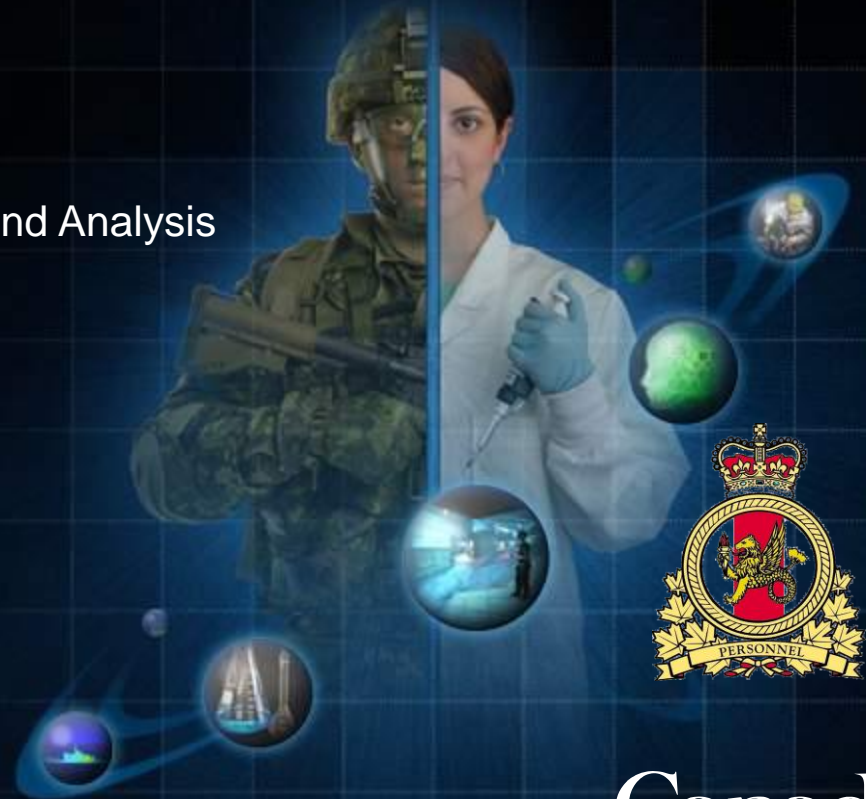


Your-Say Continuous Attitudes Survey:

Presented to: International Personnel Assessment Council Conference
Las Vegas, Nevada, 22-25 July 2012

Dr. Larry J Grandmaison
Organizational Behaviour Team

Director General Military Personnel Research and Analysis



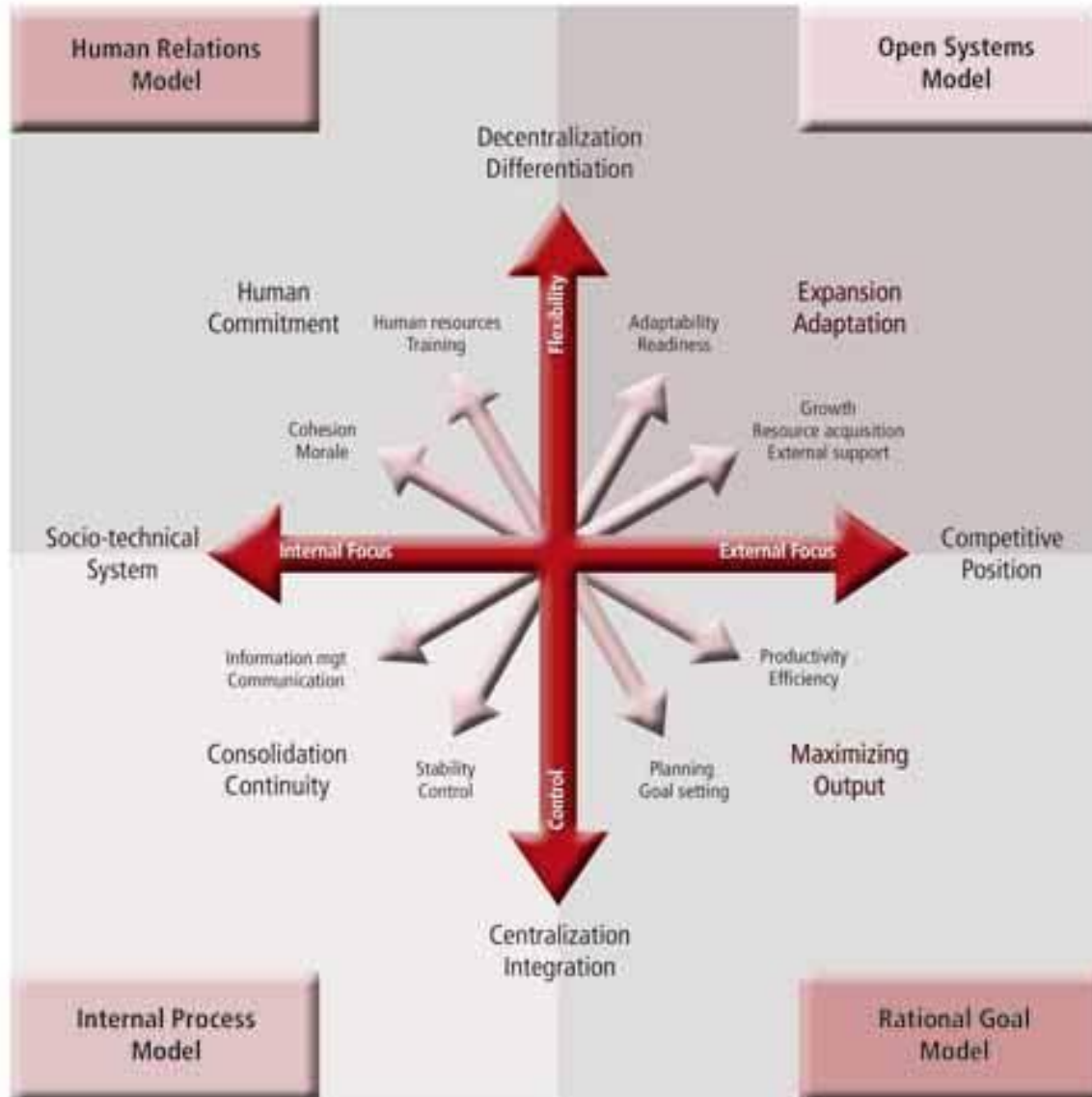
Background

- The Your-Say Survey (YSS) was developed in 2004 and is administered in the Fall and Spring of each year
- It includes three main sections: Core, Focus, and Classification
- Broad overview of attitudes and opinions towards various issues related to the CF and military life
- Topics cover broad spectrum of personnel issues
- Administered to a representative sample of Regular Force personnel
- Results inform policy development and program formulation in all areas of CMP

Objectives

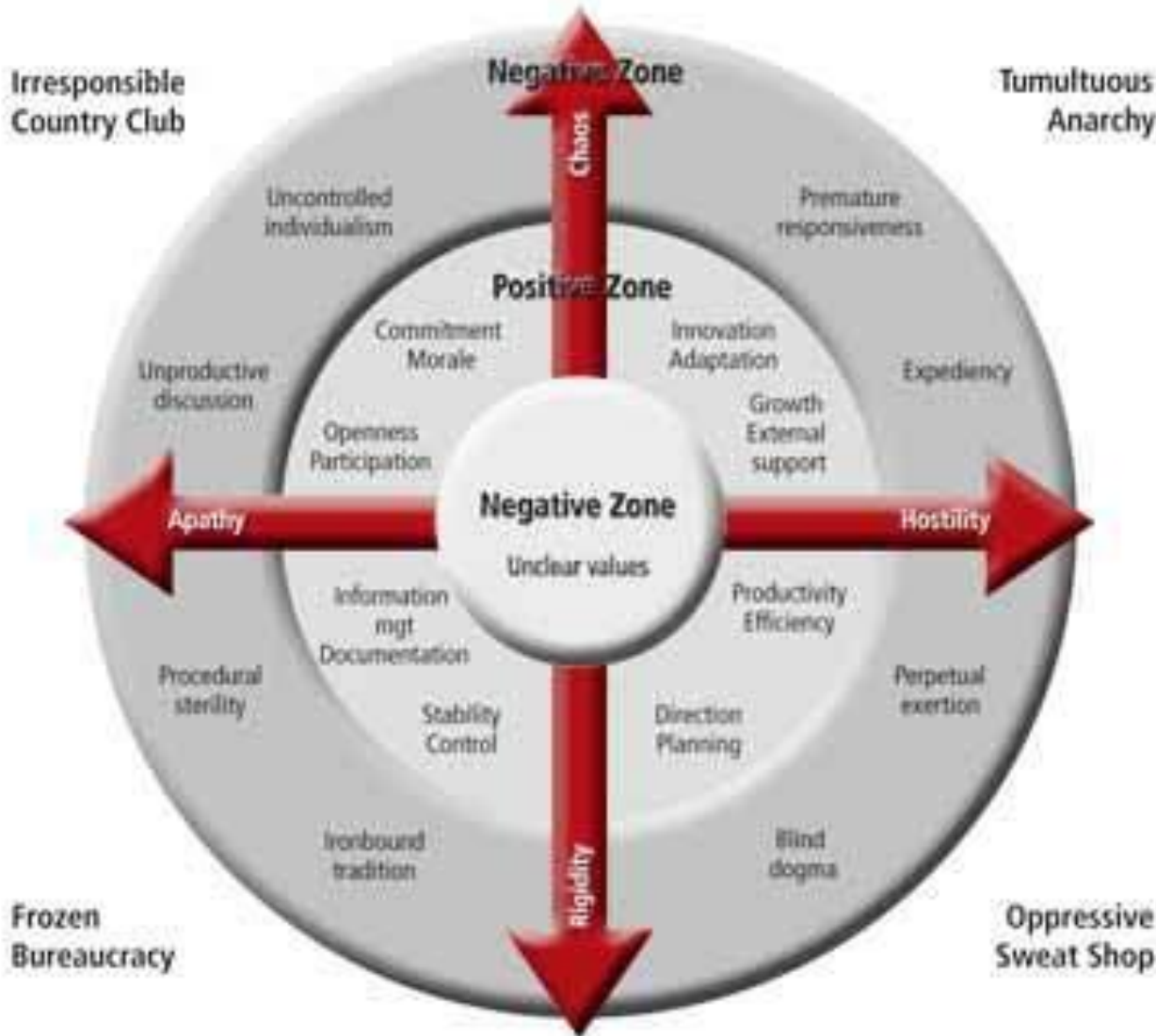
- To provide senior leaders with a series of performance indicators;
- To provide a means to explore salient topics/issues that are of interest to leaders;
- To aid in assessing how well DND/CF is meeting its HR goals;
- To provide baseline measures;
- To decrease turnaround time for survey results;
- To reduce research costs; and,
- To ease “survey fatigue”.

Underlying Model of Organizational Effectiveness - Competing Values Framework (Quinn & Rohrbaugh, 1981)



Competing Values Framework (Quinn & Rohrbaugh, 1981)

Positive and negative value zones.



Norton, 2004, Model of DND/CF Effectiveness (basis of Your Say)



Source: Wenek, K. (2003) "Defining Effective Leadership in the CF"

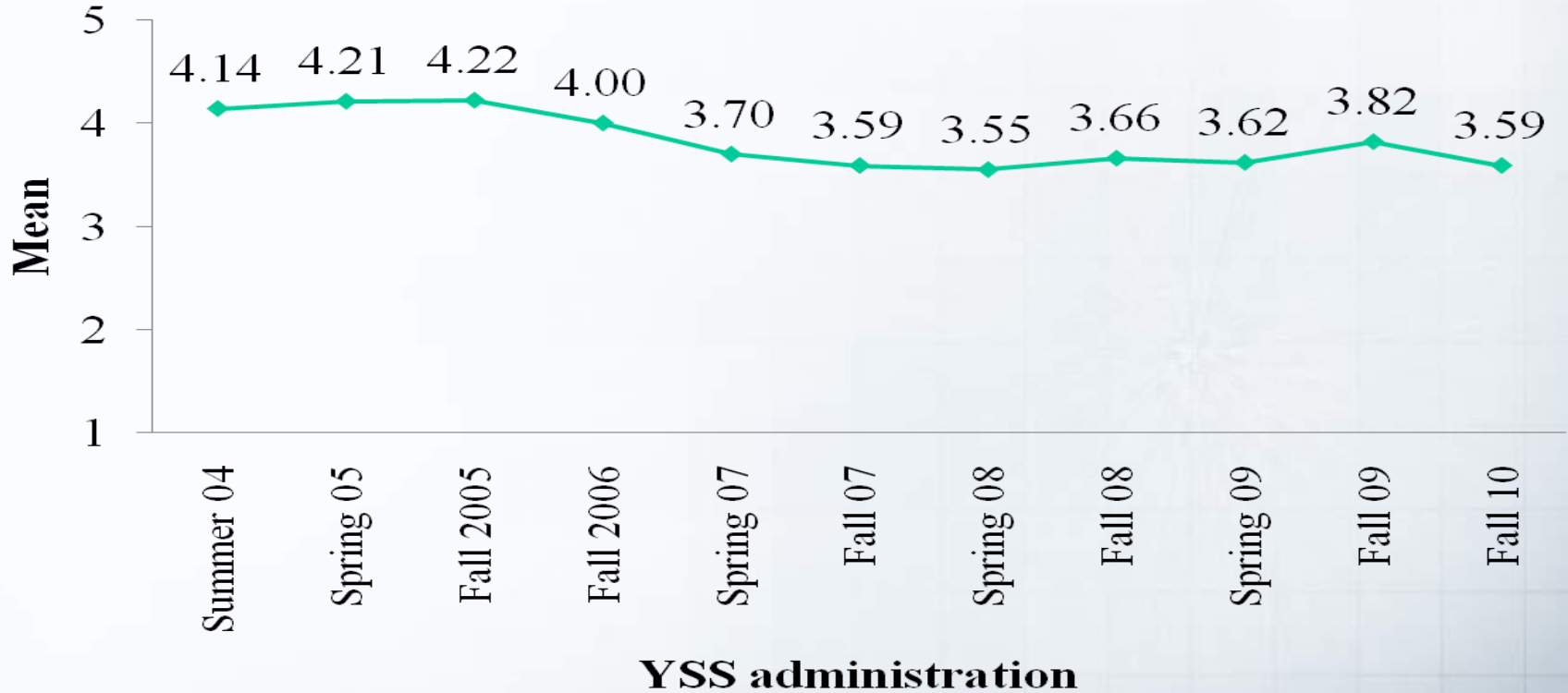
YSS Core Section

- Items assess key broad areas:
 - Life satisfaction
 - Military careers
 - Career management and postings
 - Imposed restriction (a posting away from the family location)
 - Work-life balance
 - Leadership (supervisor & organization)
 - Career intentions
 - Willingness to deploy

YSS Core Section (example)

- Asking the same questions over time allows for the assessment of trends in the data

The CF lacks the equipment it needs to perform well in operations

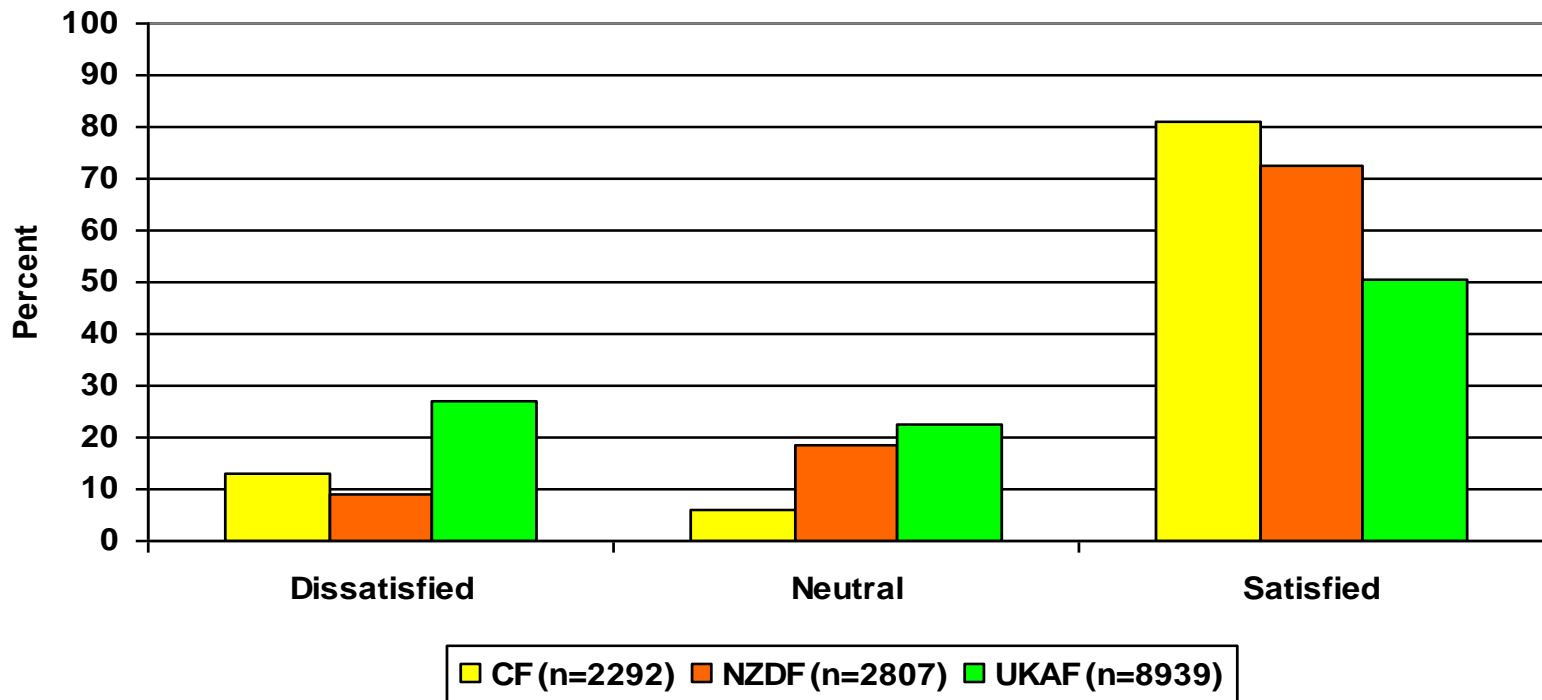


Rating Scale: (1) Strongly Disagree to (5) Strongly Agree

YSS Core Section

- Benchmarking items are used for comparisons with five allied nations of The Technical Cooperation Programme (TTCP)
- Shared among allied nations for mutual benefit

All things considered, how satisfied or dissatisfied are you with the military way of life?



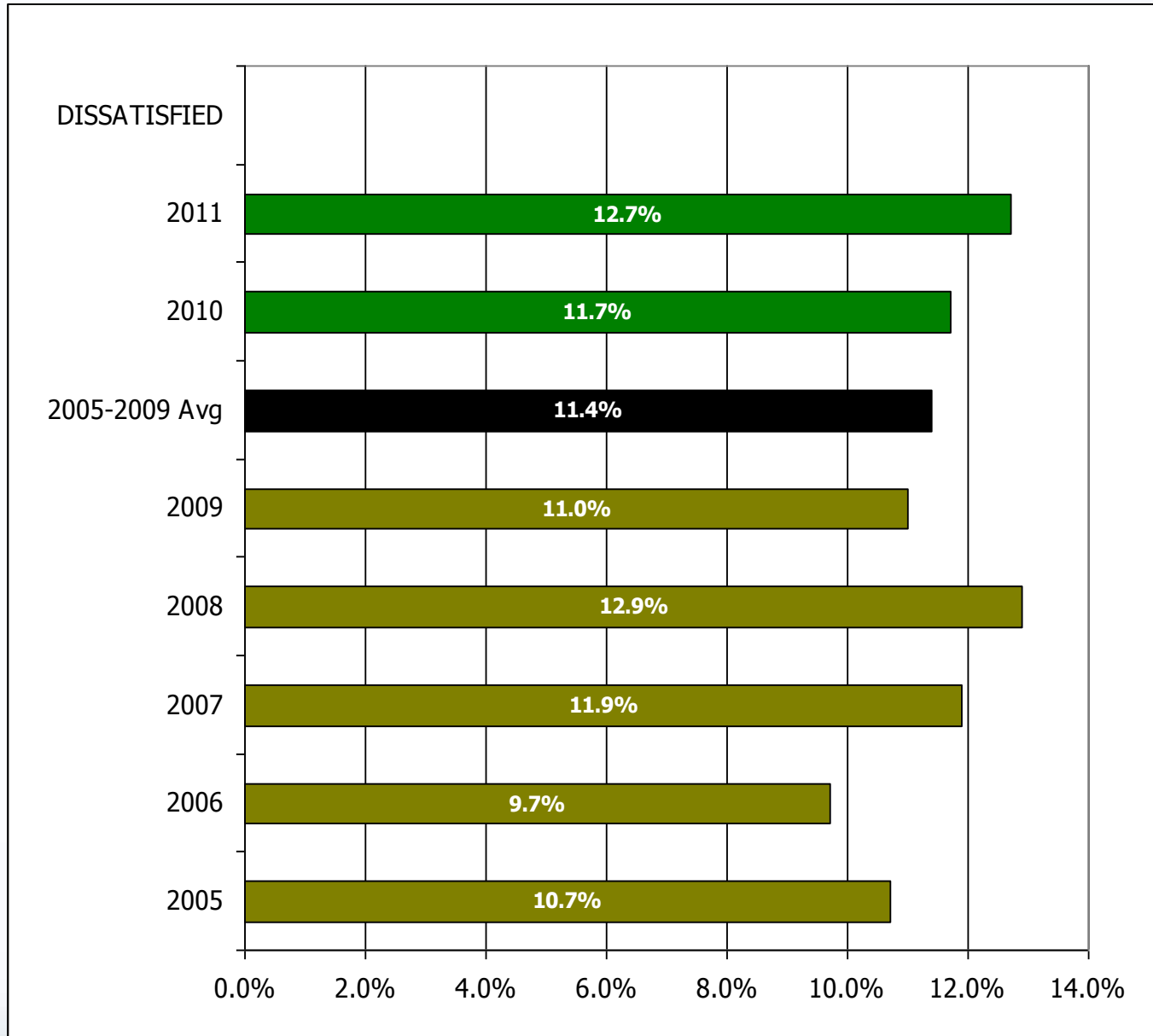
YSS Focus Section

Survey Administration	Focus Section
July 2004	Quality of Life
Spring 2005	Diversity
Fall 2005	CF Transformation; Education Reimbursement; Career Transition
Fall 2006	CF Transformation/Culture Change
Spring 2007	Defence Ethics; Development of Technologies
Fall 2007	CF Fairness and Retention; Official Languages
Spring 2008	Military Family Resources Centres and Families
Fall 2008	Spouse/Partner Employment and Income
Spring 2009	Accommodations
Fall 2009	Career Management; Postings; Quality of Life
Spring 2010	Retention and Career Intentions
Fall 2010	Terms of Service; Voluntary Release; Obligatory Service
Spring 2011	No Focus Section.
Fall 2011	Employment Equity / Diversity

Results of the 2011 Your Say Survey – Core Section

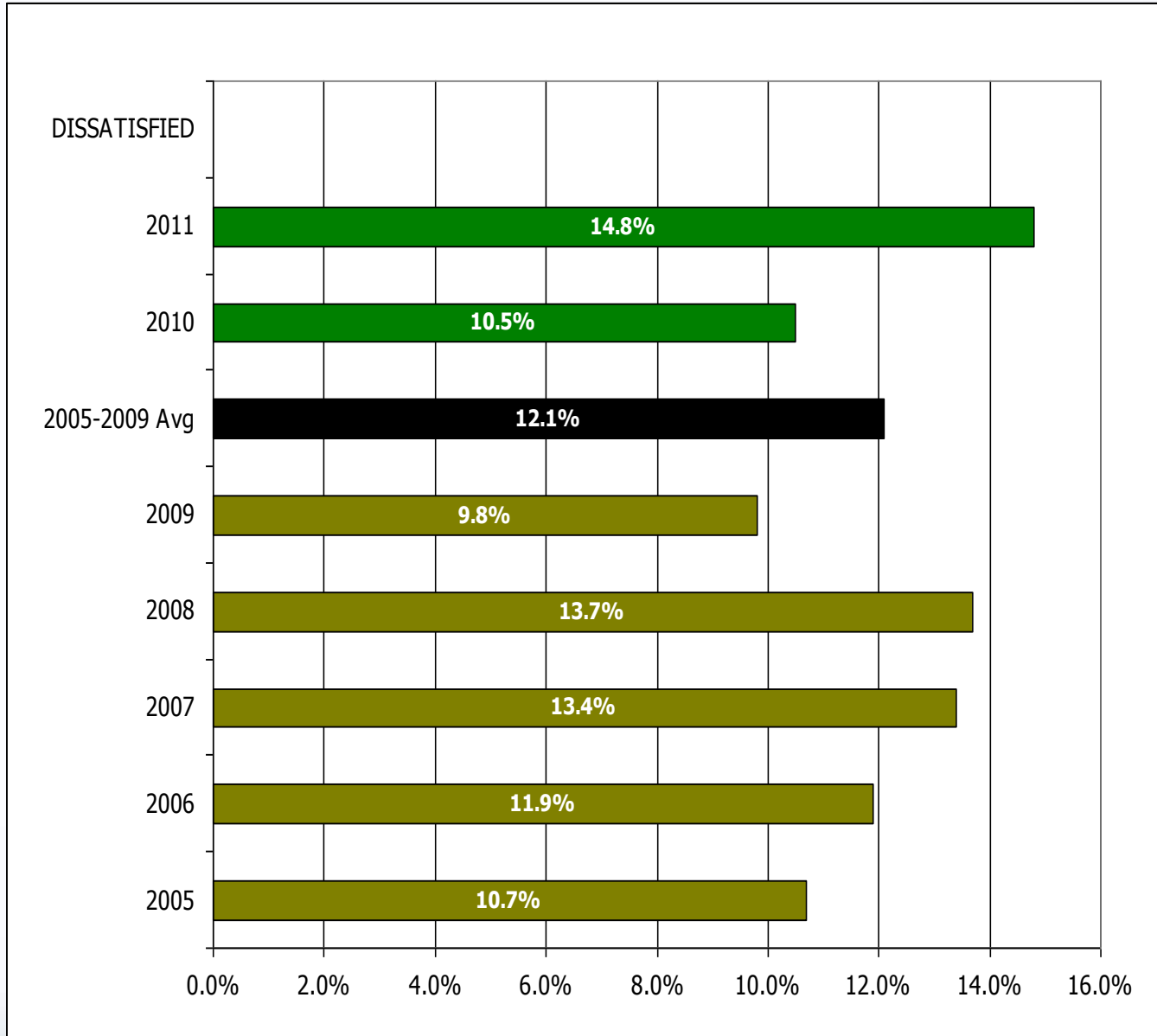
- Focus is levels of *dissatisfaction* (vs. satisfaction, neutral) since it is a major driver of policy/program change. Key indicators:
 - Percentage and direction of change relative to previous years (2005-09 average)
 - Change of 1-5% = **Green** (chance variation)
 - Decrease >5% = **Green**
 - Increase 5-10% = **Amber**
 - Increase >10% = **Red**

General – Military Way of Life



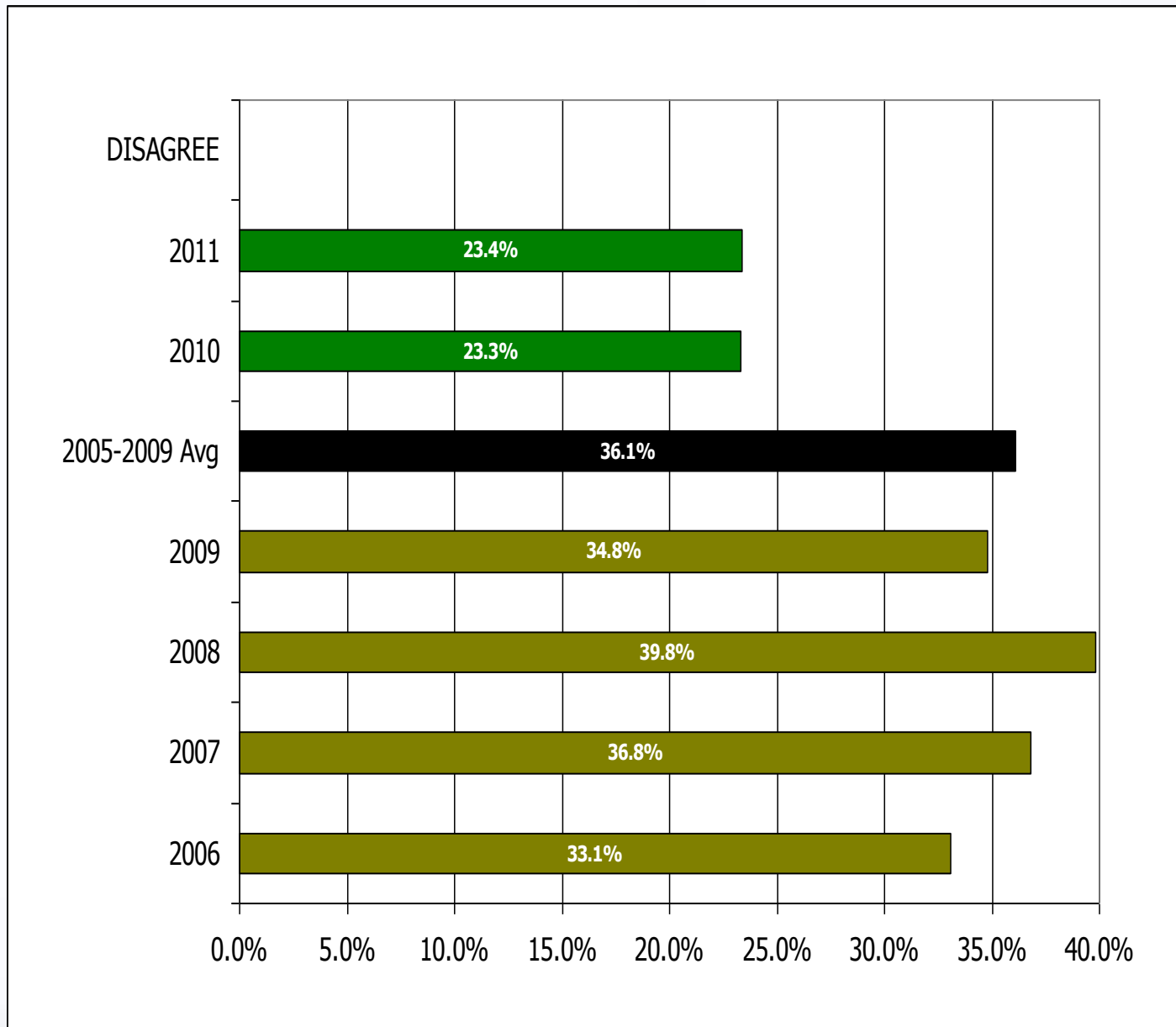
Source: *Your-Say* Regular Forces Survey

General – Overall Quality of Life in CF

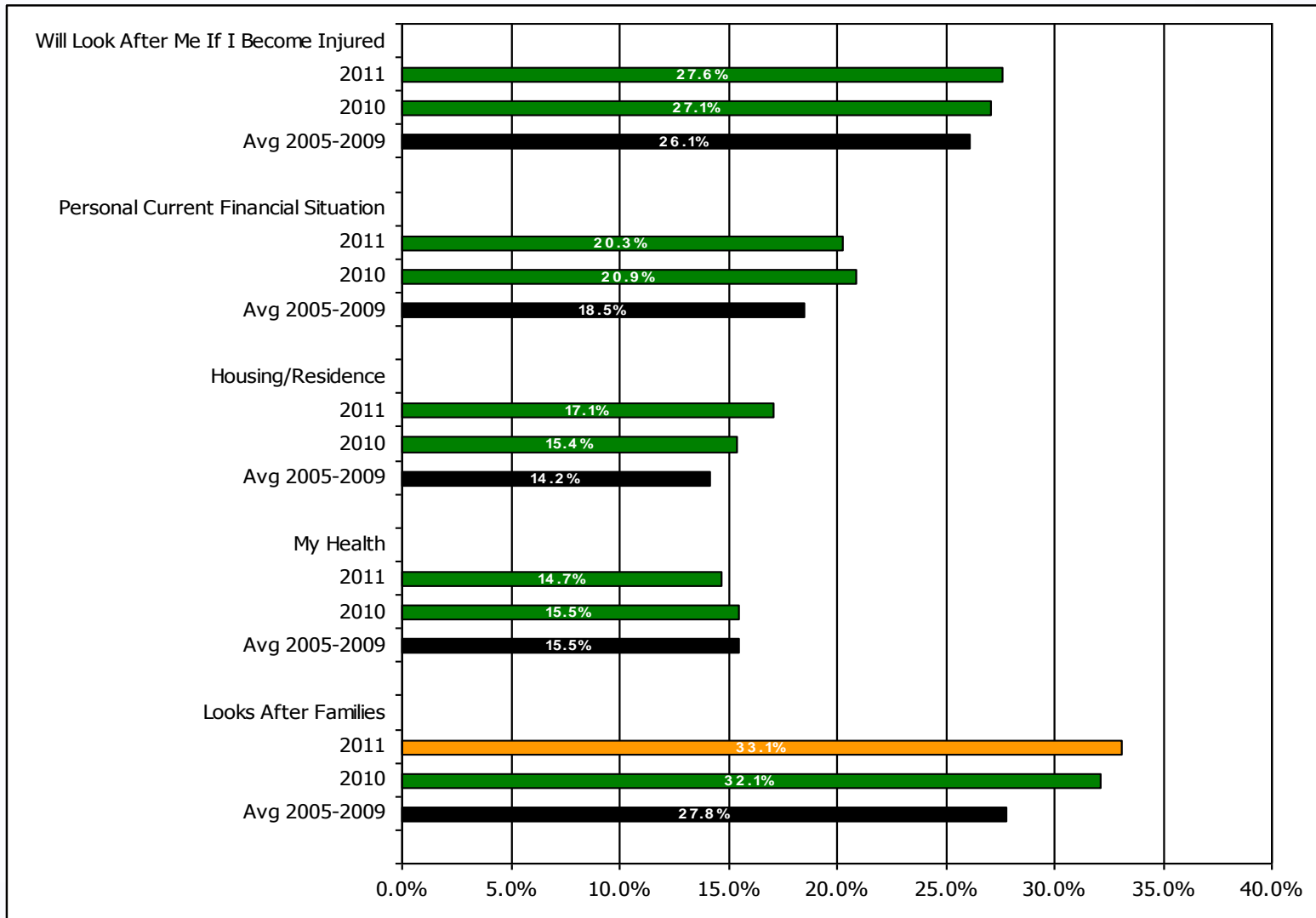


Source: *Your-Say* Regular Forces Survey

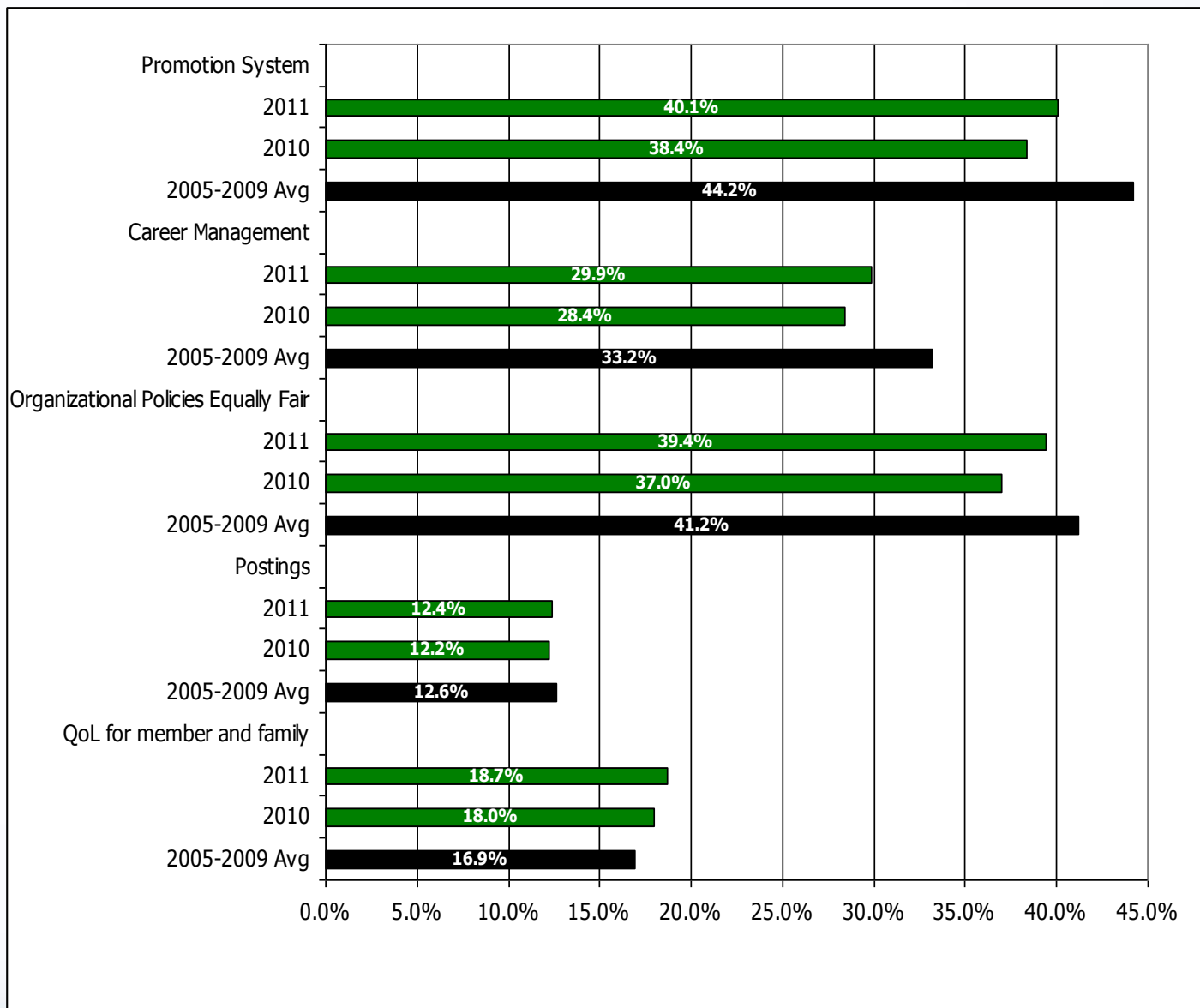
General – Intend to Stay in CF as Long as I Can



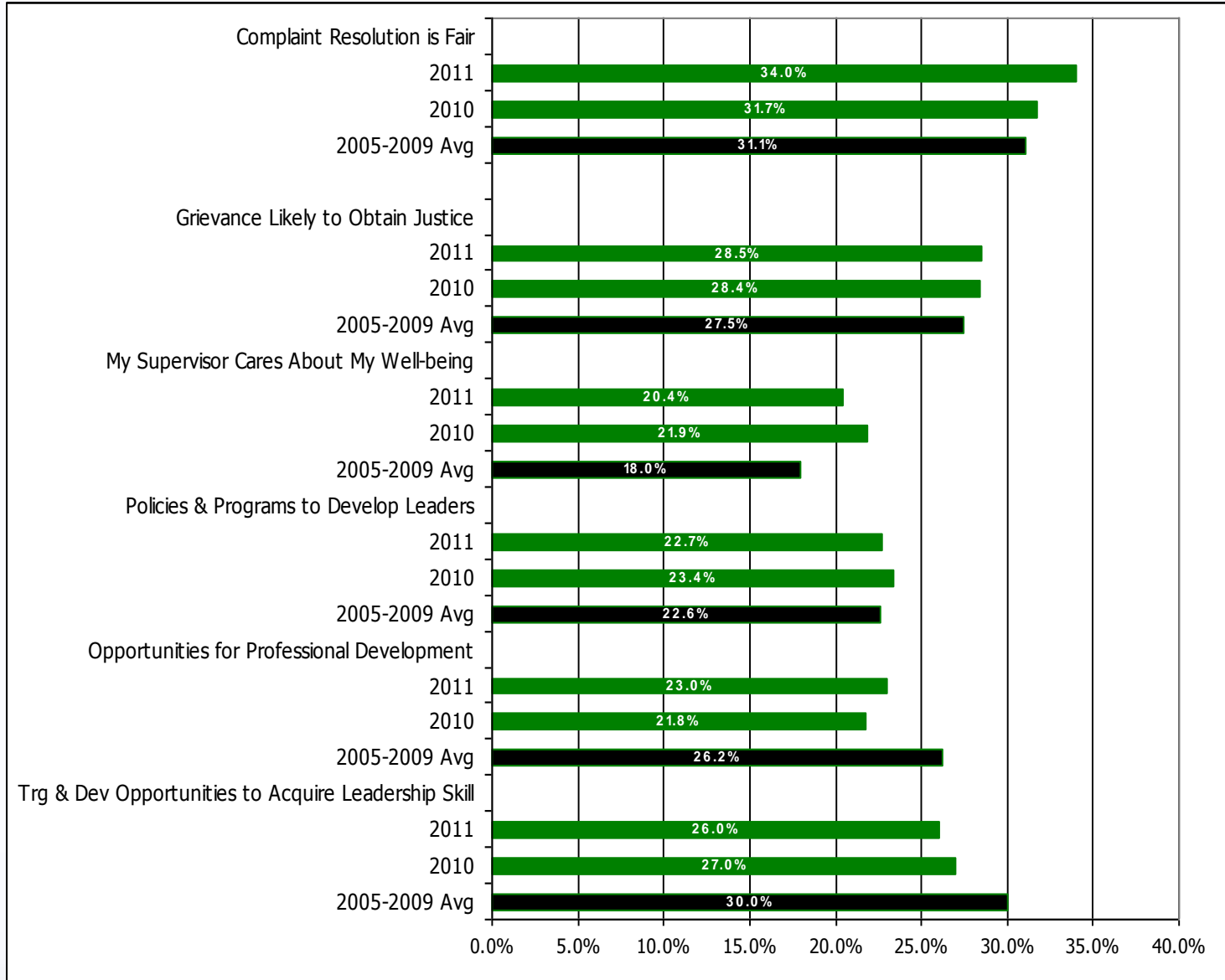
Benefits and Services



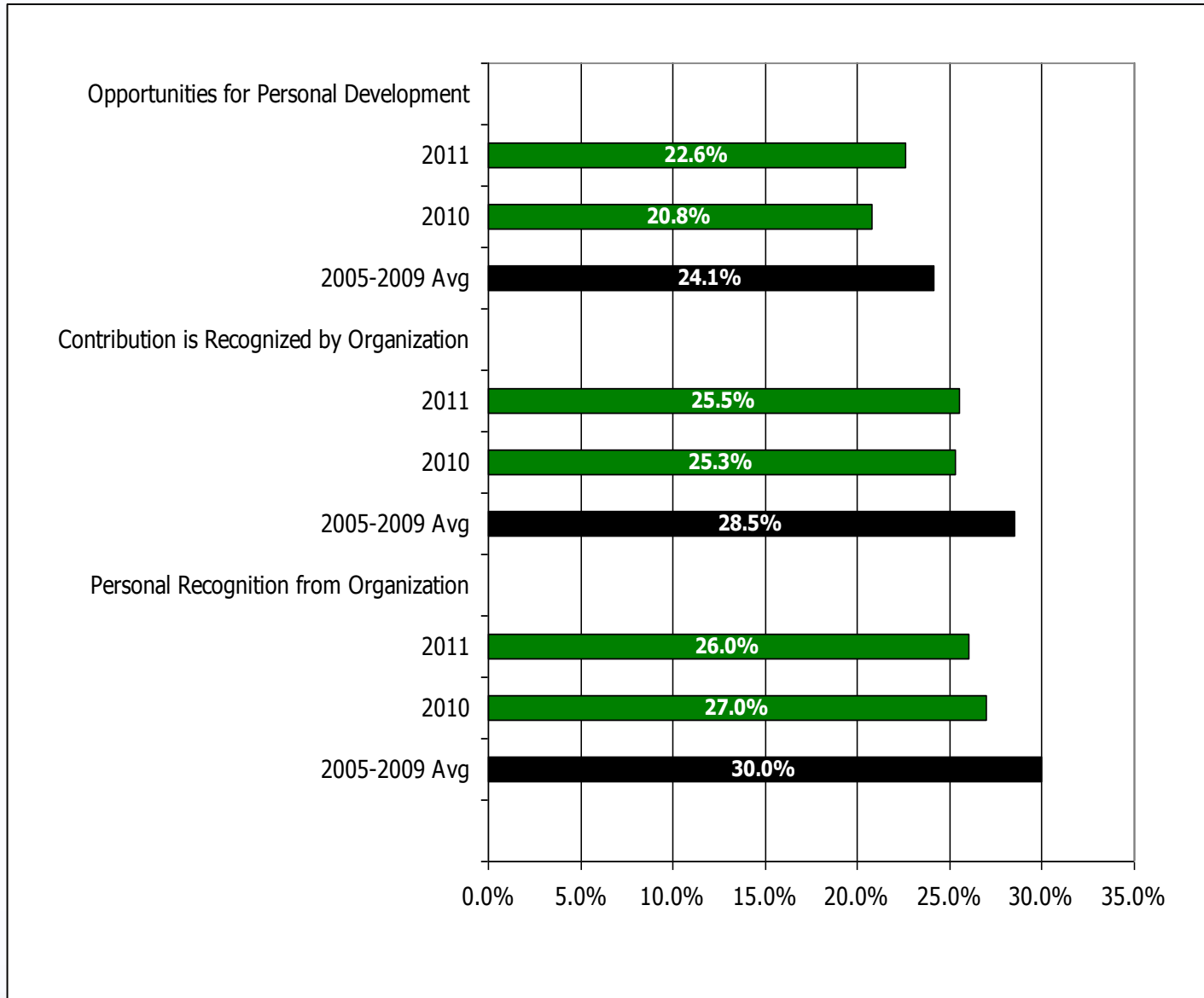
Career and Work



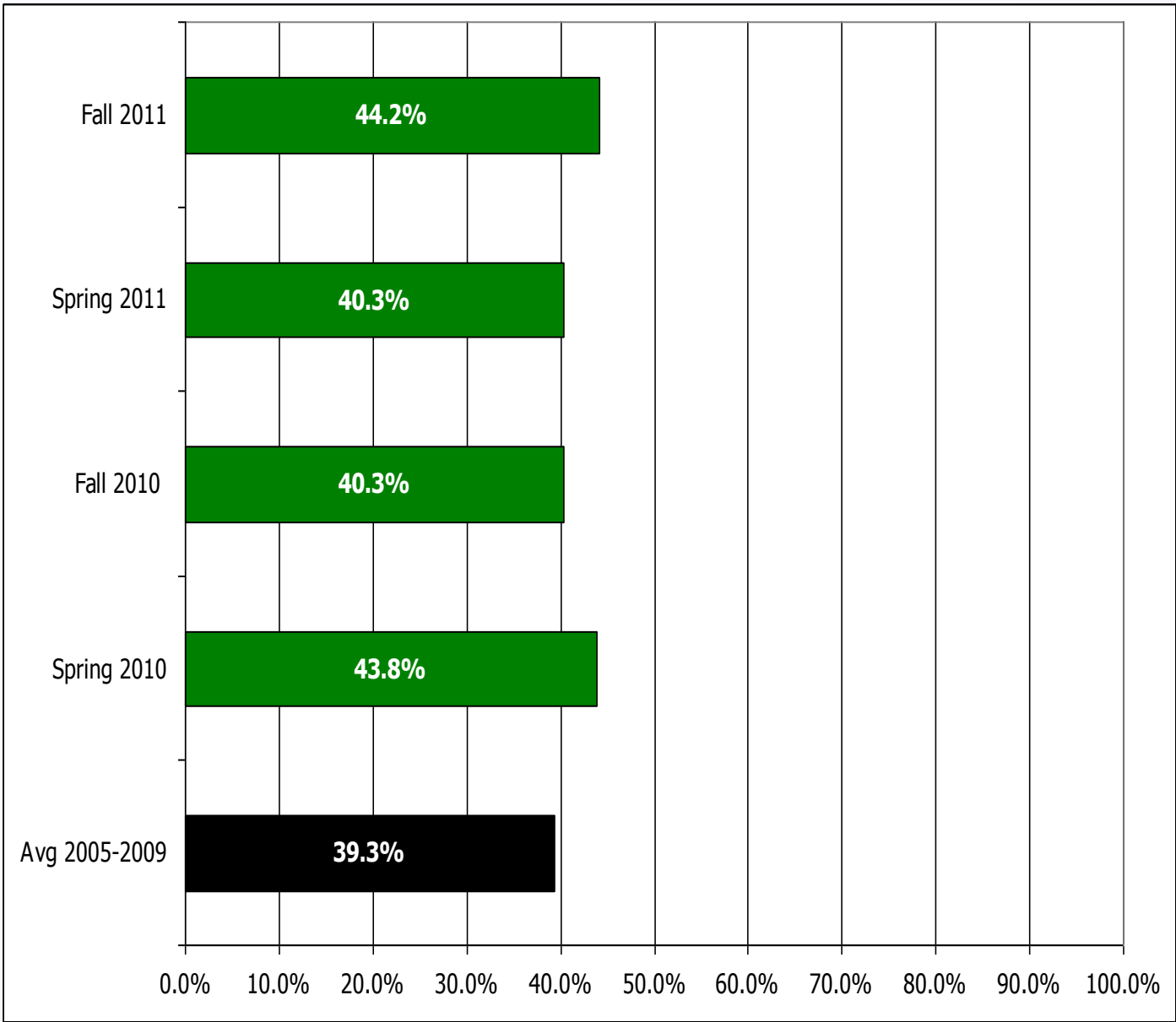
Human Relations



Personal Development

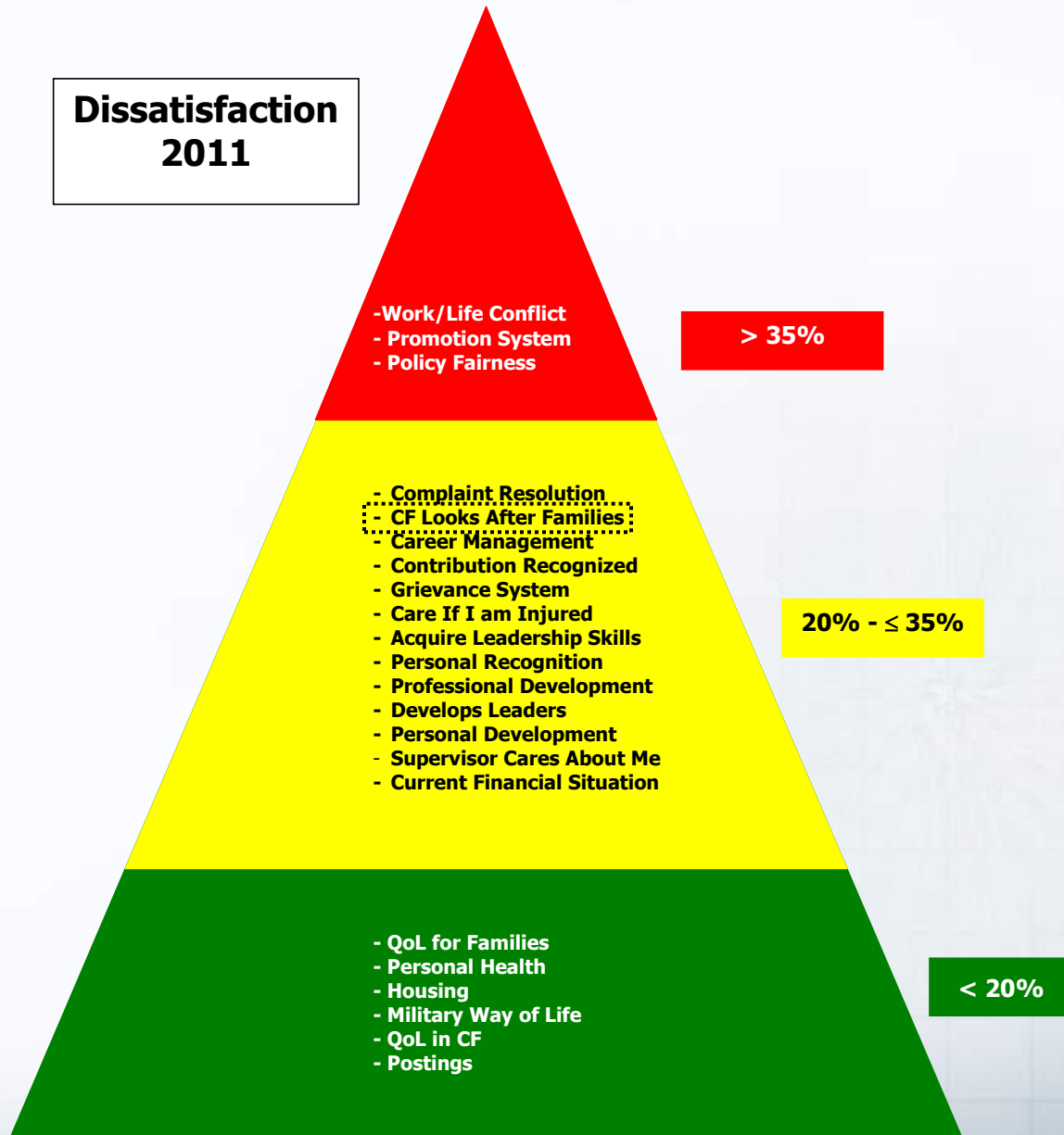


Work Schedule Often Conflicts with Personal Life



Pyramid of Dissatisfaction

**Dissatisfaction
2011**



Top Five Dissatisfiers By Year

TOP DISSATISFIERS			
Rank	2005 - 2009	2010	2011
1	Promotion System	Work/Life Balance	Work/Life Balance
2	Organizational policies are equally fair to everyone	Promotion System	Promotion System
3	Work/Life Balance	Organizational policies are equally fair to everyone	Organizational policies are equally fair to everyone
4	Intend to stay in CF as long as I can	CF looks after families	Methods for resolving complaints are fair and unbiased
5	Career Management	Methods for resolving complaints are fair and unbiased	CF looks after families

Summary

Overall the results are encouraging and fairly stable.

There is strong satisfaction with the Military Way of Life and the individual's Quality of Life.

One measure has moved into **amber** “The CF looks after the families of its service members”.

Results benchmark favourably with our Allies

Conclusions and Future Directions

- The YSS provides general gauge of Reg F attitudes in broad spectrum of personnel management domains
- Results inform senior leaders in the development and improvement of personnel policies and programs
- Currently evaluating the YSS to improve the quality and effectiveness
 - Theoretical framework
 - Psychometric evaluation of the instrument
 - Consultation with stakeholders
- Future analyses to assess whether core section results change over time and how trends vary across groups of interest

Questions

