expressed by respondents in Quebec (66.8) followed by those in the NCR (60.1), Ontario (55.0), the Prairies (53.5), the Atlantic Provinces (52.6) and BC (52.4).

- Employees in Operational (59.0) job categories were influenced by Rules more so than Administrative (56.3), Administration (55.2), Scientific (52.8) and Technical (49.9) employees.
- Operational (41.2) employees were also influenced the most by concerns over being on a Bad List; they were followed, in descending order, by Administrative (33.8), Scientific (32.6), Technical (27.6) Administration (23.2) employees.

### **Summary for Moral Development, Situational Intensity and Ethical Decision-Making**

105. In terms of assessing the stage of moral development of respondents, it is considered that this portion of the research was not successful. As can be seen, the results indicate that the majority of respondents are reasoning at the upper stages of Kohlberg's hierarchy. This finding is a direct contradiction of Kohlberg's theory and it is suggested that the scenarios created were not adequate to assess one's stage of moral development. Nonetheless, the findings are useful in corroborating the findings in the other sections of the instrument. There is good consistency between the six sources that influence the respondent's ethical decision-making and the bases for their ethical decision-making. For Military personnel, Rules are the most significant influence on their ethical decision making. This compares to the predominance of Virtue and Rules as the basis of their decision-making. Military personnel are influenced by doing right or following the rules. Civilian members, however, give more concern to "doing no harm" which is consistent with their greater reliance on Care-Based decision-making. Harm is the second most influential source for ethical decision-making of Military personnel. Considering the harshness of a penalty and its effects on the people involved in the situation are aspects of Consequence-Based decision-making. These two sources had less influence than Rules or Harm for both groups, consistent with the role of Consequence-Based decision-making relative to the other factors. Consideration of the impact that the outcome of their decision making would have on them personally was the least influential sources for all personnel, as was Self-Interest. Peers are an important source of influence for both Military and Civilian personnel. Presumably for Military personnel, peer influence should support a rule/virtue based style of decision making. For Civilians, peer influence most likely works to support Care-Based decision-making. In changing ethical decision-making behaviour, not only must individuals change their own behaviour, they must come to believe that the basis of their decision-making is one accepted by their peers and coworkers. While there were subgroup differences with respect to degree of influence a source may have had on that subgroup, there were no meaningful changes in the rank order of the six sources for the subgroup from the respective Military or Civilian profile.

## Respondent Comments

106. In the last section of the ethics survey we asked the participants to identify the one issue that, according to them, is the most important ethical issue in the workplace today. Over half of all respondents provided written comments. We categorized these comments according to several major themes. The following sections provide a breakdown of the number of comments falling into each theme as well as sample comments which reflect those we placed into the category. The Military and Civilian comments are presented separately. As can be seen in Tables 19.1 and 19.2, while there is considerable overlap in the comments made by Military and Civilian respondents, there are differences which reflect the two different working environments.

107. **Military.** 858 military personnel, or 51% of those who responded, took the opportunity to append written comments. The comments were broken down into the 12 categories listed below in Table 19.1. The total number of classified comments is 1003, as some respondents included statements that ranged over a number of categories. We illustrate each category with three sample comments.

<b>Table 19.1</b>			
<b>Comments from Military Respondents Grouped in Order of Frequency</b>			
<u>No.</u>	Category		%
1.	Lack of honesty, courage and integrity	174	20.3
2.	Lack of leadership/self-discipline in senior ranks	154	17.9
3.	Human rights concerns are inhibiting/need more discipline	115	13.4
4.	Lack of loyalty, trust, honour, pride and personal commitment	109	12.7
5.	Double standards/favouritism/"old boys" network	108	12.6
6.	Not enough respect/responsibility given to personnel regardless of rank or stature	89	10.4
7.	Surveys are difficult	55	6.4
8.	CF ill-equipped, ill-trained, with low-morale and low pay due to downsizing	54	6.3
9.	Rules require flexibility and interpretation	52	6.1
10.	Quality of Life concerns	41	4.8
11.	No ethical problems/No comment	22	2.6
12.	Miscellaneous	30	3.5
	<b>Total</b>	<b>1003</b>	

(1) **Lack of honesty, courage and integrity.** The largest number of comments revolved around the fundamental elements of defence ethics - honesty, courage and integrity. Many comments reflected upon a substantial depreciation of the importance of these values in the CF. The major criticisms of ethical behaviour in today's CF are that an

increasing number of members are becoming more concerned that individuals are not held accountable for their mistakes and that members are not encouraged to stand up for what they think is right.

- a) "I believe honesty is the most important virtue. Know the difference between right and wrong and stand up for what you believe in. Don't let people put you down because you believe in something they don't agree with. It's your opinion and nobody can argue with that."
- b) "Individuals (all ranks) who perpetuate certain arcane/stupid practices which need to be discontinued, but for what appears to be fear of rocking the boat, do not have the courage or integrity to state the absurdity of the situation and rectify it (or hope their superiors will rectify it). Thereby perpetuating the problem."
- c) "Tous doivent etre en mesure de repondre de leurs actes. On doit etre capable d'expliquer les raisons pour telle on telle decision. Il faut etre integre et non pas chercher les faux fuyants.."

**(2) Lack of leadership/self-discipline in senior ranks.** The second largest category of comments about ethics in the CF pertains to problems with senior management. Many comments mention that leaders often abuse their authority, are not held accountable and do not lead by example. Respect for rules and regulations, better communication and an overall improvement with leadership skills were the suggestions offered.

- a) "Hypocrisy is alive and well in the CF. Until the old saying "do as I say, not as I do" prevails the service will remain mired in the muck."
- b) "Accountability for decisions made by all. Telling the truth seems to have left the ethical make up of the dept. Telling it like it is creates confidence in subordinates. Loose the spin doctor attitude, it is becoming contagious. Everything cannot be put in a good light."
- c) "Accountability and lack thereof! Management slides and soldiers pay!"

**(3) Human rights concerns are inhibiting/need more discipline.** The third largest category encompasses a strong reaction to human rights policies in the CF, including harassment issues, gender integration and other training which is considered to be "politically correct". The respondents in this category felt that such policies have gone too far, that they can no longer run the military properly if always answering to political masters, and that equal standards and more discipline is needed.

- a) "The military use to have one set of rules. With the integration of women that has changed, ie. physical standard, dress (hair), religion or ethnic background (minorities) members are awarded special concessions (aboriginal & Sikhs) hair braids and turbans. I believe in faith but certain groups should not be permitted

to show their heritage & faith openly while others (Christians) must hide their faith (crucifix) below their shirt. This has created a double standard. Women do not require haircuts and do not have to achieve the same physical standards same job, same standards for everyone.”

- b) “We must break from the self-imposed requirement to be seen by the public as an organization that is politically correct. Our political correctness is placing soldiers at extreme unnecessary risk. Homosexuals are extremely unstable weak people. The British army general who recently declared publicly that the Canadian army through liberalization has been degraded to the point that we are operationally ineffective (for anything more than peace keeping) was absolutely correct. As a combat arms officer I should be equipped to argue against his statements but I can't. I agree with him. We must exempt servicemen and women from the provisions of the charter of rights & freedoms. We must give our Sr NCO's the ability to lead, correct and discipline our soldiers. "sorting someone out" is not harassment. Our CF will spend more money this year on sex changes, turbans, useless CF publications and parades than the army will receive to fund ammunition for our 25mm canon. Our priorities unfortunately do not include maintaining an operationally fit, trained and ready force. We are more concerned with the image. Our government must also make an effort to commit Canadian soldiers to the front line. Our efforts in the Gulf war were an embarrassment and a detriment to morale. We were shamed because our politicians wouldn't commit us where the bullets were flying. Our weakness comes from the top and unfortunately we are now breeding it at the bottom. Our forefathers would be ashamed. We are so weak.”
- c) “I agree that the bashing the CF has received over its ethical behaviour has brought to a head some of the stupidity of our members. However, this can be taken too far. An enemy of Canada or a warring faction need only show up with bad breath, and we would go scurrying for a harassment counselor. There needs to be some balance in how we prepare our people for battle. Certainly we need to treat each other with respect, and we need to treat our prisoners firmly and fairly. However, where we train the kitten gloves come off. Canadian veterans of WW II expressed how much more difficult combat was compared to their four years of training in England. Could you imagine what would have happened at Normandy if they had not been trained hard? Maybe you can if you look at the impotent performance of the CF since the Cold War fused. The crux of the matter, we still need to prepare our people for war, not international candy strippers.

**(4) Lack of loyalty, trust, honour, pride and personal commitment.** The fourth major category criticized the lack of honesty, trust, honour, pride and personal commitment in today's CF. Many of the comments focussed on growing careerism, a lack of team spirit, and the pursuit of personal gain and self-interest on behalf of CF members.

- a) "Loyalty to superiors and looking after the welfare of subordinates. Service before self. These two core military values are often ignored in the pursuit of careerism."
- b) Working with co-workers, loyalty to each other & working as a team, not as individuals."
- c) "There is a great deal of stress where I am currently moral has been at an "all time" low for too long. People have lost the trust and loyalty because communication does not exist!"

**(5) Double standards/favouritism/old boys" network.** A fifth group of comments all refer to double standards and favoritism as continual problems in the CF. The "old boys" network is still operating and is based on discrimination by rank, military branch, language and gender. Favoured personnel are not held up to the same ethical standards.

- a) "Double standard (ie: that for the officer & senior NCOs & the other ranks.) Members get the feel because of this double standard that if the higher ups get to do as they please why not the workers who are given joe-jobs to keep them busy while the higher ups use their position for personal benefit."
- b) "In my trade we are discriminated against if we are not army & we are discriminated against because of gender."
- c) "I believe that there is a lot of favoritism in the workforce. As I drink & fish with the higher ups I'll get better PERs. My location (*Note: specific base edited out by authors*) has a well known good old boys club which is very frustrating for some individuals who try hard & get burnt on their PERs because of this system."

**(6) Not enough respect/responsibility given to personnel regardless of rank or stature.** The next largest category focussed on the perceived discrepancy of treatment across ranks and personnel.

- a) "Treat personnel as people. The way in which you would like to be treated. Faith, truth, equal, no contempt or malice. Recognize their strength & weaknesses."
- b) "Treating both military and civilian workers fairly and with due respect. Showing proper appreciation and reward for their contributions. Not just treating them as a commodity to be used and discarded at whim."
- c) "The military spends a great deal of time and energy training people like me to do a job. Then after ten "years in", I still feel that nobody cares about my opinion. Often when I am asked my opinion it is promptly ignore if someone of higher rank walks in. This translates as a lack of respect for your "working" personnel. If I have to sit through eighteen months of training then work on

equip (or the job). I expect that my professional opinion should count for something. I demand respect before I'll give it.”

- (7) **Surveys are difficult.** A number of responses dealt with the surveys themselves, often criticising the formulation of the questions, especially the scenarios, or the expense of time and resources incurred by sending out another survey.
- a) “Surely in our modern age of computers it must be easier to evaluate ethics in the military than random. Wouldn't it be better to ask those with integrity infractions why they did it, than to ask hypothetical situations. That info must surely be available in Ottawa.”
  - b) “Your scenarios lack enough information for myself to come to a conclusion. The replies do not allow flexibility for a Sr NCO to do his job.”
  - c) “This is my second survey. I don't think they do us any good. We are willing to accept a change but superiors aren't willing to change their ways. I don't want to do any more of these.”
- (8) **CF ill-equipped, ill-trained, with low-morale and low pay due to downsizing.** The eighth largest category concerns personnel's reaction to downsizing, and the frustration arising from the growing perception of an ill-trained, ill-equipped CF along with decreasing morale and low pay.
- a) “The all too common practice of deploying troops on operations (UN & NATO led) with inferior, outdated equipment & resources. We put our people at undue risk by not providing modern reliable equipment and environmental clothing for the mission. The continued use of badly outdated & maintenance intensive helicopters (SAR & Navy) is truly a crime. I have spoken with many average Canadians and they also reflect astonishment & anger that DND/CF continues to send crews aloft in these dangerous airframes. Consequently, equipment issues are the dominant ethical issue in my opinion.”
  - b) “Maintaining acceptable level of morale in the face of downsizing and budget cuts.”
  - c) “Downsizing is the most important issue in my workplace right now. How can we provide better service to our clients with all the cutbacks (financially and personnel). I don't think we can operate the military as a "business". Sure, I think some of the practices in the past need (needed) to be changed, but I think we've gone too far. The pendulum has swung too far the other way. I think it's time to give us some resources, so that we can do our jobs effectively.”
- (9) **Rules require flexibility and interpretation.** Another group of comments reflected the opinion that rules and regulations require interpretation and flexibility. Many of the responses suggested that rules should be used for guidance only, as they are frequently changing, or that ‘ethics’ are too subjective to regulate or instill in a person.



- a) “D'une façon ou d'une autre les règlements et normes sont sujettes à une trop grande interprétation, il serait bon que nos dirigeants soient sur la même longueur d'onde et cela même d'une base à une autre.”
- b) “Rules and by the book are only applied when convenient. Whenever something needs to be done expeditiously, technicians are ordered to cut corners and get it done at all costs, regardless of procedures. Policy changes on a daily basis to meet the needs of the person in charge that day. Everything changes the next day and you're disciplined for doing things the way you did the day before.”
- c) “There is a great deal of latitude in terms of what people believe is ethical.”

**(10) Quality of Life concerns.** One of the last categories of responses dealt with Quality of Life concerns, stating that individual rights and values should come before any political agenda.

- a) “Married service personnel with children being deployed at the same time. Each member willing to go, but alternately families lose a great deal of money to child care in this situation. We all work to make money not lose it.”
- b) “Depending on the supervisor - dictates whether CF life is heaven or hell. Single parents are often penalised for the benefit of the CF universality of service, some sup.”
- c) “Cher Mr. Avec toute les coupures qui se font maintenant dans les forces, tout le monde est inquiet. Moi c'est mon troisieme metier dans les forces (blinde-peri-menuisier) et avec deux ans de ma pension nous avons des grosses rumeur pour le futur dans notre metier, car nous retournont dans les unitees dechamps que pour nous aurions pas la chance de pratiquer notre metier. Je suis content d'etre militaire. Mais le futur est pas promettant, pour moi si tout l'experience que j'ai acquis durant c'est 18 ans, je n'ai pas la chance de le mettre en vigueur. Puisque je retourne dans le champs, alors aider nous.”

**(11) No ethical problems/No comment.** The smallest group of responses stated that either there were no ethical concerns in their units, or they did not offer any comment.

- a) I truly cannot think of one. There are issues with an ethical flavour, but none too controversial or difficult to deal with.
- b) Non aucun commentaire.
- c) I have been a Sr NCO for 20 yrs and have served in various units. This unit serve in now as a senior member has been the most ethical unit I have served with.

**(12) Miscellaneous.** Finally, a miscellaneous category was created to incorporate those

comments which could not easily be classified, did not deal even indirectly with ethics, or which contained topics that were only mentioned by one respondent.

- a) "I think that Canada's role in NATO's conflict within Kosovo is an ethical issue which everyone is concerned with, whether we have the right to interfere with other countries without their permission, whether we should be supplying combat forces or peace keeping forces. I think that this issue concerns everyone."
- b) "Confidentialite de l'information medicale. En tant que membre du service de sante, nous ne pouvons divulguer l'information medicale sans le consentement du patient. Pourtant les superieurs/CMDT s'attendent a savoir les details concernant l'etat de sante des membres de leur troupe. Ceci est un dilemme pour nous."
- c) "We are all not perfect in this world but the question how far do we take right & wrong. What is quite trivial to one person may mean all lot to others. You talk about waste or recycling which to me is of utmost importance but talk to others it doesn't mean a thing. But you look at the province as whole. It doesn't treat it as utmost importance. Garbage as a whole is not taking seriously in this province as shown by the roadside and on the beaches. So in the workplace what can be done to attitudes. When it is accepted to throw the wrapper or can in the ditch. If I saw it I would report it if I got a plate number. I would and have reported unethical behaviour in the workplace but it was swept under the carpet. Charges and removal from trade should have followed."

108. **Civilian.** 606 civilian personnel, or 50% of those who responded, took the opportunity to append written comments. The comments were broken down into the 8 categories listed below in Table 19.2. The total number of classified comments is 660, as some respondents included statements which ranged over a number of categories. We illustrate each category with three sample comments.

<b>No.</b>	<b>Category</b>	<b>N</b>	<b>%</b>
<b>1.</b>	Lack of honesty, integrity , accountability and responsibility	189	28.6
<b>2.</b>	Poor leadership skills/abuse of authority	151	22.9
<b>3.</b>	DND needs to show more respect for its employees	129	19.5
<b>4.</b>	Standards should be equal for everyone	75	11.4
<b>5.</b>	Lack of loyalty, trust, commitment and teamwork	61	9.2
<b>6.</b>	No ethical problems	25	3.8
<b>7.</b>	Problems with surveys questions	14	2.1
<b>8.</b>	Miscellaneous	16	2.4
	<b>Total</b>	<b>660</b>	

**(1) Lack of honesty, integrity , accountability and responsibility.** The largest category of comments focused on the fundamental elements of defence ethics – honesty and integrity. Many comments reflected upon a substantial depreciation of the importance of these values, as well as having a good work ethic in DND. Employees fault DND for not holding individuals responsible for their mistakes. They are more concerned over this issue than standing up for what they believe is right.

- a) “ La loyauté envers le client s’effrite. Qu’est-il arrive de la question “qualité” dans le gestion des objectifs? Les préoccupations “économiques” et budgétaires passent en premier. On nous ordonne qu’il faut faire plus avec moins. Les clients en subissent les conséquences et à cause de la diminution de la qualité réelle des services rendus par nous, la frustration est très difficile de éviter.”
- b) “Honesty and integrity concerning the use of DND resources.”
- c) “Old fashioned work ethic.”

**(2) Poor leadership skills/abuse of authority.** The second largest category contained comments critical of DND leadership and management. Many of these comments focused on lack of consistency in the application of DND rules and regulations.

Upper levels of management were criticized for not leading by example and applying a different sets of standards to their own behaviour and that of their employees.

- a) “One set of rules for officers/senior management and another set for everyone else.”
- b) “What to do when you know the established policy is inappropriate?”
- c) “The abuse of senior management’s decision-making skills – mistakes costing big \$ are swept under the rug.”

**(3) DND needs to show more respect for its employees.** The third major category included comments on DND’s lack of respect for its employees by not treating people fairly, by not communicating decisions about loss of jobs to ASD, or by breaking confidentiality.

- a) “Respect for people first and then resources or government property, money, etc.”
- b) “The one issue as far as I am concerned that is the most important ethical issue is confidentiality.”
- c) “Working hard to achieve a DND goal, only to have your efforts undermined by having your job considered for alternate service delivery.”

**(4) Standards should be equal for everyone.** The fourth group of comments included problems with equal standards, including favouritism, inequality between military and civilian personnel, unfairness in rates of pay, and unfairness in quotas/discrimination.

- a) “Senior management doesn’t act in an ethical manner; e.g., one organization (*Note: specific unit changed by authors*) gave secretary buyout 3/4 years ago, hires her back on contract and then term. I’m sure he’s followed the rules but is it ethical? As a taxpayer viewing the actions of a senior public servant, I think this is unethical but within the rules. It doesn’t set much of an example. Surely there are a number of highly qualified individuals who could fill the position without one year’s paid leave.”
- b) “Civilians are treated as second class citizens when compared to the military. eg.: Minister announced large raises for military on day I was legislated back to work.”
- c) “The ethical issue of equal pay for equal work, as a civilian I make \$10,000 per year less than a corporal doing the same job. This along with the geographical discrimination of pay rate across Canada are the largest ethical issues DND must deal with in order to secure a more honest and productive workforce.”

**(5) Lack of loyalty, trust, commitment and teamwork.** The fifth category contained comments related to the lack of honesty, trust, pride and personal commitment in the DND. Many of the comments focussed on careerism, a lack of teamwork, and the pursuit of personal gain and self-interest by DND personnel.

- a) “I feel that working together as a team instead of just looking out for Number 1 is the most important issue in the workplace.”
- b) “The attitude today seems to be ‘do unto others, before they do unto you’. By following basic rules, I feel we could make our career futures more secure.”
- c) “Loyalty - even when I find it difficult to support a superior, I find it more troubling when others do not. I am shocked when officers blast the change management process when their superiors are out of sight.”

**(6) No ethical problems.** The next group of comments included statements that there were no ethical problems in the workplace, or they offered personal comments about ethics.

- a) “In my workplace, ethical issues do not rank highly. Professional integrity is strong.”
- b) “Making the proper decision in the first place so you will not find yourself in these situations.”
- c) “I do not feel that we have any ethical issues in my workplace.”

**(7) Problems with surveys questions.** A number of respondents commented on the survey itself, problems they had with specific questions or problems in using the rating system for the scenarios.

- a) “I had difficulty in actually understanding the rating system. Wasn’t really certain one way or the other as to whether the rating I entered reflected what I really felt.”
- b) “These were difficult to answer. I have no knowledge of these issues and therefore my answers are only a guess. There should have been an item that suggested a person would try to convince the person in question to come clean on their own.”
- c) “Scenario #4 deals with money and seems to involve many people nowadays in our commercially oriented society.”

**(8) Miscellaneous.** Finally, a miscellaneous category incorporated comments which could not easily be classified into the other groups and which were so few in number

that they did not warrant separate categories This group also included comments that did not deal directly with ethics.

- a) “When is it right to go to war and kill?”
- b) “Proper acknowledgement of the contribution of scientific work..”
- c) “Pollution of the environment and consumption of much too large a proportion of the world’s available resources.

### **Summary of Respondents’ Comments**

109. The comments of both Military and Civilian respondents reveal similar concerns with respect to ethical behaviour. The characteristics emphasized by the Defence Ethics Program are at the forefront of concerns for both groups. Courage, integrity, loyalty, honesty, fairness and accountability are values that DND/CF members wish to see instilled in DND/CF employees, particularly in their leaders and supervisors. The respondents were also concerned with the issue of fairness, particularly with the existence of double standards that were applied to different groups. On the whole, these comments validate and reinforce the views expressed by the respondents over the different measures used in the survey.

## Summary

110. As stated at the beginning of this report, the aim of the present research was to measure the ethical climate within DND. Further, prior to conducting the research, a theoretical model was first developed in order to provide a foundation for the research. In essence, the attitudes and beliefs of Military and Civilian employees were measured with respect to four functions identified by DHRRE and DEP:

- a) the individual ethical values used by DND/CF personnel as they carried out their duties;
- b) the individual ethical values that DND/CF personnel believe they should be using as they carry out their duties;
- c) the expectations which DND/CF personnel have regarding the Defence Ethics Program; and,
- d) an assessment of the ethical concerns of DND/CF personnel.

111. The results from this first ethics survey will provide benchmark data for future research on DND/CF ethical values as represented by the various indices. Scores above 50 (out of 100) on any given index, with the exception of Self-Interest, reflect positive ethical values, while those below 50 suggest the need for improvement.<sup>5</sup> In addition, substantial differences between current and expected values, even where the current values are positive, suggest the need for continued emphasis on DEP values.

### Ethical Climate and Individual Values

112. The average score on 11 indices that measured the current state of ethical values used by DND/CF personnel in carrying out their duties was 55.4. The average score on these same 11 indices when used to measure the ethical values which DND/CF personnel believed should be used in carrying out duties was 71.6. This gap of 16.2 points presents a challenge for the Defence Ethics Program.

113. Overall, the results for the Independence and Job Completion indices are positive with little difference between where DND/CF see the current state of behaviour and where they believe it should be. While there are larger differences between the current and expected behaviours for Supervisor Expectations, Supervisor Behaviors, and Coworker Behaviours, the existing levels of behaviour are rated very high. These results suggest that the Defence Ethics Program is working in establishing both behaviours and expectations about behaviour with respect to courage, integrity, loyalty, honesty, fairness, and accountability.

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<sup>5</sup> Again, readers should note that this benchmark of 50 has been set by the researchers as it represents the midpoint of agreement or disagreement for the various items used in the survey.

114. There are a number of areas that remain of concern with respect to ethical values. These include the indices which measured Care (representing the extent to which DND/CF employees believe that their immediate work unit valued its members “sticking together” and “looking out for one another”), Self-Interest (representing the degree to which DND/CF employees believe that their immediate work unit values self-interested behaviour above that of the interest of the work unit), Organizational Rules (representing the extent to which DND/CF employees believe that the organization, i.e. DND/CF, followed rules and regulations), Organizational Fairness (representing the extent to which DND/CF employees believed that the organization, i.e. DND/CF, was fair in its dealings with personnel), and to a lesser degree Rules (representing the extent to which DND/CF employees believe that their immediate work unit emphasized following regulations and doing things “by the book”), and Personal Control (representing the degree to which DND/CF employees believe that they are able to exercise control in the workplace; that is, to make-decisions concerning their work without the need for further approvals). Special efforts should be made to implement positive change in these areas. As indicated by the ethics model, ethical behavior may have an impact on stress, morale, loyalty, and ultimately, intentions to leave DND/CF.

#### **Ideological Bases for Ethical Decision Making**

115. The survey included five indices that measured the basis for ethical decision-making by DND/CF personnel. Defence Team members mostly base their ethical decision-making on Virtue, a sense of what is right and wrong and act accordingly. This basis was followed, in order, by Care, Rule-, Consequence-, and Self-Interest-Based decision-making. Within this rank order, Civilians gave more weight to Care-Based decision-making, the principle of doing no harm, than did Military respondents. Military respondents gave less weight to both the consequences of a decision and its impact on themselves than did Civilians. Both groups, however, rated Consequence-Based and Self-Interest-Based decision-making much lower than Virtue-, Care- and Rules-Based decision-making. While there were subgroup differences with respect to each decision-making basis, these differences were not sufficient to alter the rank order across the five bases.

#### **Moral Development, Situational Intensity and Ethical Decision Making**

116. The survey included four scenarios that asked respondents how they would resolve an ethical problem involving a coworker. The intent was to assess factors that influenced the decision-making process of DND/CF personnel, and thus determine the stage of moral development of DND personnel in accordance with the work of Kohlberg. However, given the large discrepancy between where respondents scored on the six stages and the theory and results of Kohlberg’s work, it is considered that this portion of the research was not successful. A suggested reason is that the scenarios did not accurately reflect Kohlberg’s stages. Alternatively, the statements geared to represent each of Kohlberg’s six stages may not have been adequate.

117. Notwithstanding, the results of this part of the research are valuable for corroborating the other sections of the questionnaire. For Military personnel, Rules is the



most significant influence on ethical decision-making. Military personnel are influenced by “doing right” or “following the rules”. Civilian members, however, are more concerned with “doing no harm”, which was the second most influential source for Military personnel. Considering the harshness of a penalty and its effects on the people involved in the situation had less influence than did rules or doing no harm for both Military and Civilian personnel. Consideration of the impact that the outcome of their decision making would have on them personally was the least influential. Peers were an important source of influence for both Military and Civilian personnel. While there were subgroup differences with respect to degree of influence a source may have had on that subgroup, there were no meaningful changes in the rank order of the six sources for the subgroup from the respective Military or Civilian profile.

### **Respondent Comments**

118. The comments of both Military and Civilian respondents reveal similar concerns with respect to ethical behaviour. The characteristics emphasized by the Defence Ethics Program are at the forefront of concerns for both groups. Courage, integrity, loyalty, honesty, fairness and accountability are values that DND/CF members wish to see instilled in DND/CF employees, particularly in their leaders and supervisors. The respondents were also concerned with the issue of fairness, particularly with the existence of double standards that were applied to different groups. On the whole, these comments validate and reinforce the views expressed by the respondents over the different measures used in the survey.

### **Defence Ethics Program**

119. The results from this study strongly suggest that DND personnel have sound positive values and characteristics. The best evidence for this are the expectations that personnel have with respect to the level of values and behaviour that should be expected throughout DND/CF. The challenge remains to close the gap between what members perceive to be the current state and what they believe should be the case. Therefore, it is imperative that DND/CF evaluate the current and expected levels of ethical behaviour on a periodic basis and in comparison to this baseline data. The results of such comparisons will be useful in determining the ongoing effectiveness of the DEP programs.

### **Recommendations**

120. The measurement of ethical behaviour in organizations has received increasing amounts of attention over the past several years as decision makers have come to understand the pervasive influence of the ethical behaviour of its personnel on the organization at large. Certainly, it is easily understandable why the leadership of DND would consider the ethical climate of the organization to be of paramount importance. CF personnel are taking part in increasing numbers of peace missions both at home and abroad. Further, as the CF and the department as a whole are down-sized, and thus responsibility is devolved downwards, CF and DND personnel are increasingly relied upon *as individuals* to make critical decisions which have far reaching ramifications.

121. Thus it is strongly recommended that the research undertaken for this project be continued. As noted in the results section, the part of the research aimed at determining an individual's stage of moral development was not successful. It is therefore recommended that research in this area is continued. As a starting point, focus groups should be utilized to develop realistic scenarios and the statements used to encapsulate each of Kohlberg's developmental stages should be re-examined.

122. Further, this research was not aimed at gathering outcome results and it is considered valuable to pursue this direction. That is, research should be aimed at developing outcome measures which could then be used to help determine what kinds of values/ideologies most accurately predict the behaviours and decision-making DND would like to foster.

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ANNEX A

**The Ethics Survey**

## Individual Items in each Index

<b><u>Ethical Climate and Individual Items</u></b>	
<b><u>Rules</u></b>	<ol style="list-style-type: none"><li>1. In this unit we go strictly “by the book”.</li><li>2. It is very important to follow regulations here.</li><li>3. Everybody is expected to follow regulations to the letter.</li><li>4. Successful people in this unit adhere strictly to regulations</li></ol>
<b><u>Care</u></b>	<ol style="list-style-type: none"><li>5. In this unit we stick together.</li><li>6. In this unit we look out for one another.</li><li>7. In this unit we protect each other.</li><li>8. In this unit it is expected that each member takes care of his/her coworkers.</li></ol>
<b><u>Independence</u></b>	<ol style="list-style-type: none"><li>9. In this unit, each person is expected to follow their own personal beliefs about what is right and wrong.</li><li>10. Each person in this unit decides for him/herself what is right and wrong.</li><li>11. In this unit, people are guided by their own sense of personal ethics.</li><li>12. In this unit, every individual is expected to do what they think is right.</li></ol>
<b><u>Self-Interest</u></b>	<ol style="list-style-type: none"><li>13. Successful people in this unit do what they are told.</li><li>14. In this unit it is important to look out for your own interests.</li><li>15. People here are out mainly for themselves.</li></ol>
<b><u>Job Completion</u></b>	<ol style="list-style-type: none"><li>16. Getting the job done is the most important consideration in this unit.</li><li>17. Successful people in this unit do what they have to in order to get the job done.</li></ol>
<b><u>Supervisor Expectations</u></b>	<ol style="list-style-type: none"><li>18. My immediate supervisor supports ethical behavior.</li><li>19. My immediate supervisor sets a high standard of ethical behavior</li><li>20. My immediate supervisor demands ethical behavior from others.</li></ol>

**Supervisor Behavior**

- 21. My immediate supervisor demonstrates integrity.
- 22. My immediate supervisor demonstrates loyalty.
- 23. My immediate supervisor demonstrates courage.
- 24. My immediate supervisor demonstrates honesty.
- 25. My immediate supervisor treats people fairly.
- 26. My immediate supervisor is accountable for his/her actions.

**Coworker Behaviors**

- 27. The people I work with demonstrate integrity.
- 28. The people I work with demonstrate loyalty.
- 29. The people I work with demonstrate courage.
- 30. The people I work with demonstrate honesty.
- 31. The people I work with treat people fairly.
- 32. The people I work with are accountable for their actions.

**Organizational Rules**

- 33. In this organization we go strictly by the book.
- 34. This organization has regulations that are strictly followed.
- 35. This organization enforces the rules and regulations.

**Organizational Fairness**

- 36. Organizational policies are fair to everyone.
- 37. This organization cares for its members.
- 38. This organization respects the dignity of all employee/members.
- 39. This organization is fair.

**Personal Control**

- 40. I have the freedom to act on what I think is right.
- 41. I can decide for myself what is right and wrong.
- 42. In my work I can follow my own sense of morality.
- 43. I am free to do my job in the way I see fit.

**Ideological Bases for Ethical Decision-Making**

**Rule-Based Decision-Making**

- 44. Rules and laws are the most appropriate basis for ethical decisions.
- 45. It is important to follow the law and/or regulations at all times.
- 46. Society's laws and organizational regulations define what is right and wrong.
- 47. An action that violates the law is always wrong

**Care-Based Decision-Making**

- 48. There is always a better action to be found than one that might in any way harm an innocent bystander.
- 49. It is always unethical to harm another person.
- 50. The most important ethical principle is to ensure that nobody is harmed your actions.

**Consequence-Based Decision-Making**

- 51. The only way to judge whatever an action is right is by the outcomes of the action.
- 52. A decision that has positive outcomes is always a good decision.
- 53. You can always evaluate the quality of a decision by the results of the decision.

**Virtue-Based Decision-Making**

- 54. You can tell a lot about a person's character by the decisions he/she makes.
- 55. It is important to always act with integrity and virtue.
- 56. In making decisions one should always be guided by a firm sense of right and wrong.
- 57. It is important to stand up for what believe in.

**Self-Interest-Based Decision-Making**

- 58. In this world, everyone has to look out for themselves.
- 59. Each of us needs to look out for number 1.
- 60. The most important consideration in reaching a decision is the consequences of the decision for me personally.

## Biographic Information Sheet

Please answer the following demographic questions about yourself. This information is required for purposes of analysis only.

DND researchers are guided by, and must adhere to, professional and ethical guidelines concerning behavioural research that involves people. At no time, under any circumstances, will individual responses be made known. All responses will be pooled for analysis.

1. What is your gender?

	Civilian	Military	All
<b>1.1 Male</b>	62%	86%	76%
<b>1.2 Female</b>	38%	13%	24%

2. What is your present age?

	Civilian	Military	All
<b>Average</b>	45	37	40

3. What is your first official language?

	Civilian	Military	All
<b>3.1 English</b>	82%	73%	77%
<b>3.2 French</b>	18%	27%	23%

4. What is your marital status?

	Civilian	Military	All
<b>4.1 Single (includes widowed, divorced, and separated)</b>	23%	22%	23%
<b>4.2 Married/Partner (includes common-law)</b>	77%	77%	77%

5. What is your highest level of education completed?

	Civilian	Military	All
<b>5.1 Some high school</b>	13%	9%	11%
<b>5.2 High school diploma</b>	27%	36%	32%
<b>5.3 Some college or CEGEP</b>	13%	14%	13%
<b>5.4 College or CEGEP diploma</b>	18%	8%	12%
<b>5.5 Some university or CEGEP II</b>	9%	12%	11%
<b>5.6 University degree</b>	10%	15%	13%
<b>5.7 Some graduate school</b>	3%	3%	3%
<b>5.8 Graduate degree</b>	8%	4%	6%



6. How many years have you been employed with DND?

	Civilian	Military	All
<b>Average</b>	17	17	17

7. What is your religious background?

	Civilian	Military	All
<b>7.1 Roman Catholic</b>	43%	53%	48%
<b>7.2 Protestant</b>	43%	33%	36%
<b>1) Other (please specify)</b>	14%	12%	13%

**For Military Personnel Only**

9. What is the command of your current work unit?

	%
<b>9.1 Maritime</b>	22
<b>9.2 Land</b>	33
<b>9.3 Air</b>	26
<b>9.4 CFRETS</b>	1
<b>9.5 NDHQ</b>	12
<b>9.6 Other</b>	4

10. What is your current rank?

	%
<b>10.1 Jr. NCM</b>	46
<b>10.2 Sr. NCM</b>	26
<b>10.3 Jr. Officer</b>	17
<b>10.4 Sr. Officer</b>	11

11. What is your MOC? (Note: This data was not analyzed and is therefore not reported here.)

**For Civilian Personnel Only**

12. In which geographic region are you employed?

	<b>%</b>
<b>12.1 National Capital Region (NCR: either Ontario or Quebec)</b>	21
<b>12.2 Atlantic Provinces</b>	28
<b>12.3 Quebec (excluding NCR)</b>	8
<b>12.4 Ontario (excluding NCR)</b>	18
<b>12.5 Prairie Provinces (Manitoba Saskatchewan, Alberta)</b>	14
<b>12.6 British Columbia</b>	11

13. What is your category of occupation?

	<b>%</b>
<b>13.1 Operational</b>	34
<b>13.2 Administrative Support (e.g., CR, ST, OE, DA)</b>	24
<b>13.3 Administration &amp; Foreign Service (e.g., AS, PM, PE, PG)</b>	9
<b>13.4 Technical (e.g., PY, EL, DD, GT)</b>	18
<b>1) Scientific and Professional (e.g., EN, DS, UT, AR)</b>	15
<b>13.6 Executive</b>	0

14. Please fill in the circle if you have:

	<b>%</b>
<b>14.1 managerial responsibilities (financial, budgetary, or HR)?</b>	37
<b>14.2 supervisory responsibilities?</b>	64

## The Ethics Survey

We would like to begin the survey by having you think of *your immediate work group or unit*. For each of the following statements we would like you to make two judgements.

First, we would like you to rate the way you think things are right now in your unit.

Second, we would like you to indicate whether or not the statement reflects the way you think things “should be” in your unit.

For both ratings please use the following scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral, neither agree nor disagree
- 4 = Agree
- 5 = Strongly Agree

1. In this unit we go strictly “by the book”.

<u>MILITARY</u>	1 %	2 %	3 %	4 %	5 %
The way things are right now	4.1	22.6	30.0	36.8	6.5
The way things should be	1.4	16.0	28.2	44.3	10.1

<u>CIVILIAN</u>	1 %	2 %	3 %	4 %	5 %
The way things are right now	4.4	29.6	33.6	26.7	5.6
The way things should be	2.6	25.0	31.1	33.9	7.4

<u>DEFENCE TEAM</u>	1 %	2 %	3 %	4 %	5 %
The way things are right now	4.2	25.6	31.6	32.5	6.1
The way things should be	1.9	19.8	29.4	39.9	9.0

2. It is very important to follow regulations here.

<u>MILITARY</u>	1 %	2 %	3 %	4 %	5 %
The way things are right now	1.7	10.1	21.8	51.5	14.9
The way things should be	0.5	4.6	19.3	57.3	18.3

<u>CIVILIAN</u>	1 %	2 %	3 %	4 %	5 %
The way things are right now	2.4	14.8	23.3	46.9	12.6
The way things should be	1.4	10.6	22.3	51.7	14.1

<u>DEFENCE TEAM</u>	1 %	2 %	3 %	4 %	5 %
The way things are right now	2.0	12.1	22.4	49.6	13.9
The way things should be	0.9	7.1	20.5	55.0	16.5

3. Everybody is expected to follow regulations to the letter.

<b><u>MILITARY</u></b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	4.4	22.4	28.7	35.4	9.0
The way things should be	1.0	15.6	27.0	43.1	13.3

<b>CIVILIAN</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	5.7	26.0	29.6	31.5	7.3
The way things should be	2.7	20.6	29.6	37.1	9.8

<b>DEFENCE TEAM</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	4.9	23.9	29.1	33.6	8.3
The way things should be	1.7	17.7	28.2	40.6	11.8

4. Successful people in this unit adhere strictly to regulations

<b><u>MILITARY</u></b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	8.9	31.8	31.0	21.6	6.6
The way things should be	1.6	15.7	29.6	40.6	12.5

<b>CIVILIAN</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	10.3	33.9	31.2	19.7	4.9
The way things should be	3.1	21.1	33.6	32.0	10.3

<b>DEFENCE TEAM</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	9.5	32.7	31.1	20.6	5.9
The way things should be	2.2	18.0	31.3	37.0	11.5

5. In this unit we stick together.

<b><u>MILITARY</u></b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	7.7	28.0	27.7	31.8	4.8
The way things should be	0.9	1.6	10.6	61.1	25.8

<b>CIVILIAN</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	9.7	27.7	25.5	32.0	5.1
The way things should be	0.4	1.9	13.7	60.6	23.4

<b>DEFENCE TEAM</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	8.6	27.9	26.7	31.9	4.9
The way things should be	0.7	1.7	11.9	60.9	24.8

6. In this unit we look out for one another.

<u>MILITARY</u>	1 %	2 %	3 %	4 %	5 %
The way things are right now	7.2	25.5	28.6	33.0	5.7
The way things should be	0.4	1.3	9.7	60.0	28.7

CIVILIAN	1 %	2 %	3 %	4 %	5 %
The way things are right now	8.5	25.0	25.8	34.9	5.8
The way things should be	0.4	1.0	11.7	62.7	24.1

DEFENCE TEAM	1 %	2 %	3 %	4 %	5 %
The way things are right now	7.7	25.3	27.4	33.8	5.8
The way things should be	0.4	1.2	10.5	61.1	26.8

7. In this unit we protect each other.

<u>MILITARY</u>	1 %	2 %	3 %	4 %	5 %
The way things are right now	9.2	26.5	34.1	25.5	4.7
The way things should be	0.8	3.1	16.8	54.2	25.1

CIVILIAN	1 %	2 %	3 %	4 %	5 %
The way things are right now	8.2	26.0	35.6	26.2	3.9
The way things should be	1.0	2.8	21.2	55.6	19.5

DEFENCE TEAM	1 %	2 %	3 %	4 %	5 %
The way things are right now	8.8	26.3	34.8	25.8	4.4
The way things should be	0.8	2.9	18.7	54.8	22.7

8. In this unit it is expected that each member takes care of his/her coworkers

<u>MILITARY</u>	1 %	2 %	3 %	4 %	5 %
The way things are right now	5.4	18.9	28.9	39.5	7.3
The way things should be	0.3	1.3	12.4	58.2	27.8

CIVILIAN	1 %	2 %	3 %	4 %	5 %
The way things are right now	7.2	25.0	31.0	32.8	5.0
The way things should be	0.4	3.1	20.9	55.9	19.6

DEFENCE TEAM	1 %	2 %	3 %	4 %	5 %
The way things are right now	6.2	21.5	29.8	36.3	6.3
The way things should be	0.4	2.1	15.9	57.3	24.4

9. In this unit, each person is expected to follow their own personal beliefs about what is right and wrong.

<b><u>MILITARY</u></b>	<b>1</b> %	<b>2</b> %	<b>3</b> %	<b>4</b> %	<b>5</b> %
The way things are right now	8.2	30.5	32.7	25.3	3.3
The way things should be	7.3	18.7	24.7	38.4	10.9

<b><u>CIVILIAN</u></b>	<b>1</b> %	<b>2</b> %	<b>3</b> %	<b>4</b> %	<b>5</b> %
The way things are right now	6.3	27.9	33.5	28.9	3.3
The way things should be	4.3	21.6	27.0	36.6	10.6

<b><u>DEFENCE TEAM</u></b>	<b>1</b> %	<b>2</b> %	<b>3</b> %	<b>4</b> %	<b>5</b> %
The way things are right now	7.4	29.4	33.1	26.8	3.3
The way things should be	6.0	19.9	25.6	37.6	10.8

10. Each person in this unit decides for him/herself what is right and wrong.

<b><u>MILITARY</u></b>	<b>1</b> %	<b>2</b> %	<b>3</b> %	<b>4</b> %	<b>5</b> %
The way things are right now	10.6	34.3	28.4	24.2	2.5
The way things should be	10.0	25.1	26.8	31.0	7.2

<b><u>CIVILIAN</u></b>	<b>1</b> %	<b>2</b> %	<b>3</b> %	<b>4</b> %	<b>5</b> %
The way things are right now	6.6	31.1	27.9	31.1	3.3
The way things should be	6.4	27.7	25.4	33.5	6.9

<b><u>DEFENCE TEAM</u></b>	<b>1</b> %	<b>2</b> %	<b>3</b> %	<b>4</b> %	<b>5</b> %
The way things are right now	8.9	33.0	28.2	27.1	2.9
The way things should be	8.5	26.2	26.2	32.0	7.1

- 11 In this unit, people are guided by their own sense of personal ethics.

<b><u>MILITARY</u></b>	<b>1</b> %	<b>2</b> %	<b>3</b> %	<b>4</b> %	<b>5</b> %
The way things are right now	4.4	19.8	33.5	39.1	3.3
The way things should be	4.6	15.6	28.5	42.6	8.7

<b><u>CIVILIAN</u></b>	<b>1</b> %	<b>2</b> %	<b>3</b> %	<b>4</b> %	<b>5</b> %
The way things are right now	4.0	14.9	28.0	49.4	3.7
The way things should be	3.9	13.5	24.7	49.0	9.8

<b><u>DEFENCE TEAM</u></b>	<b>1</b> %	<b>2</b> %	<b>3</b> %	<b>4</b> %	<b>5</b> %
The way things are right now	4.2	17.7	31.2	43.4	3.5
The way things should be	3.9	14.8	26.9	45.3	9.1

12. In this unit, every individual is expected to do what they think is right.

<b><u>MILITARY</u></b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
<b>The way things are right now</b>	4.7	18.7	26.4	44.4	5.8
<b>The way things should be</b>	3.7	9.8	21.1	52.3	13.3

<b>CIVILIAN</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
<b>The way things are right now</b>	3.4	18.2	23.1	49.8	5.5
<b>The way things should be</b>	1.8	11.9	19.3	55.3	11.7

<b>DEFENCE TEAM</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
<b>The way things are right now</b>	4.2	18.5	25.0	46.7	5.6
<b>The way things should be</b>	2.9	10.7	20.3	53.4	12.6

13. Successful people in this unit do what they are told.

<b><u>MILITARY</u></b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
<b>The way things are right now</b>	3.5	18.5	30.9	36.9	10.2
<b>The way things should be</b>	2.9	17.4	35.5	36.6	7.6

<b>CIVILIAN</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
<b>The way things are right now</b>	4.1	21.6	33.2	32.6	8.6
<b>The way things should be</b>	3.2	20.1	39.1	30.7	7.0

<b>DEFENCE TEAM</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
<b>The way things are right now</b>	3.8	19.8	31.9	35.1	9.5
<b>The way things should be</b>	3.0	18.5	37.0	34.2	7.3

14. In this unit it is important to look out for your own interests.

<b><u>MILITARY</u></b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
<b>The way things are right now</b>	4.7	17.0	22.9	37.6	17.9
<b>The way things should be</b>	10.8	32.5	28.4	22.6	5.8

<b>CIVILIAN</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
<b>The way things are right now</b>	2.9	14.5	22.8	44.4	15.4
<b>The way things should be</b>	7.4	26.0	31.0	28.3	7.3

<b>DEFENCE TEAM</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
<b>The way things are right now</b>	3.9	16.0	22.9	40.4	16.8
<b>The way things should be</b>	9.3	29.8	29.5	25.0	6.4

15. People here are out mainly for themselves.

<b><u>MILITARY</u></b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	11.4	25.3	20.9	25.9	16.4
The way things should be	29.7	42.4	20.0	6.2	1.6

<b>CIVILIAN</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	7.0	25.8	24.3	26.7	16.2
The way things should be	18.6	45.9	25.6	7.0	2.9

<b>DEFENCE TEAM</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	9.6	25.5	22.3	26.2	16.3
The way things should be	25.1	43.9	22.4	6.5	2.2

16. Getting the job done is the most important consideration in this unit.

<b><u>MILITARY</u></b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	4.3	15.5	21.6	43.4	15.3
The way things should be	2.6	13.2	19.7	46.9	17.4

<b>CIVILIAN</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	4.0	15.2	21.7	46.7	12.4
The way things should be	2.4	10.1	19.7	51.7	16.1

<b>DEFENCE TEAM</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	4.2	15.4	21.6	44.8	14.1
The way things should be	2.5	11.9	19.7	48.9	16.9

17. Successful people in this unit do what they have to in order to get the job done.

<b><u>MILITARY</u></b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	2.9	13.1	24.8	47.2	12.0
The way things should be	2.1	9.7	22.5	48.9	16.8

<b>CIVILIAN</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	3.6	12.3	23.0	50.8	10.3
The way things should be	1.4	10.3	21.6	51.1	15.6

<b>DEFENCE TEAM</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	3.2	12.8	22.4	48.7	11.3
The way things should be	1.8	9.9	22.2	49.8	16.3



## Immediate Supervisor

18. My immediate supervisor supports ethical behavior.

<b><u>MILITARY</u></b>	<b>1</b> %	<b>2</b> %	<b>3</b> %	<b>4</b> %	<b>5</b> %
The way things are right now	3.1	6.7	19.5	53.9	16.7
The way things should be	0.3	0.4	10.0	58.2	31.0

<b>CIVILIAN</b>	<b>1</b> %	<b>2</b> %	<b>3</b> %	<b>4</b> %	<b>5</b> %
The way things are right now	4.7	5.9	25.8	52.5	11.1
The way things should be	0.3	0.6	13.3	59.2	26.6

<b>DEFENCE TEAM</b>	<b>1</b> %	<b>2</b> %	<b>3</b> %	<b>4</b> %	<b>5</b> %
The way things are right now	3.8	6.4	22.1	53.3	14.4
The way things should be	0.3	0.5	11.4	58.6	29.2

19. My immediate supervisor sets a high standard of ethical behavior

<b><u>MILITARY</u></b>	<b>1</b> %	<b>2</b> %	<b>3</b> %	<b>4</b> %	<b>5</b> %
The way things are right now	4.2	11.7	27.5	41.5	15.1
The way things should be	0.6	0.6	13.1	54.9	30.9

<b>CIVILIAN</b>	<b>1</b> %	<b>2</b> %	<b>3</b> %	<b>4</b> %	<b>5</b> %
The way things are right now	6.5	11.6	32.7	39.1	10.1
The way things should be	0.3	0.9	17.8	56.4	25.4

<b>DEFENCE TEAM</b>	<b>1</b> %	<b>2</b> %	<b>3</b> %	<b>4</b> %	<b>5</b> %
The way things are right now	5.1	11.6	29.7	50.5	13.0
The way things should be	0.4	0.7	14.7	55.5	28.6

20. My immediate supervisor demands ethical behavior from others.

<b><u>MILITARY</u></b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
The way things are right now	2.3	8.9	25.6	49.9	13.3
The way things should be	0.5	0.8	14.5	56.8	27.3

<b>CIVILIAN</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
The way things are right now	3.7	9.8	34.2	43.6	8.6
The way things should be	0.3	2.4	20.7	55.6	21.0

<b>DEFENCE TEAM</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
The way things are right now	2.9	9.3	29.2	47.3	11.3
The way things should be	0.4	1.5	17.1	56.3	24.7

21. My immediate supervisor demonstrates integrity.

<b><u>MILITARY</u></b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
The way things are right now	4.8	10.7	19.4	46.6	18.5
The way things should be	0.3	0.1	6.9	57.9	34.9

<b>CIVILIAN</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
The way things are right now	6.5	10.6	24.3	45.3	13.2
The way things should be	0.4	0.4	10.2	59.6	29.4

<b>DEFENCE TEAM</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
The way things are right now	5.6	10.7	21.5	46.1	16.3
The way things should be	0.3	0.2	8.3	58.6	32.6

22. My immediate supervisor demonstrates loyalty.

<b><u>MILITARY</u></b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
The way things are right now	6.0	10.5	20.6	44.7	18.2
The way things should be	0.1	0.3	7.8	55.1	36.6

<b>CIVILIAN</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
The way things are right now	6.8	11.3	24.9	43.9	13.1
The way things should be	0.2	0.6	9.3	61.1	28.8

<b>DEFENCE TEAM</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
The way things are right now	6.3	10.8	22.4	44.4	26.0
The way things should be	0.1	0.4	8.5	57.6	33.3

23. My immediate supervisor demonstrates courage.

<b><u>MILITARY</u></b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
<b>The way things are right now</b>	7.4	12.9	37.0	31.1	11.6
<b>The way things should be</b>	0.1	0.2	16.9	50.9	31.9

<b>CIVILIAN</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
<b>The way things are right now</b>	6.6	15.6	40.1	30.1	7.6
<b>The way things should be</b>	0.4	1.0	22.0	56.0	20.7

<b>DEFENCE TEAM</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
<b>The way things are right now</b>	7.1	14.0	38.3	30.7	9.9
<b>The way things should be</b>	0.2	0.5	19.0	53.0	27.2

24. My immediate supervisor demonstrates honesty.

<b><u>MILITARY</u></b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
<b>The way things are right now</b>	5.4	8.2	17.7	46.9	21.8
<b>The way things should be</b>	0.1	0.3	5.6	50.8	43.2

<b>CIVILIAN</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
<b>The way things are right now</b>	6.3	8.1	23.2	48.3	14.1
<b>The way things should be</b>	0.2	0.3	7.9	57.4	34.3

<b>DEFENCE TEAM</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
<b>The way things are right now</b>	5.8	8.2	20.0	47.5	18.6
<b>The way things should be</b>	0.1	0.3	6.6	53.5	39.5

25. My immediate supervisor treats people fairly.

<b><u>MILITARY</u></b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	6.6	11.6	15.4	45.7	20.7
The way things should be	0.1	0.1	3.6	50.0	46.2

<b>CIVILIAN</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	8.1	13.4	19.3	44.3	15.0
The way things should be	0.2	0.3	5.4	53.5	40.5

<b>DEFENCE TEAM</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	7.2	12.3	17.0	45.1	18.3
The way things should be	0.1	0.2	4.3	51.5	43.8

26. My immediate supervisor is accountable for his/her actions.

<b><u>MILITARY</u></b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	5.3	8.3	16.3	47.5	22.7
The way things should be	0.3	0.3	4.7	49.3	45.4

<b>CIVILIAN</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	6.1	10.2	23.0	45.5	15.2
The way things should be	0.3	0.6	7.6	54.3	37.1

<b>DEFENCE TEAM</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	5.6	9.1	19.1	46.7	19.5
The way things should be	0.3	0.4	5.9	51.4	42.0

27. The people I work with demonstrate integrity.

<b>MILITARY</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
The way things are right now	1.3	10.6	24.6	55.8	7.7
The way things should be	0.1	0.2	5.2	60.8	33.7

<b>CIVILIAN</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
The way things are right now	3.6	12.1	28.4	48.2	7.7
The way things should be	0.1	0.2	7.3	63.2	29.2

<b>DEFENCE TEAM</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
The way things are right now	2.2	11.2	26.2	52.6	7.7
The way things should be	0.1	0.2	6.1	61.8	31.8

28. The people I work with demonstrate loyalty.

<b>MILITARY</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
The way things are right now	2.9	13.7	29.9	46.4	7.1
The way things should be	0.1	0.3	5.9	61.0	33.1

<b>CIVILIAN</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
The way things are right now	5.3	16.9	30.5	40.6	6.4
The way things should be	0.2	0.6	8.1	64.7	26.4

<b>DEFENCE TEAM</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
The way things are right now	3.9	15.0	30.2	44.1	6.8
The way things should be	0.1	0.4	6.7	62.6	30.3

29. The people I work with demonstrate courage.

<b>MILITARY</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
The way things are right now	2.5	10.9	41.1	39.3	6.2
The way things should be	0.1	0.1	14.9	55.9	28.9

<b>CIVILIAN</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
The way things are right now	4.8	12.1	44.4	32.7	6.0
The way things should be	0.3	0.5	22.4	54.9	21.9

<b>DEFENCE TEAM</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
The way things are right now	3.5	11.4	42.5	36.5	6.1
The way things should be	0.2	0.3	18.0	55.5	26.0

30. The people I work with demonstrate honesty.

<b>MILITARY</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	2.9	10.6	23.9	52.2	10.4
The way things should be	0.1	0.3	4.5	57.6	37.5

<b>CIVILIAN</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	4.5	12.5	26.8	47.4	8.8
The way things should be	0.2	0.3	6.7	60.4	32.5

<b>DEFENCE TEAM</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	3.6	11.4	25.1	50.2	9.7
The way things should be	0.1	0.3	5.4	58.8	35.4

31. The people I work with treat people fairly.

<b>MILITARY</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	3.4	11.7	22.5	52.7	9.8
The way things should be	0.1	0.4	4.1	58.8	36.7

<b>CIVILIAN</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	5.2	16.3	26.9	43.0	8.7
The way things should be	0.2	0.3	6.5	59.1	34.0

<b>DEFENCE TEAM</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	4.1	13.6	24.3	48.6	9.3
The way things should be	0.1	0.3	5.1	58.9	35.6

32. The people I work with are accountable for their actions.

<b>MILITARY</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	3.9	11.1	20.9	48.8	15.3
The way things should be	0.1	0.4	4.5	54.5	40.5

<b>CIVILIAN</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	5.4	18.2	25.6	41.3	9.4
The way things should be	0.3	0.8	7.6	59.3	32.1

<b>DEFENCE TEAM</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	4.6	14.1	22.9	45.7	12.8
The way things should be	0.1	0.6	5.8	56.5	36.9

Now we would like you to think of the larger organization beyond your current work group or unit. In thinking of the larger organization we would like you to, again, make two judgements.

*First*, we would like you to rate the way you think things are right now in the organization.

*Second*, we would like you to tell us how you think things “should” be.

For both ratings please rate the extent of your agreement with the following items using the scale given below.

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral, neither agree nor disagree
- 4 = Agree
- 5 = Strongly Agree

33. In this organization we go strictly by the book.

MILITARY	1 %	2 %	3 %	4 %	5 %
The way things are right now	5.0	24.6	32.4	33.2	4.6
The way things should be	0.8	10.9	28.2	49.1	11.0

CIVILIAN	1 %	2 %	3 %	4 %	5 %
The way things are right now	4.8	30.1	34.7	26.8	3.7
The way things should be	1.8	14.0	34.9	40.6	8.8

DEFENCE TEAM	1 %	2 %	3 %	4 %	5 %
The way things are right now	4.9	26.9	33.4	30.5	4.3
The way things should be	1.2	12.2	31.0	45.6	10.1

34. This organization has regulations that are strictly followed.

MILITARY	1 %	2 %	3 %	4 %	5 %
The way things are right now	4.7	22.2	30.6	36.2	6.4
The way things should be	0.3	6.2	22.7	57.7	13.0

CIVILIAN	1 %	2 %	3 %	4 %	5 %
The way things are right now	3.9	26.6	29.4	35.0	5.1
The way things should be	1.1	7.3	28.4	51.8	11.4

DEFENCE TEAM	1 %	2 %	3 %	4 %	5 %
The way things are right now	4.3	24.1	30.1	35.7	5.9
The way things should be	0.7	6.7	25.1	55.3	12.3

35. This organization enforces the rules and regulations.

<b>MILITARY</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	4.2	16.9	26.0	46.4	6.5
The way things should be	0.0	1.7	14.7	66.9	16.6

<b>CIVILIAN</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	3.8	22.0	30.9	39.1	4.3
The way things should be	0.3	3.8	24.1	60.4	11.5

<b>DEFENCE TEAM</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	4.0	19.0	28.0	43.4	5.6
The way things should be	0.1	2.6	18.6	64.2	14.5

36. Organizational policies are fair to everyone.

<b>MILITARY</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	13.2	31.9	24.9	26.9	3.2
The way things should be	0.4	1.4	10.4	61.9	25.8

<b>CIVILIAN</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	13.2	35.3	28.1	21.5	1.9
The way things should be	0.3	1.2	9.7	57.7	31.1

<b>DEFENCE TEAM</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	13.2	33.3	26.2	24.7	2.6
The way things should be	0.4	1.3	10.1	60.1	28.0

37. This organization cares for its members.

<b>MILITARY</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	10.7	27.3	30.3	27.3	4.4
The way things should be	0.2	0.7	6.1	57.6	35.3

<b>CIVILIAN</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	17.3	29.4	30.8	20.3	2.1
The way things should be	0.2	0.8	6.7	57.7	34.5

<b>DEFENCE TEAM</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
The way things are right now	13.2	28.1	30.5	24.6	3.6
The way things should be	0.2	0.8	6.3	57.6	35.0



38. This organization respects the dignity of all employee/members.

<b>MILITARY</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
<b>The way things are right now</b>	8.7	21.6	30.1	33.3	6.3
<b>The way things should be</b>	0.3	0.4	7.2	58.2	34.0

<b>CIVILIAN</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
<b>The way things are right now</b>	12.9	24.8	28.6	30.4	3.2
<b>The way things should be</b>	0.3	0.3	6.8	57.6	34.9

<b>DEFENCE TEAM</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
<b>The way things are right now</b>	10.4	23.0	29.5	32.1	5.0
<b>The way things should be</b>	0.3	0.4	7.0	57.9	34.4

39. This organization is fair.

<b>MILITARY</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
<b>The way things are right now</b>	11.1	25.4	31.6	28.3	3.6
<b>The way things should be</b>	0.1	0.6	7.4	57.6	34.3

<b>CIVILIAN</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
<b>The way things are right now</b>	13.7	29.3	32.2	22.4	2.4
<b>The way things should be</b>	0.4	0.5	7.8	56.2	35.1

<b>DEFENCE TEAM</b>	<b>1 %</b>	<b>2 %</b>	<b>3 %</b>	<b>4 %</b>	<b>5 %</b>
<b>The way things are right now</b>	12.2	27.0	31.9	25.8	3.1
<b>The way things should be</b>	0.2	0.6	7.6	57.0	34.6

Now we would like you about your own beliefs and attitudes and situation.  
 Again, for both ratings please rate the extent of your agreement with the following items  
 using the scale at the top of the page.

40. I have the freedom to act on what I think is right.

<b>MILITARY</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
The way things are right now	4.7	21.0	24.4	44.3	5.6
The way things should be	0.5	3.2	11.1	66.1	19.1

<b>CIVILIAN</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
The way things are right now	4.3	20.5	23.7	46.4	5.0
The way things should be	0.3	2.6	11.4	66.3	19.3

<b>DEFENCE TEAM</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
The way things are right now	4.6	20.8	24.1	45.2	5.3
The way things should be	0.4	3.0	11.2	66.2	19.2

41. I can decide for myself what is right and wrong.

<b>MILITARY</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
The way things are right now	4.7	19.1	21.1	45.4	9.8
The way things should be	1.5	6.1	13.3	59.2	20.0

<b>CIVILIAN</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
The way things are right now	3.2	17.3	25.1	45.9	8.5
The way things should be	1.3	5.9	15.1	59.3	18.4

<b>DEFENCE TEAM</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
The way things are right now	4.0	18.3	22.8	45.6	9.3
The way things should be	1.4	6.0	14.0	59.2	19.3

42. In my work I can follow my own sense of morality.

<b>MILITARY</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
<b>The way things are right now</b>	3.0	14.3	21.8	49.8	11.2
<b>The way things should be</b>	1.3	4.9	13.9	58.8	21.0

<b>CIVILIAN</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
<b>The way things are right now</b>	2.9	10.6	21.6	55.0	9.9
<b>The way things should be</b>	0.5	4.3	14.1	61.3	19.8

<b>DEFENCE TEAM</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
<b>The way things are right now</b>	2.9	12.7	21.7	52.0	10.6
<b>The way things should be</b>	1.0	4.7	14.0	59.9	20.5

43. I am free to do my job in the way I see fit.

<b>MILITARY</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
<b>The way things are right now</b>	6.8	26.7	25.9	34.3	6.3
<b>The way things should be</b>	2.4	9.3	19.8	52.9	15.5

<b>CIVILIAN</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
<b>The way things are right now</b>	5.3	21.6	25.0	41.5	6.6
<b>The way things should be</b>	1.0	7.8	17.3	56.7	17.1

<b>DEFENCE TEAM</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
<b>The way things are right now</b>	6.2	24.5	25.5	37.3	6.5
<b>The way things should be</b>	1.9	8.7	18.8	54.5	6.5

Now we would like to ask you some questions about your general beliefs. Please note that we will no longer be asking you to make comparisons between “the way things are” and “the way things should be” . However the scale to be used remains the same.

44. Rules and laws are the most appropriate basis for making ethical decisions.

	1 %	2 %	3 %	4 %	5 %
MILITARY	3.4	14.7	24.4	47.8	9.8
CIVILIAN	3.4	15.4	25.6	47.6	8.0
DEFENCE TEAM	3.4	15.0	24.9	47.7	9.0

45. It is important to follow the law and/or regulations at all times.

	1 %	2 %	3 %	4 %	5 %
MILITARY	1.3	15.0	22.6	47.4	13.6
CIVILIAN	1.4	14.7	23.8	47.6	12.4
DEFENCE TEAM	1.4	14.9	23.1	47.5	13.1

46. Society’s laws and organizational regulations define what is right and wrong.

	1 %	2 %	3 %	4 %	5 %
MILITARY	2.9	16.7	23.4	47.5	9.5
CIVILIAN	3.1	16.6	28.3	44.9	7.1
DEFENCE TEAM	3.0	16.6	25.4	46.4	8.5

47. An action that violates the law is always wrong.

	1 %	2 %	3 %	4 %	5 %
MILITARY	8.3	39.4	27.5	17.7	7.1
CIVILIAN	6.0	35.2	29.6	20.7	8.5
DEFENCE TEAM	7.4	37.6	28.4	18.9	7.7

48. There is always a better action to be found than one that might in any way harm an innocent bystander.

	1 %	2 %	3 %	4 %	5 %
MILITARY	2.3	17.2	20.6	37.9	22.0
CIVILIAN	0.6	9.0	14.8	49.1	26.5
DEFENCE TEAM	1.6	13.6	18.1	42.6	23.9

49. It is always unethical to harm another person.

	1 %	2 %	3 %	4 %	5 %
MILITARY	7.0	26.9	17.7	29.1	19.3
CIVILIAN	2.0	13.8	13.2	37.8	33.1
DEFENCE TEAM	4.9	21.4	15.8	32.7	25.1

50. The most important ethical principle is to ensure that nobody is harmed by your actions.

	1 %	2 %	3 %	4 %	5 %
<b>MILITARY</b>	3.6	21.2	18.4	36.8	20.0
<b>CIVILIAN</b>	1.4	9.6	12.9	44.9	31.2
<b>DEFENCE TEAM</b>	2.6	16.3	16.1	40.2	24.7

51. The only way to judge whether an action is right is by the outcomes of the action.

	1 %	2 %	3 %	4 %	5 %
<b>MILITARY</b>	10.8	43.6	21.5	20.5	3.5
<b>CIVILIAN</b>	8.5	41.9	24.8	19.1	5.8
<b>DEFENCE TEAM</b>	9.9	42.9	22.9	19.9	4.5

52. A decision that has positive outcomes is always a good decision.

	1 %	2 %	3 %	4 %	5 %
<b>MILITARY</b>	7.4	40.3	25.6	20.8	5.6
<b>CIVILIAN</b>	4.2	35.0	26.6	26.6	7.6
<b>DEFENCE TEAM</b>	6.1	38.1	26.1	23.3	6.4

53. You can always evaluate the quality of a decision by the results of the decision.

	1 %	2 %	3 %	4 %	5 %
<b>MILITARY</b>	5.5	34.2	22.3	31.5	6.5
<b>CIVILIAN</b>	4.6	30.6	25.8	33.0	6.0
<b>DEFENCE TEAM</b>	5.1	32.7	23.8	32.1	6.3

54. You can tell a lot about a person's character by the decisions he/she makes.

	1 %	2 %	3 %	4 %	5 %
<b>MILITARY</b>	1.2	7.1	13.0	61.7	17.0
<b>CIVILIAN</b>	0.6	6.7	17.1	62.2	13.4
<b>DEFENCE TEAM</b>	0.9	6.9	14.7	61.9	15.5

55. It is important to always act with integrity and virtue.

	1 %	2 %	3 %	4 %	5 %
<b>MILITARY</b>	0.1	1.0	5.0	51.9	42.1
<b>CIVILIAN</b>	0.1	0.6	7.2	57.6	34.6
<b>DEFENCE TEAM</b>	0.1	0.9	5.9	54.3	38.9

56. In making decisions one should always be guided by a firm sense of right and wrong.

	1 %	2 %	3 %	4 %	5 %
<b>MILITARY</b>	0.4	3.2	9.3	55.6	31.6
<b>CIVILIAN</b>	0.1	1.9	8.1	59.1	30.9
<b>DEFENCE TEAM</b>	0.2	2.6	8.8	57.0	31.3

57. It is important to stand up for what you believe in.

	1 %	2 %	3 %	4 %	5 %
MILITARY	0.1	0.6	5.6	51.4	42.4
CIVILIAN	0.2	0.8	6.4	54.9	37.8
DEFENCE TEAM	0.1	0.6	5.9	52.9	40.4

58. In this world, everyone has to look out for themselves.

	1 %	2 %	3 %	4 %	5 %
MILITARY	6.7	23.2	22.9	33.3	13.9
CIVILIAN	5.7	21.0	24.2	35.3	13.7
DEFENCE TEAM	6.3	22.3	23.5	34.2	13.8

59. Each of us needs to look out for number 1.

	1 %	2 %	3 %	4 %	5 %
MILITARY	18.7	31.1	23.8	20.0	6.4
CIVILIAN	10.6	29.3	30.0	23.4	6.7
DEFENCE TEAM	15.3	30.3	26.4	21.4	6.5

60. The most important consideration in reaching a decision is the consequences of the decision for me personally.

	1 %	2 %	3 %	4 %	5 %
MILITARY	20.1	43.8	19.2	12.7	4.2
CIVILIAN	10.8	45.6	26.5	13.2	3.9
DEFENCE TEAM	16.2	44.5	22.3	12.9	4.1

**Next we would like you to read the following scenarios. Based on your knowledge of how things operate in your organization we would like you to identify the influences on your decision making.**

**Scenario #1**

**Military Version.** As a result of coworkers “horsing around” some equipment received minor damage. Although not involved, you witnessed the event. You know that one individual with an otherwise perfect record may not be promoted if his involvement in the affair is discovered. Moreover, it is known that the CO is extremely harsh with such matters, perhaps more than is considered fair by many.

**Civilian Version.** As a result of coworkers “horsing around” some equipment received minor damage. Although not involved, you witnessed the event. You know that one individual with an otherwise perfect record may not be promoted if his involvement in the affair is discovered. Moreover, it is known that management is extremely harsh with such matters, perhaps more than is considered fair by many.

**Both Versions.** You now face the decision of what to do. Regardless of whether you would report the incident or not, we would like you to think about the factors that would influence your decision. How important would you say each of the following would be in reaching a decision.

Please rank the items from the *most* important (1) to *least* important (6).

61. Either way you end up on someone's "bad list" which would make working there difficult in the future.

	1 %	2 %	3 %	4 %	5 %	6 %
<b>MILITARY</b>	5.5	6.5	10.9	12.0	18.5	46.5
<b>CIVILIAN</b>	7.2	8.9	18.5	14.3	19.3	31.8
<b>DEFENCE TEAM</b>	6.2	7.5	14.1	13.0	18.9	40.3

62. Nothing good is likely to come out of it for you and those involved.

	1 %	2 %	3 %	4 %	5 %	6 %
<b>MILITARY</b>	7.8	13.5	19.6	22.7	24.6	11.8
<b>CIVILIAN</b>	9.2	14.6	35.8	21.2	18.5	10.8
<b>DEFENCE TEAM</b>	8.4	14.0	22.2	22.1	22.0	11.4

63. You are caught between what should be done as part of your job and what you know your peers feel you should do.

	1 %	2 %	3 %	4 %	5 %	6 %
<b>MILITARY</b>	15.3	17.9	19.7	18.8	18.5	9.7
<b>CIVILIAN</b>	18.9	18.3	22.3	18.3	13.6	8.7
<b>DEFENCE TEAM</b>	16.8	18.0	20.8	18.6	16.5	9.3

64. Rules are rules and should not be broken.

	1 %	2 %	3 %	4 %	5 %	6 %
<b>MILITARY</b>	27.2	16.4	16.3	12.4	10.3	17.4
<b>CIVILIAN</b>	20.6	13.9	16.8	12.9	12.0	23.9
<b>DEFENCE TEAM</b>	24.4	15.4	16.5	12.6	11.0	20.1

65. Attempting to resolve this situation could create more harm than good.

	1 %	2 %	3 %	4 %	5 %	6 %
<b>MILITARY</b>	14.5	27.1	23.9	15.7	10.8	8.0
<b>CIVILIAN</b>	20.5	24.5	22.9	13.6	10.7	7.9
<b>DEFENCE TEAM</b>	17.0	26.0	23.5	14.8	10.8	8.0

66. In all likelihood, reporting it will lead to coworkers being treated harsher than the infraction really warrants.

	1 %	2 %	3 %	4 %	5 %	6 %
<b>MILITARY</b>	30.6	20.6	18.4	12.7	8.7	9.0
<b>CIVILIAN</b>	24.2	22.0	22.5	12.5	9.4	9.4
<b>DEFENCE TEAM</b>	27.9	21.2	20.1	12.6	9.0	9.2

**Scenario #2**

**Military Version.** You and your coworkers have frequently used the base car wash facilities to clean your own personal vehicles. Although this practice has been tolerated in the past, a new CO has identified such usage as an abuse of DND property. The CO is asking for a list of those who had used the car wash in this way.

**Civilian Version.** You and your coworkers have frequently taken DND resources (e.g., stationery, pens etc.) for your own personal use. Although this has never been an issue in the past, a new manager has identified such usage as an abuse of DND property. The manager is asking for a list of those who had used resources in this way.

**Both Versions.** Whether or not you would go along with the request, how important would you say the following factors would be to you in making a decision?

**Rank from the *most* important (1) to *least* important (6).**

67. Either way you end up on someone’s “bad list” which would make working there difficult in the future.

	1 %	2 %	3 %	4 %	5 %	6 %
<b>MILITARY</b>	5.8	7.1	10.0	11.6	17.7	47.8
<b>CIVILIAN</b>	6.9	8.9	16.4	12.9	18.0	36.8
<b>DEFENCE TEAM</b>	6.3	7.9	12.7	12.2	17.8	43.2

68. Nothing good is likely to come out of it for you and those involved.

	1 %	2 %	3 %	4 %	5 %	6 %
<b>MILITARY</b>	12.1	13.4	21.2	21.6	19.9	11.5
<b>CIVILIAN</b>	12.3	17.2	23.9	16.6	17.4	12.6
<b>DEFENCE TEAM</b>	12.2	15.0	22.3	19.7	18.9	12.0



69. You are caught between what should be done as part of your job and what you know your peers feel you should do.

	1 %	2 %	3 %	4 %	5 %	6 %
<b>MILITARY</b>	10.5	17.0	20.7	20.2	20.2	11.3
<b>CIVILIAN</b>	11.3	17.6	24.5	18.0	17.1	11.3
<b>DEFENCE TEAM</b>	10.0	17.3	22.3	19.3	18.9	11.3

70. Rules are rules and should not be broken.

	1 %	2 %	3 %	4 %	5 %	6 %
<b>MILITARY</b>	28.4	13.5	13.7	12.5	11.2	20.7
<b>CIVILIAN</b>	26.4	12.3	15.8	12.0	10.3	23.3
<b>DEFENCE TEAM</b>	27.6	13.0	14.6	12.3	10.8	21.8

71. Attempting to resolve this situation could create more harm than good.

	1 %	2 %	3 %	4 %	5 %	6 %
<b>MILITARY</b>	14.2	27.8	22.7	15.6	10.8	8.9
<b>CIVILIAN</b>	19.7	22.4	24.2	15.2	10.6	7.8
<b>DEFENCE TEAM</b>	16.5	25.5	23.3	15.4	10.7	8.5

72. In all likelihood, reporting it will lead to coworkers being treated harsher than the infraction really warrants.

	1 %	2 %	3 %	4 %	5 %	6 %
<b>MILITARY</b>	30.0	20.1	18.7	10.8	10.1	10.2
<b>CIVILIAN</b>	24.2	21.2	20.1	12.8	10.7	11.0
<b>DEFENCE TEAM</b>	27.6	20.6	19.3	11.7	10.4	10.5

**Scenario #3**

**Military Version.** One of your coworkers is a very close friend and you frequently share private information. As a result you become aware of your friend’s medical condition which could put his/her coworkers at considerable risk. Reporting the medical condition could result in your friend being released from the service. So far nothing has happened.

**Civilian Version.** One of your coworkers is a very close friend and you frequently share private information. As a result you become aware of your friend’s medical condition which could put his/her coworkers at considerable risk. Reporting the medical condition could result in serious employment consequences for your friend. So far nothing has happened.

**Both Versions.** Whether or not you would tell someone about it, how important would you say the following factors would be in making a decision.

**Rank from the *most* important (1) to *least* important (6).**

73. Either way you end up on someone’s “bad list” which would make working there difficult in the future.

	1 %	2 %	3 %	4 %	5 %	6 %
<b>MILITARY</b>	6.7	8.9	10.6	11.6	18.3	43.6
<b>CIVILIAN</b>	9.1	13.1	16.2	13.1	16.3	32.1
<b>DEFENCE TEAM</b>	7.7	10.7	13.0	12.4	17.5	38.8

74. Nothing good is likely to come out of it for you and those involved.

	1 %	2 %	3 %	4 %	5 %	6 %
<b>MILITARY</b>	8.7	13.1	19.9	20.8	20.8	16.7
<b>CIVILIAN</b>	10.4	13.6	20.8	20.8	19.5	15.0
<b>DEFENCE TEAM</b>	9.4	13.3	20.3	20.6	20.3	16.0

75. You are caught between what should be done as part of your job and what you know your peers feel you should do.

	1 %	2 %	3 %	4 %	5 %	6 %
<b>MILITARY</b>	24.9	20.9	18.8	15.0	10.6	9.8
<b>CIVILIAN</b>	26.7	20.6	19.9	14.1	10.5	8.2
<b>DEFENCE TEAM</b>	25.7	20.8	19.3	14.6	10.6	9.1

76. Rules are rules and should not be broken.

	1 %	2 %	3 %	4 %	5 %	6 %
<b>MILITARY</b>	38.2	16.1	12.4	9.7		15.1
<b>CIVILIAN</b>	29.0	13.1	16.0	10.0	9.4	22.5
<b>DEFENCE TEAM</b>	34.4	14.9	13.9	9.8	8.9	18.2

77. Attempting to resolve this situation could create more harm than good.

	1 %	2 %	3 %	4 %	5 %	6 %
<b>MILITARY</b>	13.6	20.9	22.9	15.0	14.8	12.8
<b>CIVILIAN</b>	17.3	20.7	22.4	14.0	14.4	11.3
<b>DEFENCE TEAM</b>	15.1	20.8	22.7	14.6	14.6	12.1

78. In all likelihood, reporting it will lead to coworkers being treated harsher than the infraction really warrants.

	1 %	2 %	3 %	4 %	5 %	6 %
<b>MILITARY</b>	11.3	15.3	18.8	16.8	16.5	21.3
<b>CIVILIAN</b>	13.6	16.7	21.2	15.3	15.0	18.2
<b>DEFENCE TEAM</b>	12.2	15.9	19.8	16.2	15.9	20.0

#### **Scenario #4**

**Military Version.** You are a newly promoted Sgt and one of your MCpls who is about to retire elected to take a house hunting trip to his elected place of retirement. The receipts for \$1,350.00 he submitted were faked. In fact, you knew this at the time but overlooked it knowing that “everyone is doing it”. You are now worried by the fact that you decided to overlook it and are wondering what, if anything, you should do at this point. He is officially retiring tomorrow.

**Civilian Version.** You are newly promoted and one of the people who works for you (but who was a co-worker until your recent promotion) is about to retire. The receipts for \$1,350.00 he submitted for a job-related trip he took last month were faked. In fact, you knew this at the time but overlooked it knowing that “everyone is doing it”. You are now worried by the fact that you decided to overlook it and are wondering what, if anything, you should do at this point. He is officially retiring tomorrow.

**Both Versions.** Whether or not you would tell someone about it, how important would you say the following factors would be to you in making a decision.

Rank from the *most* important (1) to *least* important (6).

79. Either way you end up on someone’s “bad list” which would make working there difficult in the future.

	1 %	2 %	3 %	4 %	5 %	6 %
<b>MILITARY</b>	5.3	8.2	10.2	11.0	17.6	47.7
<b>CIVILIAN</b>	6.1	10.0	15.5	13.2	17.3	37.8
<b>DEFENCE TEAM</b>	5.7	8.9	12.4	11.9	17.5	43.6

80. Nothing good is likely to come out of it for you and those involved.

	1 %	2 %	3 %	4 %	5 %	6 %
<b>MILITARY</b>	9.5	17.2	18.9	17.8	20.7	15.9
<b>CIVILIAN</b>	12.5	16.3	21.6	17.6	18.3	13.7
<b>DEFENCE TEAM</b>	10.7	16.8	20.0	17.7	19.7	15.0

81. You are caught between what should be done as part of your job and what you know your peers feel you should do.

	1 %	2 %	3 %	4 %	5 %	6 %
<b>MILITARY</b>	12.5	22.4	21.4	18.6	13.2	11.9
<b>CIVILIAN</b>	16.6	24.9	21.7	16.1	11.1	9.6
<b>DEFENCE TEAM</b>	14.2	23.4	21.5	17.6	12.3	10.9

82. Rules are rules and should not be broken.

	1 %	2 %	3 %	4 %	5 %	6 %
<b>MILITARY</b>	53.4	14.4	10.3	7.1	5.7	9.1
<b>CIVILIAN</b>	43.8	14.6	13.5	7.9	7.1	13.0
<b>DEFENCE TEAM</b>	49.4	14.5	11.6	7.5	6.3	10.7

83. Attempting to resolve this situation could create more harm than good.

	1 %	2 %	3 %	4 %	5 %	6 %
<b>MILITARY</b>	12.3	20.3	23.2	16.7	13.8	13.6
<b>CIVILIAN</b>	19.5	19.9	21.1	16.0	12.5	11.1
<b>DEFENCE TEAM</b>	15.3	20.2	22.3	16.4	13.3	12.6

84. In all likelihood, reporting it will lead to coworkers being treated harsher than the infraction really warrants.

	1 %	2 %	3 %	4 %	5 %	6 %
<b>MILITARY</b>	10.3	13.3	18.3	16.6	17.0	24.5
<b>CIVILIAN</b>	11.8	16.4	18.8	14.9	18.4	19.8
<b>DEFENCE TEAM</b>	10.9	14.6	19.5	15.8	17.6	22.5

## **ANNEX B**

### **DESCRIPTION OF POPULATION AND SAMPLE**

## DESCRIPTION OF POPULATION AND SAMPLE

1. The Ethics Survey was administered in conjunction with two other questionnaires and was distributed to a stratified random sample of Regular Force members and civilian DND employees. The distribution of questionnaires is illustrated in Table B1.

<b>TABLE B1</b>			
<b>1999 Spring Personnel Survey: Participation Rate by Version</b>			
<b>Version</b>	<b># of surveys sent</b>	<b># of surveys received</b>	<b>Participation rate %</b>
Version A (military)	3462	1658	47.8%
Version B (civilian)	3204	1205	37.6%

2. Of the 3462 surveys mailed to CF personnel, 1658 surveys were completed and returned, representing a participation rate of 47.8%. Of the 3204 surveys mailed to the civilian personnel, 1205 surveys were completed and returned, representing a participation rate of 34.8%.

3. The breakdown of the overall CF population and the participation rate for the military sample is illustrated in Table B2. The breakdown of the civilian population and the participation rate for the civilian sample is illustrated in Table B3. Both tables show an excellent correspondence between the percentage of respondents falling into each category and the actual percentage in those categories in the overall populations.

**TABLE B2**  
**Commands (N=58412)**  
**Military Personnel (Version A)**

	DND Military Population		Ethics Survey Sample	
	# of Personnel	% of Total Personnel	Participants	% of Military Sample
<b>Command</b>				
• Air	13775	23.58%	423	25.5%
• Land	19732	33.78%	546	32.9%
• Navy	9097	15.57%	371	22.4%
• NDHQ (includes all NDHQ groups and CFRETS)	15970	23.8%	218	13.1%
• Other			70	4.2%
• Missing			30	1.8%
<b>Rank Group</b>				
• Sr. Officer	4017	7%	178	10.7%
• Jr. Officer	8724	15%	274	16.5%
• Sr. NCM	12150	21%	424	25.6%
• Jr. NCM	33467	57%	766	46.2%
• Missing			16	1%
<b>Gender</b>				
• Female	6350	11%	221	13.3%
• Male	52062	89%	1431	86.3%
• Missing			6	0.4%
<b>First Official Language (FOL)</b>				
• English	42536	73%	1205	72.7%
• French	16211	27%	444	26.8%
• Missing			9	0.5%

**TABLE B3**  
**Civilian Personnel (N=17585)**

	<b>DND Civilian Population</b>		<b>Ethics Survey Sample</b>	
	<b># of Personnel</b>	<b>% of Total Personnel</b>	<b>Participants</b>	<b>% of Civilian Sample</b>
<b>Job Code</b>				
• Operational	7543	42.9%	401	33.3%
• Technical	1685	9.6%	205	17%
• Admin Support	4189	23.8%	276	22.9%
• Admin & Foreign Service	2456	14%	103	8.5%
• Scientific & Professional	1433	8.14%	177	14.7%
• Executive			1	0.1%
• Missing	279	1.6%	42	3.5%
<b>Geographical Location</b>				
• NCR	4078	23.25%	247	20.5%
• Atlantic	3608	20.57%	329	27.3%
• Quebec	2278	12.99%	97	8%
• Ontario	2965	16.9%	213	17.7%
• Prairie	2661	15.17%	169	14%
• BC	1953	11.13%	128	10.6%
• Missing			22	1.8%
<b>Gender</b>				
• Female	6525	37.13%	454	37.7%
• Male	11045	62.85%	743	61.7%
• Missing			8	0.7%
<b>First Official Language (FOL)</b>				
• English	14131	80%	978	81.2%
• French	3454	20%	216	17.9%
• Missing			11	0.9%



**ANNEX C**  
**Statistical Analysis**

## **Statistical Analysis**

1. All scales were subjected to a principal components analysis and rotated to a varimax criterion to confirm the dimensionality identified during scale development. As shown in Table C.1 all scales with the exception of the “instrumentality” dimension of ethical climate emerged as unidimensional scales with acceptable levels of internal consistency. The instrumentality scale, factored into two meaningful subscales both with moderate reliability: self-interest (items 14 and 15,  $r_{\text{Now}} = .54$ ;  $r_{\text{Should}} = .44$ ) and instrumentality (items 16 and 17,  $r_{\text{Now}} = .40$ ;  $r_{\text{Should}} = .41$ ). Item 13 (“Successful people in this unit do what they are told”) did not load cleanly on either dimension.

2. The means and standard deviations presented for each index in Table C.1 are based on the original scale values which ranged from 1 to 5 for each item. The values presented in the body of the report are based on a simple linear transformation to allow the scores on each index to range from 0 to 100 for ease of interpretation and comparison across indices. The transformation is based on the following formula:

$$\text{New Score} = 25 \times (\text{Old Score}) - 25$$

3. The scale values for the four scenarios ranged from 1 to 6 for each scenario. These values were rescaled as follows:

$$\text{New Score} = 20 \times (\text{Old Score}) - 20$$

4. All values are based on data remaining after listwise deletion of cases with missing values.

### **Comparative Tests.**

5. Analysis of Variance was used to determine whether there were differences across an index with respect to the major demographic or biographic variables. A Bonferroni procedure was used to control for inflated error rates. The tests carried out on the 16 indices for a specific demographic or biographic variable were considered to be a family. The error rate was set at  $p < .05$  for the family with each F-test required to be significant at  $P < .003$  before the difference was accepted as significant. The result of this procedure is that there was only one chance in twenty that a difference reported for a specific demographic variable could have occurred by chance.

**Table C.1  
INDEX DESCRIPTIONS**

<b><u>Index</u></b>	<b>Survey Items in Index</b>	<b><u>Mean</u></b>	<b>Standard Deviation</b>	<b>% Variance Explained</b>	<b>alpha</b>
<b>Rules Now</b>	1a, 2a, 3a, 4a	3.17	.82	66	.82
<b>Rules Should</b>	1b, 2b, 3b, 4b	3.49	.79	70	.86
<b>Care Now</b>	5a, 6a, 7a, 8a	3.02	.91	76	.90
<b>Care Should</b>	5b, 6b, 7b, 8b	4.05	.58	67	.83
<b>Independence Now</b>	9a, 10a, 11a, 12a	3.07	.75	58	.76
<b>Independence Should</b>	9b, 10b, 11b, 12b	3.34	.82	63	.81
<b>Self-Interest Now</b>	14a, 15a	3.32	1.01	39	---
<b>Self-Interest Should</b>	14b, 15b	2.53	.87	42	---
<b>Job Completion Now</b>	16a, 17a	3.51	.84	36	---
<b>Job Completion Should</b>	16b, 17b	3.67	.80	29	---
<b>Supervisors' Expectations Now</b>	18a 19a 20a	3.56	.85	79	.87
<b>Supervisors' Expectations Should</b>	18b 19b 20b	4.10	.62	81	.88
<b>Supervisors' Behavior Now</b>	21a, 22a, 23a, 24a, 25a, 26a	3.53	.93	75	.93
<b>Supervisors' Behavior Should</b>	21b, 22b, 23b, 24b 25b, 26b	4.26	.52	66	.90
<b>Coworkers' Behaviors Now</b>	27a, 28a, 29a, 30a, 31a, 32a	3.44	.79	70	.91
<b>Coworkers' Behaviors Should</b>	27b, 28b, 29b, 30b, 31b, 32b	4.24	.52	76	.93
<b>Organizational Rules Now</b>	33a, 34a, 35a,	3.15	.85	76	.84
<b>Organizational Rules Should</b>	33b, 34b, 35b	3.71	.67	74	.82
<b>Organizational Fairness Now</b>	36a, 37a, 38a, 39a	2.82	.94	77	.90
<b>Organizational Fairness Should</b>	36b, 37b, 38b, 39b	4.23	.56	78	.90
<b>Personal Control Now</b>	40a, 41a, 42a, 43a	3.33	.82	67	.83
<b>Personal Control Should</b>	40b, 41b, 42b, 43b	3.90	.65	68	.82
<b>Rule Based Decision Making</b>	44, 45, 46, 47	3.24	.84	63	.85
<b>Care Based Decision Making</b>	48, 49, 50	3.64	.93	70	.78
<b>Consequence Based Decision Making</b>	51, 52, 53	2.85	.87	69	.77
<b>Virtue Based Decision Making</b>	54, 55, 56, 57	4.27	.51	51	.66
<b>Self Interest Based Decision Making</b>	58, 59, 60	2.82	.90	67	.75

6. For each scale that allowed a double rating (“things as they are now” and “things as they should be” we conducted a series of t-tests to compare the two ratings. Even using a Bonferroni correction to establish the significance level for each test, each of the comparisons was statistically significant (see Table C.2). In each case, respondents rated “things as they are now” as being significantly worse than “things as they should be”. This difference was especially notable for the perception that the organization is fair (approximately 1.5 scale point difference) and the perceptions that members of a unit care for one another (approximately 1 full scale point difference). Although not shown in the Table, these results were replicated in each of the military and civilian samples (i.e., the exact same pattern of results was evident in each sample).

**Table C.2 Comparison of “Now” and “Should” ratings**

	Now	Should	Correlation	t value	Significance
Rules	3.18	3.48	.36*	17.82	.000
Care	3.01	4.05	.13*	53.42	.000
Independence	3.07	3.34	.44*	17.12	.000
Self-Interest	3.33	2.53	.30*	36.95	.000
Job Completion	3.51	3.67	.30*	8.96	.000
Supervisor Expectations	3.56	4.10	.35*	32.83	.000
Supervisor Behavior	3.53	4.26	.21*	39.80	.000
Coworker Behavior	3.43	4.24	.18*	48.96	.000
Organizational Rules	3.15	3.71	.11*	28.88	.000
Organizational Fairness	2.81	4.23	-.05*	66.66	.000
Control	3.33	3.89	.36*	35.43	.000

7. Table C.3 presents a comparison of scale scores from the military and civilian samples. Again, a Bonferroni correction was used to establish the significance level for each test.

**Table C.3 Comparison of Military and Civilian Responses**

	Military	Civilian	t value	Significance
Rules				
Now	3.23	3.09	4.65	.000
Should	3.58	3.35	7.70	.000
Care				
Now	3.04	2.98	1.71	n.s.
Should	4.09	3.99	4.68	.000
Independence				
Now	3.00	3.15	4.83	.000
Should	3.31	3.37	1.94	n.s.
Self Interest				
Now	3.29	3.37	2.16	.03
Should	2.44	2.66	6.59	.000
Instrumentality				
Now	3.66	3.69	1.09	n.s.
Should	3.51	3.50	0.17	n.s.
Supervisor Expectations				
Now	3.63	3.46	5.28	.000
Should	4.15	4.03	4.48	.000
Supervisor Behavior				
Now	3.59	3.44	4.34	.000
Should	4.31	4.20	5.86	.000
Coworker Behavior				
Now	3.51	3.34	5.75	.000
Should	4.29	4.18	4.79	.000
Organizational Rules				
Now	3.20	3.08	3.77	.000
Should	3.78	3.61	6.50	.000
Organizational Fairness				
Now	2.89	2.71	4.95	.000
Should	4.22	4.24	0.94	n.s.
Control				
Now	3.30	3.37	2.09	.037
Should	3.88	3.91	1.31	n.s.
Rule Based	3.31	3.31	.04	n.s.
Care Based	3.45	3.91	13.30	.000
Consequence Based	2.79	2.92	3.73	.000
Virtue Based	4.28	4.25	1.83	n.s.
Self Interest Based	2.75	2.90	4.39	.000