



National Défense
Defence nationale

Canadian Armed Forces Reserve Force Recruitment Study: Phase 2 Final Report

Prepared for the Department of National Defence

Supplier name: Earnscliffe Strategy Group
Contract number: W7714-217575/001/CY
Contract value: \$70,638.56 (including HST)
Award date: June 3, 2020
Delivery date: August 28, 2020

Registration number: POR-007-20
For more information on this report, please contact DND at:
POR-ROP@forces.gc.ca

Ce rapport est aussi disponible en français.

Canadian Armed Forces Reserve Force Recruitment Study: Phase 2 Final Report

Prepared for the Department of National Defence

Supplier name: Earncliffe Strategy Group

August 2020

This public opinion research report presents the results of the online survey conducted by Earncliffe Strategy Group on behalf of Department of National Defence. The research was conducted in July 2020.

Cette publication est aussi disponible en français sous le titre : Enquête de 2020 sur le recrutement par la Force de réserve des Forces armées canadiennes : 2^e étape

This publication may be reproduced for non-commercial purposes only. Prior written permission must be obtained from Department of National Defence. For more information on this report, please contact DND at: POR-ROP@forces.gc.ca or at:

Department of National Defence
1745 Alta Vista Drive,
Ottawa Ontario K1A 0K6

Catalogue Number: D2-435/2020E-PDF

International Standard Book Number (ISBN): 978-0-660-36491-9

Related publications (registration number: POR-007-20):

Enquête de 2020 sur le recrutement par la Force de réserve des Forces armées canadiennes : 2^e étape (Final report, French)

TABLE OF CONTENTS

<i>EXECUTIVE SUMMARY</i>	<i>1</i>
<i>INTRODUCTION</i>	<i>4</i>
<i>DETAILED FINDINGS</i>	<i>6</i>
<i>CONCLUSIONS AND RECOMMENDATIONS</i>	<i>47</i>
<i>APPENDIX A: METHODOLOGY REPORT</i>	<i>49</i>
<i>APPENDIX B: SURVEY INSTRUMENT</i>	<i>54</i>

EXECUTIVE SUMMARY

Earnscliffe Strategy Group (Earnscliffe) is pleased to present this report to the Department of National Defence (DND) summarizing the results of the second phase of research to support the Reserve Force’s recruitment efforts.

The recruitment of Reserve Force members is identified as a priority in Canada’s defence policy, entitled: Strong, Secure, Engaged (SSE). Specifically, the aim is to increase the size of the Primary Reserve Force by 1,500 to reach 30,000. Increasing the size of the Reserve Force is important to ensuring it can provide full-time capability through part-time service. Related to the goal of increasing the size of the Reserve Force, SSE also emphasizes the need of recruiting for diversity to make the CAF more reflective of the Canadian population.

This research is the second of two phases of the Reserve Force recruitment study. The research design was informed by the feedback from the qualitative research conducted in Phase 1, which focused on the following key areas: general selection process for reservists; environment-specific recruitment process; current and planned advertising, recruiting events, and initiatives; recruitment challenges; and recruiters’ personal experiences recruiting reservists and talking to potential reservists. The aim of this research was to investigate young Canadians’ awareness and perceptions of the Reserve Force.

The total contract value for this research was \$70,638.56 including HST.

Earnscliffe used a quantitative approach to meet DND’s objectives. We conducted an online survey of 2,258 Canadians. The survey was conducted with respondents aged 16 to 34; half self-identified as members of a visible minority group or Indigenous and the other half self-identified as neither visible minority nor Indigenous. The research was conducted using our data collection partner’s (Léger) proprietary online panel. The surveys were conducted online from July 14 to 28, 2020 and averaged 10 minutes. The data was weighted to reflect the demographic composition of the Canadian population aged 16 to 34 based on age, gender, province and visible minority status.

The key findings from the research are presented below.

- Few count themselves as very familiar with the CAF or the Reserve Force. However, well over three-quarters (86%) have some level of familiarity with the CAF, compared to under two-thirds (59%) who have any familiarity with the Reserve Force.
 - Among those who offer an opinion, the majority view both the CAF and the Reserve Force favourably. However, a third (34%) do not offer an impression of the Reserve Force, a probable consequence of the lack of familiarity noted above.
 - Almost a third (31%) do not offer an impression of the CAF as an employer, but among those who do, impressions are mostly positive.
 - Three quarters (75%) of respondents say they are not very or not at all knowledgeable of opportunities with the Reserve Force, just slightly more than the proportion who are not very or not at all knowledgeable of opportunities within the CAF (69%).
 - Very few (7%) clearly recall hearing something about the Reserve Force, while another 24% vaguely recall hearing something. Most often, respondents have heard about recruitment to the Reserve Force (10%) or job openings (9%), as well as having seen general advertising (10%) or ads on TV (9%).

- Just over one-in-five (22%) are likely to consider a career in the CAF and 17% are likely to consider joining the Reserve Force. Of note, almost half (45%) of respondents rule out joining the Reserve Force altogether.
 - Indigenous respondents (25% likely) and respondents from visible minority groups (21% likely) are more enthusiastic about joining, compared to neither visible minority nor Indigenous respondents (15%).
- When it comes to interest in, rather than likelihood of, joining the Reserve Force, 20% express that they would be very (4%) or somewhat interested (16%). After being shown an explanation of the role of the Reserve Force, significantly more (40%) express interest.
 - Indigenous respondents (29% interested) and respondents from visible minority communities (24%) are more interested in joining at the outset than neither visible minority nor Indigenous respondents (18%).
 - While respondents tend to be slightly more familiar with the Army Reserves than other environments, the plurality (40%) would choose the Health Services Reserve over the other environments if they were to join.
- Parents are by far the most influential figures when it comes to whose opinion about joining the Reserve Force would matter (61%), followed by a spouse or significant other (48%), friends (34%), and siblings (30%).
- The most common things respondents want out of a career are good pay (55%), work-life balance (38%), job security (25%), health benefits (23%), and a positive work environment (23%). Respondents view some of these aspects of a career as more compatible with joining the Reserve Force than others.
 - Over two-thirds (68%) of respondents who value health benefits believe they would be likely to have them in the Reserve Force. Those who value job security are similarly reassured that it could be achieved if they joined the Reserve Force (67%).
 - Respondents are less certain about whether joining the Reserve Force would entail good pay (58%) or offer a positive work environment (41%).
 - In contrast, the majority of respondents who seek work-life balance think it is not very or not at all likely that joining the Reserve Force would help them achieve it (55%).
- The findings of this research suggest that respondents lack knowledge of some of the very basic elements of the Reserve Force.
 - For example, over half (59%) think it is definitely or probably true that reservists have a fixed term of service, while 22% do not offer a response. A plurality (42%) think reservists definitely or probably have little to no choice over which city they must live in, and another 22% do not provide an answer. More believe that reservists do not get to choose which missions they wish to participate in (42%) than believe they likely do have a choice (31%).
 - Even when the majority of respondents correctly assess the accuracy of a statement about the Reserve Force, in most cases at least one-in-five are unable to offer an answer. For example, two-thirds (67%) think it is definitely or probably true that reservists can have full-time jobs or attend school while serving, but 21% do not offer an answer.

- When it comes to attitudes about life as a reservist, a majority of respondents agree that there are a wide variety of professions in the Reserve Force (67%) and that it could open doors to success outside the CAF (63%).
- Just over half (52%) agree that the workplace environment in the Reserve Force is respectful of everyone regardless of cultural heritage. Slightly fewer agree it is respectful of women (44%).
- Respondents seem to anticipate some challenges associated with work in the Reserve Force. For example, they are divided over whether being in the Reserve Force could cause problems with other employers – 34% think it could, while 41% think it likely would not. Half (50%) agree that being in the Reserve Force makes it difficult to raise a family.
- The most compelling reasons to join the Reserve Force include salary and benefits (34%), adventure and travel (20%), helping others (20%), and staying fit/having an active lifestyle (19%).
 - The most compelling disincentives to joining the Reserve Force may reflect the lack of familiarity with what a role in the Reserve Force entails. In fact, 20% say that not knowing enough about it is a deterrent. Fear of being hurt or killed is a top deterrent selected (23%), along with a worry about not being fit enough (20%), and the Reserve Force not fitting in with family life (22%). One-in-five (21%) say it is just not for them.

Research Firm:

Earnscliffe Strategy Group Inc. (Earnscliffe)
Contract Number: W7714-217575/001/CY
Contract award date: June 3, 2020

I hereby certify as a Representative of Earnscliffe Strategy Group that the final deliverables fully comply with the Government of Canada political neutrality requirements outlined in the Communications Policy of the Government of Canada and Procedures for Planning and Contracting Public Opinion Research. Specifically, the deliverables do not include information on electoral voting intentions, political party preferences, standings with the electorate or ratings of the performance of a political party or its leaders.

Signed: 

Date: August 28, 2020

Doug Anderson
Principal, Earnscliffe

INTRODUCTION

Earnscliffe Strategy Group (Earnscliffe) is pleased to present this report to the Department of National Defence (DND) summarizing the results of the second phase of research to support the Reserve Force’s recruitment efforts.

The recruitment of Reserve Force members is identified as a priority in Canada’s defence policy, entitled: Strong, Secure, Engaged (SSE). Specifically, the aim is to increase the size of the Primary Reserve Force by 1,500 to reach 30,000. Increasing the size of the Reserve Force is important to ensuring it can provide full-time capability through part-time service (Reserve units will perform specific full-time roles). Related to the goal of increasing the size of the Reserve Force, SSE also emphasizes the need of recruiting for diversity to make the CAF more reflective of the Canadian population.

Existing research about recruitment to the CAF Regular Force cannot be used to inform the Reserve Force’s recruitment strategy. There are a number of ways in which a role in the Reserve Force differs from one in the Regular Force, particularly the employment conditions and roles available. Consequently, the CAF required unique research about Reserve Force recruitment. The first phase of this research, conducted in January 2020, consisted of consultations with individuals involved in the recruitment of reservists, including Recruiters and Public Affairs Officers. Specifically, consultations focused on the following key areas: general selection process for reservists; environment-specific recruitment process; current and planned advertising, recruiting events, and initiatives; recruitment challenges; and their personal experiences recruiting reservists and talking to potential reservists. The results of Phase 1 were used to inform the research design of this phase, which aimed to investigate young Canadians’ awareness and perceptions of the Reserve Force. The findings of this second phase of research will be used to improve recruitment marketing and communication, inform recruitment campaigns, inform the tailoring of recruitment messages for different groups of prospective Reserve Force recruits, and overall improve communication with Canadians.

The specific objectives of the research were to investigate:

- familiarity with the Reserve Force, for each environment and the Health Service Reserve;
- interest in joining the Reserve Force and its subcomponents, and reasons for interest or low interest;
- perceptions of the CAF, the Reserve Force, and its subcomponents;
- assessment of environmental-specific advertising recall;
- perceptions of the effectiveness of recruiting strategies and influencers; and
- demographics, such as designated group membership.

Earnscliffe used a quantitative approach to meet these objectives. We conducted an online survey of 2,258 Canadians. The survey was conducted with respondents aged 16 to 34, half self-identified as a member of a visible minority group or Indigenous, and the other half self-identified as neither visible minority nor Indigenous. The research was conducted using our data collection partner’s (Léger) proprietary online panel. The surveys were conducted online from July 14 to 28, 2020 and averaged 10 minutes. The data was weighted by age, gender, province, and by whether respondents self-identified as members of a visible minority community, to reflect the demographic composition of the Canadian population aged 16 to 34.

To ensure sufficient representation of Canadians at all age levels and across all provinces, quotas were set as outlined in the tables below.

REGION/PROVINCE	%	Visible Minority/Indigenous 16-34	Rest of Canadians 16-34
Atlantic Canada	6.8%	69	69
Québec	23.4%	234	234
Ontario	38.3%	383	383
Prairies	6.5%	66	66
Alberta	11.2%	112	112
British Columbia	13.5%	136	136
TOTAL	100%	1,000	1,000

AGE	%	Visible Minority/Indigenous 16-34	Rest of Canadians 16-34
16-17	10%	100	100
18-24	35%	350	350
25-34	55%	550	550
TOTAL	100%	1,000	1,000

GENDER	%	Visible Minority/Indigenous 16-34	Rest of Canadians 16-34
Female	51.4%	514	514
Male	48.6%	486	486
TOTAL	100%	1,000	1,000

Statistically significant differences among demographic groups analyzed are denoted in all tables in this report using the following bold subscript letters:

- A = Total sample ages 16 to 34
- G = Visible minority ages 16 to 34
- H = Indigenous ages 16 to 34
- I = Neither Visible Minority nor Indigenous ages 16 to 34

A group with a significantly higher percentage, relative to other groups, is identified by a bold superscript letter associated with the group that has a significantly smaller percentage.

Unless otherwise noted, demographic differences highlighted are statistically significant at the 95% confidence level. The statistical test used to determine the significance of the results was the Z-test.

The detailed findings from this research are presented in subsequent sections of this report. Appended to this report are the methodology report, survey instrument, and data tables (presented under a separate cover).

DETAILED FINDINGS

The following research results are presented in six sections: Familiarity with the CAF and the Reserve Force; Interest in joining and likelihood to join the Reserve Force; Likelihood of attaining career aspirations while in the Reserve Force; Truths & myths about the Reserve Force; Attitudes about joining the Reserve Force; and Preferred communication channels.

These findings focus primarily on the differences across the four target samples: the general population as a whole; those who self-identify as a visible minority (excluding Indigenous persons); Indigenous persons, and those who self-identify as neither visible minority nor Indigenous. Appended data tables provide results of findings across a much broader range of demographics, characteristics, and attitudes.

Familiarity with the CAF and the Reserve Force

Few count themselves as very familiar with the CAF or the Reserve Force. However, well over three-quarters (86%) have some level of familiarity with the CAF, compared to under two-thirds (59%) who have any familiarity with the Reserve Force. Overall, Indigenous respondents are more familiar with both the CAF (64% familiar) and the Reserve Force (45% familiar) than respondents from visible minority groups and neither visible minority nor Indigenous respondents. Other notable demographic differences in familiarity include:

- Male respondents are more familiar with both the CAF (52%) and the Reserve Force (32%) than female respondents (41% are familiar with the CAF and 20% are familiar with the Reserve Force).
- Older respondents are more familiar than the youngest cohort. Half of respondents ages 25-34 are familiar with the CAF and 30% are familiar with the Reserves. In comparison, just 35% of 16 to 17 year-olds are familiar with the CAF and 16% are familiar with the Reserve Force.
- Familiarity with both the CAF (24%) and the Reserve Force (17%) is considerably lower in Québec compared to the other provinces.

A third (34%) do not offer an impression of the Reserve Force, a probable consequence of the lack of familiarity noted above. Among those who do offer an opinion, the majority view both the CAF and the Reserve Force favourably. Indigenous respondents are more likely to have a very favourable (18%) view of the Reserve Force compared to other respondents from visible minority groups (8% have a favourable view). They also have a more favourable view of the CAF (32% very favourable) than neither visible minority nor Indigenous respondents (22%) and respondents from visible minority groups (14%).

Important demographic differences when it comes to impressions of the CAF and the Reserve Force include:

- A greater percentage of male respondents have favourable views of the CAF (77%) and the Reserve Force (55%) compared to women (66% have a favourable view of the CAF, while 38% view the Reserve Force favourably).
- Older respondents (25-34) are more likely to have a favourable view of the Reserve Force (51%) compared to those 18 to 24 (42%) and 16 to 17 (32%). Of note, 42% of 16 to 17-year-olds and 39% of 18 to 24 year-olds do not offer a response to this question.
- Respondents from Atlantic Canada are significantly more likely to view the Reserve Force favourably (66%) compared to respondents from all other provinces.

Exhibit A1: Q10: How familiar are you with the Canadian Armed Forces?

	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 110) H	Neither Visible Minority nor Indigenous (n = 1,156) I
Not at all familiar	12%	15% I	13%	11%
Not very familiar	40%	39% H	22%	42% H
Somewhat familiar	37%	36%	43%	37%
Very familiar	9%	8%	23% GI	9%
Don't know/Prefer not to answer	1%	1%	1%	1%

Exhibit A2: Q17: How familiar are you with the Reserve Force of the Canadian Armed Forces?

	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 110) H	Neither Visible Minority nor Indigenous (n = 1,156) I
Not at all familiar	38%	40% H	24%	39% H
Not very familiar	33%	31%	29%	35%
Somewhat familiar	21%	21%	31% GI	20%
Very familiar	5%	4%	13% GI	4%
Don't know/Prefer not to answer	2%	1%	1%	1%

Exhibit A3: Q11. Generally speaking, would you say that you have a very favourable, somewhat favourable, not very favourable, or not at all favourable opinion of the Canadian Armed Forces?

	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 110) H	Neither Visible Minority nor Indigenous (n = 1,156) I
Not at all favourable	2%	3%	2%	2%
Not very favourable	12%	13%	11%	12%
Somewhat favourable	52%	56%	46%	52%
Very favourable	19%	14%	32% GI	20% G
Don't know/Prefer not to answer	13%	14%	10%	14%

Exhibit A4: Q18. Generally speaking, would you say that you have a very favourable, somewhat favourable, not very favourable, or not at all favourable opinion the Reserve Force?

	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 110) H	Neither Visible Minority nor Indigenous (n = 1,156) I
Not at all favourable	6%	7%	3%	7%
Not very favourable	13%	16% I	13%	12%
Somewhat favourable	36%	38%	37%	36%
Very favourable	10%	8%	18% G	10%
Don't know/Prefer not to answer	34%	32%	29%	36%

Respondents are slightly more familiar with the Army Reserve (29% very/somewhat familiar) and the Air Force Reserve (24%) than the Naval Reserve (20%) and the Health Services Reserve (18%). Indigenous respondents, already more familiar with the Reserve Force than the other target audiences in this study, are significantly more familiar with each environment. For example, almost half are familiar with the Army Reserve (48%), compared to 27% of both respondents who are members of visible minority communities and those who are not. Male respondents are more familiar with each environment compared to female respondents. Respondents from Québec are the least familiar with each environment, compared to the other provinces.

Exhibit A5: Q23-26. How familiar would you say you are with each of the four environments of the Reserve Force?
The Army Reserve

	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 110) H	Neither Visible Minority nor Indigenous (n = 1,156) I
Not at all familiar	37%	38% H	23%	38% H
Not very familiar	31%	31%	25%	31%
Somewhat familiar	23%	23%	34% GI	21%
Very familiar	6%	4%	14% GI	6%
Don't know/Prefer not to answer	37%	38%	23%	38%

Exhibit A6: Q23-26. How familiar would you say you are with each of the four environments of the Reserve Force?
The Naval Reserve

	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 110) H	Neither Visible Minority nor Indigenous (n = 1,156) I
Not at all familiar	46%	46% H	28%	47% H
Not very familiar	31%	31%	39%	31%
Somewhat familiar	16%	16%	22%	15%
Very familiar	4%	3%	7%	4%
Don't know/Prefer not to answer	4%	4%	3%	4%

Exhibit A7: Q23-26. How familiar would you say you are with each of the four environments of the Reserve Force?
The Air Force Reserve

	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 110) H	Neither Visible Minority nor Indigenous (n = 1,156) I
Not at all familiar	42%	42% H	24%	44% H
Not very familiar	30%	30%	28%	31%
Somewhat familiar	20%	20%	31% GI	18%
Very familiar	4%	4%	13% GI	4%
Don't know/Prefer not to answer	4%	4%	4%	4%

Exhibit A8: Q23-26. How familiar would you say you are with each of the four environments of the Reserve Force?
The Health Services Reserve

	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 110) H	Neither Visible Minority nor Indigenous (n = 1,156) I
Not at all familiar	49%	48% H	37%	50% H
Not very familiar	30%	27%	30%	30%
Somewhat familiar	14%	17% I	19%	12%
Very familiar	4%	4%	9%	4%
Don't know/Prefer not to answer	4%	3%	4%	4%

Under one-in-five clearly recall hearing something about the CAF and just over half (60%) clearly or vaguely recall hearing something. Neither visible minority nor Indigenous respondents are more likely to clearly recall hearing

something about the CAF (19%) compared to respondents from visible minority communities (14%). When it comes to the Reserve Force, very few (7%) clearly recall hearing or seeing anything. A quarter (24%) vaguely recall hearing something. Of note, Indigenous respondents (15%) are significantly more likely than both respondents who are (6%) and are not (6%) members of visible minority communities to clearly recall having heard something. Male respondents are more likely than women to have heard something (36% vs. 25%). Finally, respondents from Atlantic Canada are significantly more likely to have heard something about the Reserves (43%) compared to Ontarians (29%), Albertans (25%), and those in BC (30%).

Just under one-in-five who do recall hearing or seeing something about the Reserve Force remember that what they read or saw was about recruiting (10%), or job openings (9%). The same proportion recall general ads (10%), and television ads (9%). A few recall friends or family who joined (6%) or mention something about the Reserve Force’s role in disaster relief (5%).

Exhibit A9: Q16: Would you say you clearly recall, vaguely recall, or do not recall seeing or hearing anything about the Canadian Armed Forces?

	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 110) H	Neither Visible Minority nor Indigenous (n = 1,156) I
Clearly recall	18%	14%	22%	19% G
Vaguely recall	42%	43%	39%	42%
Do not recall	37%	41% I	36%	36%
Don’t know/Prefer not to answer	3%	3%	4%	3%

Exhibit A10: Q35: Would you say you clearly recall, vaguely recall, or do not recall seeing or hearing anything about the Reserve Force in the past year?

	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 110) H	Neither Visible Minority nor Indigenous (n = 1,156) I
Clearly recall	7%	6%	15% GI	6%
Vaguely recall	24%	26%	23%	23%
Do not recall	64%	63%	57%	66%
Don’t know/Prefer not to answer	5%	5%	5%	5%

Exhibit A11: Q35B: [IF RECALL HEARING, SEEING, READING SOMETHING ABOUT THE RESERVE FORCE] What do you recall seeing or hearing about the Reserve Force of the Canadian Armed Forces?[OPEN END]

	Total Sample (n = 682) A	Visible Minority (n = 311) G	Indigenous (n = 40) H	Neither Visible Minority nor Indigenous (n = 331) I
The Reserve Force is recruiting	10%	8%	21%	10%
Advertisements (Non-specified)	10%	10%	8%	10%
Job openings/Career opportunities	9%	9%	5%	10%
Television advertisements	9%	7%	4%	10%
Friends/family have been accepted into the Reserve Force	6%	5%	12%	5%
Disaster relief (Including the COVID-19 pandemic, flooding, etc.)	5%	5%	-	6%
In-person recruitment (Including job fairs, schools, etc.)	4%	3%	9%	4%
Online advertisements	3%	3%	4%	3%
I've heard bad things about the Reserve Force	3%	4%	-	3%
Print advertisements (Including newspapers, magazines, posters, etc.)	3%	2%	3%	4%
YouTube advertisements	3%	2%	-	3%
It pays well/Offers good benefits	3%	2%	-	3%
Recommended by someone (Including friends, family, etc.)	2%	1%	3%	3%
Social media advertisements	2%	2%	3%	2%
Friends/family interested in joining the Reserve Force	2%	3%	2%	2%
General positive	2%	4%	-	1%
Reserve Forces offer many career options	2%	1%	-	2%
Students who join will have part of their education paid for	2%	2%	-	2%
It is a good job/Reserve Force are good employers	1%	1%	2%	1%
They are one of the most trained forces/They train hard	1%	-	4%	1%
Radio advertisements	1%	-	-	2%
You would be protecting and serving your country	1%	1%	4%	1%
The Reserve Force helps the Canadian Armed Forces	1%	1%	-	1%
The news (Non-specified)	1%	2%	4%	-
It is demanding and hard work	1%	1%	-	-
Advertisements to join on campus	0%	1%	-	-
Advertisements on public transportation/Bus shelters	0%	1%	-	-

Other	7%	8%	13%	6%
None of the above	3%	2%	4%	4%
Don't know/Prefer not to answer	18%	21%	19%	17%

Overall, there is some uncertainty about the CAF as an employer, but very little negativity. For example, almost a third (31%) do not offer an impression of the CAF as an employer, while about half (51%) have a favourable view and 18% have an unfavourable view. Over two-thirds are not very or not at all knowledgeable of opportunities within the CAF (69%) and three quarters (75%) of respondents say they are not very or not at all knowledgeable of opportunities with the Reserve Force. However, among those who are familiar with the CAF and the Reserve Force, views of the CAF as an employer are more favourable (65%) than among those who are less familiar (40%). Of note, Indigenous respondents seem more knowledgeable of opportunities within both the CAF (46%) and the Reserve Force (33%) compared to other respondents.

Other notable demographic differences when it comes to the CAF as an employer include:

- A greater percentage of male respondents have favourable views of the CAF as an employer (55%) compared to women (47%).
- Older respondents (25-34) are more likely to have a favourable view of the CAF as an employer (56%) compared to those 18 to 24 (47%), and 16 to 17 (43%).

Knowledge of career opportunities in both the CAF and the Reserve Force varies by gender, age, and region. For example:

- A third of male respondents count themselves knowledgeable of opportunities in the CAF compared to 22% of women. Just over a quarter of men (27%) compared to 13% of women are knowledgeable of Reserve Force opportunities.
- Respondents ages 18 to 24 (17%) and 25 to 34 (23%) are more knowledgeable of Reserve Force opportunities compared to those 16 to 17 (12%).

Exhibit A12: Q12. Would you say you have a very favourable, somewhat favourable, not very favourable, or not at all favourable opinion of the Canadian Armed Forces as an employer?

	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 110) H	Neither Visible Minority nor Indigenous (n = 1,156) I
Not at all favourable	4%	4%	4%	4%
Not very favourable	14%	15%	19%	13%
Somewhat favourable	39%	39%	41%	40%
Very favourable	12%	10%	14%	12%
Don't know/Prefer not to answer	31%	32% H	22%	31% H

Exhibit A13: Q15. How knowledgeable do you feel you are about career opportunities within the Canadian Armed Forces?

	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 110) H	Neither Visible Minority nor Indigenous (n = 1,156) I
Not at all knowledgeable	27%	29% H	17%	28% H
Not very knowledgeable	42%	43%	35%	43%
Somewhat knowledgeable	23%	22%	36% GI	22%
Very knowledgeable	5%	4%	10%	5%
Don't know/Prefer not to answer	3%	3%	3%	3%

Exhibit A14: Q21. How knowledgeable do you feel you are about opportunities within the Reserve Force?

	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 110) H	Neither Visible Minority nor Indigenous (n = 1,156) I
Not at all knowledgeable	46%	45% H	28%	47% H
Not very knowledgeable	30%	28%	36%	29%
Somewhat knowledgeable	16%	17%	21%	15%
Very knowledgeable	4%	4%	12% GI	3%
Don't know/Prefer not to answer	5%	5%	3%	5%

Slightly fewer than a third (28%) know someone serving or who has served in the CAF. A greater proportion of Indigenous respondents (36%) and neither visible minority nor Indigenous respondents (31%) know someone serving or who has served than respondents from visible minority communities (18%). Fewer know someone in or who has been in the Reserve Force (22%). Again, a greater proportion of Indigenous respondents know someone who has been in the Reserve Force (39%) than other respondents. Those who view the CAF and the Reserve Force more favourably are more likely to know someone who is or has been a member of either. For example, 27% of those with a favourable view of the CAF and 36% of those with a favourable view of the Reserve Force know someone who has been in the Reserve Force, compared to 16% among those with an unfavourable view of the CAF and 14% among those with an unfavourable view of the Reserve Force. The relationship between knowing someone who has served and familiarity with, as well as favourability towards the Reserve Force, may help explain Indigenous respondents' higher levels of familiarity and favourability.

Roughly a third (32%) know of a CAF base or facility within 25 kilometres of where they live. Fewer (22%) know of a Reserve Force base near where they live. Indigenous respondents (39%) and respondents who are neither visible minority nor Indigenous (35%) are more likely to know of a CAF base and Reserve Force facility (30% and 25%, respectively) compared to respondents from visible minority communities (22% are aware of a CAF base and 14%

are aware of a Reserve Force facility). Among those who are aware of a Reserve Force facility within 25 kilometres of their home, half (54%) say it is an Army Reserve facility.

Exhibit A15: Q70. Do you know someone who is serving in the Regular Force of the Canadian Armed Forces or who has served in recent years?

	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 110) H	Neither Visible Minority nor Indigenous (n = 1,156) I
No	67%	76% HI	59%	64%
Yes	28%	18%	36% G	31% G
Don't know/Prefer not to answer	5%	5%	5%	5%

Exhibit A16: Q71. Do you know someone who is serving in the Reserve Force or who has served in recent years?

	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 110) H	Neither Visible Minority nor Indigenous (n = 1,156) I
No	71%	79% HI	54%	69% H
Yes	22%	16%	39% GI	23% G
Don't know/Prefer not to answer	7%	5%	7%	7%

Exhibit A17: Q72. To the best of your knowledge, is there a Canadian Armed Forces base or facility of any kind within 25 km of where you live?

	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 110) H	Neither Visible Minority nor Indigenous (n = 1,156) I
No	36%	36% H	26%	37% H
Yes	32%	22%	39% G	35% G
Don't know/Prefer not to answer	32%	42% I	35%	27%

Exhibit A18: Q73. To the best of your knowledge, is there a Reserve unit within 25 km of where you live?

	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 111) H	Neither Visible Minority nor Indigenous (n = 1,156) I
No	33%	35%	28%	33%
Yes	22%	14%	30% G	25% G
Don't know/Prefer not to answer	44%	51% I	42%	42%

Exhibit A19: Q74. [IF RESERVE UNIT WITHIN 25 KM] Which environment(s) of the Reserve Force have a unit within 25 km of where you live? Select all that apply.

	Total Sample (N = 457) A	Visible Minority (n = 148) G	Indigenous (n = 34) H	Neither Visible Minority nor Indigenous (n = 275) I
The Army Reserve	54%	51%	64%	53%
The Naval Reserve	17%	18%	23%	16%
The Air Force Reserve	16%	21%	27%	14%
The Health Services Reserve	10%	14%	21%	7%
Don't know/Prefer not to answer	26%	22%	16%	28%

Likelihood of Joining the CAF or the Reserve Force

Just over one-in-five (22%) are likely to consider a career in the CAF and 17% are likely to consider joining the Reserve Force. Among those who claim they are not very or not at all likely to join the CAF, 22% say that they have previously considered it. Just 10% of those who are not very or not at all likely to join the Reserve Force say they have considered it before.

Respondents from visible minority communities (21% very or somewhat likely) and Indigenous respondents (25%) are more likely to consider joining the Reserve Force than neither visible minority nor Indigenous (15%). The two aforementioned groups are also more likely to consider joining the CAF (26% and 30%, respectively) compared to neither visible minority nor Indigenous respondents (20%). Of note, almost half (45%) of respondents rule out joining the Reserve Force altogether. Slightly fewer (39%) rule out joining the CAF.

When it comes to interest in, rather than likelihood of, joining the Reserve Force, 20% express that they would be very (4%) or somewhat interested (16%). Respondents from visible minority communities (24%) and Indigenous respondents (29%) are significantly more likely to be very or somewhat interested than respondents from neither visible minority nor Indigenous communities (18%). Other notable demographic features of the group of interested respondents include:

- A skew towards male respondents; they make up 68% of this group.
- They are older; 61% are between the ages of 25 and 34.

- This group contains a higher percentage of South-Asian respondents; 15% compared to 6% among those who are not very interested, and 5% among those not at all interested.
- Significantly more are already working full time (62%) than those not very (47%) and not at all (44%) interested; this may be a function of the age of this group.

After being provided with an explanation of what a role in the Reserve Force entails, respondents were again asked how likely they would be to join. A total of 40% say they would be very or somewhat interested in joining after that explanation, 7% of whom would be very interested.

About a fifth (18%) of the sample are initially either not at all or not very interested in joining the Reserve Force but change their minds upon finding out more, and when asked again, indicate that they are somewhat or very interested in joining. This group varies on a few key demographic characteristics from those who are initially interested in joining:

- They are more likely to be female (46% compared to 32%).
- This group contains a greater proportion of respondents ages 18-24 (41%) than those initially interested (32%).
- There is a greater proportion of students (27%) than there is among those initially interested (13%), perhaps because there are more respondents ages 18 to 24 in this group.

Exhibit B1: Q13. Today, how likely are you to consider a career in the Canadian Armed Forces?

	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 111) H	Neither Visible Minority nor Indigenous (n = 1,156) I
Not at all likely	39%	35%	31%	42% GH
Not very likely	34%	34%	34%	35%
Somewhat likely	18%	20%	21%	16%
Very likely	5%	6% I	9%	4%
Don't know/Prefer not to answer	4%	5%	4%	4%

Exhibit B2: Q14. [IF NOT VERY LIKELY OR NOT AT ALL LIKELY] Have you ever considered a career in the Canadian Armed Forces?

	Total Sample (N = 1,644) A	Visible Minority (n = 695) G	Indigenous (n = 70) H	Neither Visible Minority nor Indigenous (n = 878) I
No	76%	80% H	60%	76% H
Yes	22%	19%	35% G	23%
Don't know/Prefer not to answer	1%	1%	5%	1%

Exhibit B3: Q19. Today, how likely are you to consider joining the Reserve Force?

	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 111) H	Neither Visible Minority nor Indigenous (n = 1,156) I
Not at all likely	45%	44% H	32%	47% H
Not very likely	28%	26%	31%	29%
Somewhat likely	13%	15% I	17%	12%
Very likely	4%	5% I	8%	3%
Don't know/Prefer not to answer	9%	9%	11%	9%

Exhibit B4: Q20. [IF NOT VERY LIKELY OR NOT AT ALL LIKELY] Have you ever considered joining the Reserve Force?

	Total Sample (N = 1,653) A	Visible Minority (n = 697) G	Indigenous (n = 68) H	Neither Visible Minority nor Indigenous (n = 888) I
No	88%	90% H	73%	89% H
Yes	10%	8%	23% GI	10%
Don't know/Prefer not to answer	2%	2%	4%	1%

Exhibit B5: Q22. How interested would you be in joining the Reserve Force?

	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 111) H	Neither Visible Minority nor Indigenous (n = 1,156) I
Not at all interested	42%	39% H	26%	45% GH
Not very interested	29%	27%	33%	29%
Somewhat interested	16%	19% I	18%	15%
Very interested	4%	5% I	11% GI	3%
Don't know/Prefer not to answer	9%	10%	12%	8%

Exhibit B6: Q51. As a matter of fact, reservists usually have a full-time job or attend school during the daytime and work on a part-time basis with the Canadian Armed Forces. Reservists play an important role in supporting Canadian operations both at home and abroad (e.g., Helping with flood relief efforts in Québec and Manitoba). Reservists are also active in their communities and help with cultural events, parades, festivals, and other public events in communities across Canada (e.g., the 2010 Winter Olympics in Vancouver). Part-time members may also choose to serve overseas, when there are opportunities available. Given this information, how interested would you be in joining the Reserve Force?

	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 111) H	Neither Visible Minority nor Indigenous (n = 1,156) I
Not at all interested	25%	19%	25%	28% G
Not very interested	28%	26%	23%	29%
Somewhat interested	33%	40% HI	30%	31%
Very interested	7%	9% I	13% I	6%
Don't know/Prefer not to answer	6%	7%	10%	6%

When asked about each environment individually, respondents do not appear significantly more likely to join one environment over the other. However, when asked to pick their first choice, Health Services is the clear favourite. Among those who claim to be very, somewhat, or not very likely to join the Reserve Force, about a third are very or somewhat likely to join the Health Services Reserve (34%), the Army Reserve (33%), and the Air Force Reserve (32%). Slightly fewer (28%) are likely to join the Naval Reserve. As noted above, when forced to choose between the four environments, Health Services (40%) emerges as the favourite, followed by the Army Reserve (16%) and the Air Force Reserve (15%). Few (8%) would select the Naval Reserves as their first choice. Of note, there is a more even split when it comes to environment preference among those who are interested in joining the Reserve Force at the outset of the survey. While Health Services is still the most popular (33%), the Army Reserve (27%) and the Air Force Reserve (26%) are not far behind.

The order of environment preference described above is reflected in respondents' likelihood to join the different environments once they have been provided with more information about the Reserve Force. Well over a third (39%) are likely to join the Health Services Reserve, followed by 32% who claim they are likely to join the Army Reserve, 28% who are likely to join the Air Force Reserve, and a quarter (25%) who are likely to join the Naval Reserve.

The Health Services Reserve is the most popular among respondents regardless of whether they are Indigenous, a member of a visible minority community, or neither visible minority nor Indigenous. However, it is worth noting that the Army Reserve is slightly more popular among neither visible minority nor Indigenous respondents (17% select it as their top choice) than among members of visible minority communities (14%). The Air Force Reserve is more popular among Indigenous respondents (24% select it as their top choice) compared to neither visible minority nor Indigenous respondents (13%). Other notable demographic differences in respondents' top choice include:

- Women are significantly more likely to select the Health Services Reserve as their top choice (55%) compared to men (26%).

- Health Services is also more popular among the 16 to 17-year-old (45%) and 18 to 24-year-old (45%) cohort compared to the 25 to 34 category (37%).

Both pre- and post-explanation, respondents from visible minority communities are more likely to join the Health Services and Air Force Reserves than neither visible minority nor Indigenous respondents. For example, 42% pre-explanation and 46% post-explanation are likely to join Health Services, compared to 30% pre- and 35% post-explanation among neither visible minority nor Indigenous respondents. Post-explanation, respondents from visible minority communities are also more likely to join the Naval Reserve (28%) compared to neither visible minority nor Indigenous respondents (23%). The only environment respondents from visible minority communities are no more likely than other respondents to join is the Army Reserve.

Exhibit B7: Q27-30. [IF VERY LIKELY, SOMEWHAT LIKELY, NOT VERY LIKELY TO JOIN THE RESERVES] And for each of the four environments of the Reserve Force, today, how likely would you say you are to join that particular Reserve Force?

The Army Reserve

	Total Sample (n = 1,011) A	Visible Minority (n = 459) G	Indigenous (n = 62) H	Neither Visible Minority nor Indigenous (n = 490) I
Not at all likely	20%	21%	13%	21%
Not very likely	44%	43%	31%	46% H
Somewhat likely	26%	26%	37%	24%
Very likely	7%	7%	11%	7%
Don't know/Prefer not to answer	3%	3%	7%	2%

Exhibit B8: Q27-30. [IF VERY LIKELY, SOMEWHAT LIKELY, NOT VERY LIKELY TO JOIN THE RESERVES] And for each of the four environments of the Reserve Force, today, how likely would you say you are to join that particular Reserve Force?

The Naval Reserve

	Total Sample (n = 1,011) A	Visible Minority (n = 459) G	Indigenous (n = 62) H	Neither Visible Minority nor Indigenous (n = 490) I
Not at all likely	27%	26% H	14%	29% H
Not very likely	43%	42%	35%	45%
Somewhat likely	21%	23%	32% I	18%
Very likely	7%	6%	15%	6%
Don't know/Prefer not to answer	2%	3%	3%	2%

Exhibit B9: Q27-30. [IF VERY LIKELY, SOMEWHAT LIKELY, NOT VERY LIKELY TO JOIN THE RESERVES] And for each of the four environments of the Reserve Force, today, how likely would you say you are to join that particular Reserve Force?

The Air Force Reserve

	Total Sample (n = 1,011) A	Visible Minority (n = 459) G	Indigenous (n = 62) H	Neither Visible Minority nor Indigenous (n = 490) I
Not at all likely	23%	22% H	6%	26% H
Not very likely	43%	39%	43%	44%
Somewhat likely	23%	27% I	33%	20%
Very likely	9%	10%	13%	8%
Don't know/Prefer not to answer	2%	2%	5%	2%

Exhibit B10: Q27-30. [IF VERY LIKELY, SOMEWHAT LIKELY, NOT VERY LIKELY TO JOIN THE RESERVES] And for each of the four environments of the Reserve Force, today, how likely would you say you are to join that particular Reserve Force?

The Health Services Reserve

	Total Sample (n = 1,011) A	Visible Minority (n = 459) G	Indigenous (n = 62) H	Neither Visible Minority nor Indigenous (n = 490) I
Not at all likely	20%	15%	14%	23% G
Not very likely	42%	40%	37%	44%
Somewhat likely	25%	32% I	27%	21%
Very likely	9%	9%	17%	9%
Don't know/Prefer not to answer	4%	3%	5%	4%

Exhibit B11: Q52-55.[ASKED OF ALL RESPONDENTS ASIDE FROM THOSE NOT AT ALL INTERESTED IN RESERVE FORCE] And now that you have that information, for each of the four environments of the Reserve Forces, today, how likely would you say you now are to join that particular Reserve?

The Army Reserve

	Total Sample (n = 1,711) A	Visible Minority (n = 796) G	Indigenous (n = 84) H	Neither Visible Minority nor Indigenous (n = 830) I
Not at all likely	24%	24%	19%	25%
Not very likely	35%	35%	27%	37%
Somewhat likely	25%	26%	34%	23%
Very likely	7%	7%	6%	7%
Don't know/Prefer not to answer	8%	8%	14%	8%

Exhibit B12: Q52-55. [ASKED OF ALL RESPONDENTS ASIDE FROM THOSE NOT AT ALL INTERESTED IN RESERVE FORCE] And now that you have that information, for each of the four environments of the Reserve Forces, today, how likely would you say you now are to join that particular Reserve?

The Naval Reserve

	Total Sample (n = 1,711) A	Visible Minority (n = 796) G	Indigenous (n = 84) H	Neither Visible Minority nor Indigenous (n = 830) I
Not at all likely	29%	28% H	15%	32% H
Not very likely	37%	36%	35%	37%
Somewhat likely	20%	23% I	23%	18%
Very likely	5%	5%	9%	5%
Don't know/Prefer not to answer	8%	8%	17% I	8%

Exhibit B13: Q52-55. [ASKED OF ALL RESPONDENTS ASIDE FROM THOSE NOT AT ALL INTERESTED IN RESERVE FORCE] And now that you have that information, for each of the four environments of the Reserve Forces, today, how likely would you say you now are to join that particular Reserve?

The Air Force Reserve

	Total Sample (n = 1,711) A	Visible Minority (n = 796) G	Indigenous (n = 84) H	Neither Visible Minority nor Indigenous (n = 830) I
Not at all likely	27%	24% H	13%	30% GH
Not very likely	37%	35%	37%	38%
Somewhat likely	21%	25% I	29%	19%
Very likely	7%	8%	7%	6%
Don't know/Prefer not to answer	8%	8%	15%	7%

Exhibit B14: Q52-55. [ASKED OF ALL RESPONDENTS ASIDE FROM THOSE NOT AT ALL INTERESTED IN RESERVE FORCE] And now that you have that information, for each of the four environments of the Reserve Forces, today, how likely would you say you now are to join that particular Reserve?

The Health Services Reserve

	Total Sample (n = 1,711) A	Visible Minority (n = 796) G	Indigenous (n = 84) H	Neither Visible Minority nor Indigenous (n = 830) I
Not at all likely	20%	14%	7%	24% GH
Not very likely	33%	33%	33%	34%
Somewhat likely	30%	34% I	37%	27%
Very likely	9%	12% I	10%	8%
Don't know/Prefer not to answer	8%	8%	13%	8%

Exhibit B15: Q31. If you were going to join the Reserve Force, which environment would be your first choice?

	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 111) H	Neither Visible Minority nor Indigenous (n = 1,156) I
The Health Services Reserve	40%	45% HI	34%	39%
The Army Reserve	16%	14%	21%	17% G
The Air Force Reserve	15%	16%	24% I	13%
The Naval Reserve	8%	7%	4%	9% GH
Don't know/Prefer not to answer	20%	19%	17%	21%

For both the Air Force and the Naval Reserves, interest in their equipment appears to influence preferences. Almost two thirds (63%) of those who select the Navy as their first choice say they have an interest in the Navy and/or ships. Similarly, half (53%) of those who pick the Air Force Reserve say they made their choice because they have an interest in the Air Force or airplanes. Those who select Health Services as their top choice do so primarily because they are interested in the medical field (46%), are already working in it (11%), or have medical training (12%). Helping others or saving those in danger (16%) is also a prominent reason, mentioned more frequently for Health Services than any other Reserve environment. Respondents’ reasons for selecting the Army Reserve are slightly more nebulous. In comparison to other environments, knowledge of the Army is a popular reason for selecting it as one’s first choice (17%), as well as general interest in the Army (23%).

Exhibit B16: Q32. [IF PICKED A RESERVE] Why would that environment be your first choice? [OPEN END]

The Army Reserve

	Total Sample (n = 324) A	Visible Minority (n = 128) G	Indigenous (n = 24) H	Neither Visible Minority nor Indigenous (n = 172) I
Interest in the Army	23%	24%	25%	22%
Knowledgeable about that environment	17%	20%	18%	16%
Off-topic ¹	12%	7%	2%	14% G
It seems like a good fit for me/Lots of opportunities	9%	8%	6%	9%
Interested in that career	8%	8%	13%	8%
Looking for an exciting career	4%	2%	4%	5%
The least dangerous choice	2%	1%	13%	2%
To help others/Save people in danger	2%	2%	-	2%
Learn something new	2%	4%	-	1%
Family history in that career	2%	2%	-	2%
Interested in keeping in top physical condition	2%	1%	-	2%
General interest in joining/Career opportunities	2%	1%	3%	2%
That is my education background	1%	2%	-	2%
Good paying career/Lots of benefits	1%	1%	11%	
I'm working in that field	1%	1%	-	1%
It would be challenging	1%	2%	2%	
Interest in the Air Force/Airplanes/Air	1%	-	-	1%
A highly recommended career	0%	2%	-	
Interest in the Navy/Ships/Water	0%	-	-	0%
Other	8%	8%	13%	8%
None of the above	2%	-	-	2%
Don't know/Prefer not to answer	11%	16%	-	10%

¹ This code means the answer was unrelated to the CAF/Reserve Force

Exhibit B17: Q32. [IF PICKED A RESERVE] Why would that environment be your first choice?

The Naval Reserve

	Total Sample (n = 158) A	Visible Minority (n = 59) G	Indigenous (n = 5) H	Neither Visible Minority nor Indigenous (n = 94) I
Interest in the Navy/Ships/Water	63%	53%	73%	65%
Interested in that career	6%	11%	-	5%
The least dangerous choice	5%	5%	-	5%
Knowledgeable about that environment	5%	7%	-	4%
I'm working in that field	4%	-	28%	4%
Off-topic	3%	7%	-	1%
A highly recommended career	2%	3%	-	2%
It seems like a good fit for me/Lots of opportunities	2%	-	-	3%
Good paying career/Lots of benefits	2%	2%	-	2%
Family history in that career	2%	3%	-	2%
Learn something new	2%	3%	-	1%
Looking for an exciting career	1%	6%	-	
To help others/Save people in danger	1%	1%	-	1%
It would be challenging	1%		-	1%
Interest in the Army	-	2%	-	
Other	2%	2%	-	3%
None of the above	2%	2%	-	1%
Don't know/Prefer not to answer	10%	16%	27%	8%

Exhibit B18: Q32. [IF PICKED A RESERVE] Why would that environment be your first choice?

The Air Force Reserve

	Total Sample (n = 316) A	Visible Minority (n = 152) G	Indigenous (n = 24) H	Neither Visible Minority nor Indigenous (n = 140) I
Interest in the Air Force/Airplanes/Air	53%	51%	53%	53%
Interested in that career	12%	12%	5%	13%
Knowledgeable about that environment	7%	9%	9%	6%
General interest in joining/Career opportunities	4%	5%	-	5%
It would be challenging	4%	3%	-	4%
Looking for an exciting career	3%	4%	6%	2%
Learn something new	3%	1%	-	5%
Family history in that career	3%	3%	-	3%
That is my education background	3%	5%	6%	2%
Off-topic	3%	4%	6%	2%
A highly recommended career	3%	1%	5%	3%
Good paying career/Lots of benefits	2%	1%	6%	2%
The least dangerous choice	2%	1%	6%	2%
It seems like a good fit for me/Lots of opportunities	2%	1%	2%	2%
Interest in the Army	1%	1%	-	1%
Interest in the Navy/ Ships/Water	1%	-	4%	1%
I'm working in that field	0%	-	-	1%
Interest in working in the medical field	0%	0%	-	-
Interested in keeping in top physical condition	0%	0%	-	-
Other	3%	4%		2%
None of the above	2%	0%	3%	3%
Don't know/Prefer not to answer	8%	8%	10%	7%

Exhibit B19: Q32. [IF PICKED A RESERVE] Why would that environment be your first choice?

The Health Services Reserve

	Total Sample (n=964) A	Visible Minority (n = 447) G	Indigenous (n = 36) H	Neither Visible Minority nor Indigenous (n = 481) I
Interest in working in the medical field	46%	50%	48%	44%
To help others/Save people in danger	16%	13%	18%	17%
That is my education background	12%	14%	14%	11%
I'm working in that field	11%	11%	23%	11%
The least dangerous choice	9%	8%		10%
Interested in that career	8%	4%	10%	9% G
Knowledgeable about that environment	6%	6%	5%	6%
It seems like a good fit for me/Lots of opportunities	3%	3%	7%	3%
Off-topic	3%	2%	3%	3%
General interest in joining/Career opportunities	1%	1%	-	1%
Learn something new	1%	1%	3%	1%
Interest in the Army	1%	1%	-	0%
A highly recommended career	0%	1%	-	0%
Interested in keeping in top physical condition	0%	0%	-	1%
Good paying career/Lots of benefits	0%	1%	-	0%
Family history in that career	0%	0%	-	-
Looking for an exciting career	0%	-	-	0%
It would be challenging	0%	0%	-	-
Interest in the Air Force/Airplanes/Air	0%	0%	-	-
Other	3%	5%	-	3%
None of the above	1%	1%	-	1%
Don't know/Prefer not to answer	5%	5%	7%	4%

Parents’ opinions would play an important role in respondents’ decision to join the Reserve Force. Well over half (61%) say their parents’ opinions would matter. Of note, this proportion is quite a bit higher among respondents from visible minority communities (64%) and those who are not members of a visible minority community (60%) compared to Indigenous respondents (49%). Spouses or significant others are overall the second most influential set of people (48% say their opinion would matter), followed by friends (34%), and siblings (30%). Those who have served in the CAF (9%) or been in the Reserve Force (10%) are less influential, even among those who know someone who has served (12% and 13%, respectively).

The importance of certain people’s opinions when it comes to joining the Reserve Force varies by other demographic characteristics:

- Female respondents overall seem more concerned about what parents (67%), their spouse or significant other (55%), siblings (33%), and grandparents (13%) might think than male respondents.

- The opinion of parents, friends, and grandparents are more important to those ages 16 to 17 than the older cohorts. For example, 77% of those 16 to 17 would consider their parents’ opinion, compared to 68% of those 18 to 24 and 53% of those 25 to 34. Almost half of those 16 to 17 (44%) say friends’ opinions would be important, compared to 39% of those 18 to 24, and 28% of those 25 to 34.

Exhibit B20: Q68. Whose opinion, if anyone’s, would matter to you in considering whether or not to join the Reserve Force? [SELECT ALL THAT APPLY]

	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 110) H	Neither Visible Minority nor Indigenous (n = 1,156) I
Parents	61%	64% H	49%	60% H
Spouse or significant other	48%	43%	53%	49% G
Friends	34%	34%	27%	34%
Brother(s) and/or sister(s)	30%	33%	31%	29%
Grandparents	11%	10%	11%	12%
Someone you know who is or was in the Reserve Force	10%	12%	10%	10%
Extended family (aunts, uncles, cousins)	10%	12%	10%	9%
Someone you know who is or was in the Regular Force	9%	12% I	10%	8%
Guidance/Career counsellors	4%	6% I	4%	3%
Teachers	3%	5% I	2%	3%
Other, specify	1%	0%	3%	1%
Nobody/My own	2%	2%	2%	1%
Don’t know/Prefer not to answer	14%	12%	13%	14%

Likelihood of Attaining Career Aspirations while in the Reserve Force

When it comes to what they want out of a career, good pay (55%) and work-life balance (38%) top respondents’ lists, followed by job security (25%), a positive work environment (23%), and health benefits (23%), all ranked similarly. Slightly fewer are looking for freedom and flexibility (18%), opportunity for promotion and advancement (15%), and an intellectual challenge (15%). Of note, job security is slightly more important to respondents from visible minority communities (28%) compared to neither visible minority nor Indigenous respondents (23%). Respondents who are not members of a visible minority or Indigenous community are more likely to prioritize a positive work environment (24%), health benefits (25%), and freedom/flexibility (19%). Indigenous respondents appear to be seeking job training (12%) to a greater extent than other respondents. There are some notable differences in what respondents want out of a career based on a few key demographic factors:

- Women are more likely to seek work-life balance compared to men (42% vs. 34%), a positive work environment (28% vs. 18%), and health benefits (29% vs. 17%).

- Work-life balance is also more important to those 25-34 (41%) compared to those 16 to 17 (30%). This group also values job security (27%) more than those ages 16 to 17 (19%).

There are also notable differences in career aspirations between those who are interested in joining the Reserve Force and those who are not. In particular, those interested are more likely to seek free job training (8%) and paid education while on a full-time salary (7%), compared to those who are not very interested in joining (4% job training and 3% paid education) and not at all interested in joining (4% job training and 2% paid education).

Exhibit C1: Q9. From the list below, which three do you most want out of a career?

	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 110) H	Neither Visible Minority nor Indigenous (n = 1,156) I
Good pay	55%	58%	48%	54%
Work-life balance	38%	37%	32%	40%
Job security	25%	28% I	28%	23%
Offers a positive work environment	23%	20%	25%	24% G
Offers benefits such as health insurance/drug plan	23%	18%	24%	25% G
Offers freedom and flexibility	18%	15%	15%	19% G
Offers the opportunity for promotion and advancement	15%	17%	12%	15%
Is intellectually challenging	15%	13%	10%	16%
Offers a pension	10%	8%	9%	12% G
There are job/career opportunities in that field	9%	11%	8%	9%
Is respected	9%	11% I	13%	8%
Adventure, for example, offers opportunity to travel	8%	8%	5%	9%
Would not require moving far away for the job	7%	5%	9%	7%
Offers free job training, while on full-time salary	5%	4%	12% GI	4%
Is an equal opportunity employer	4%	6%	5%	4%
Is competitive (not something that anyone can do)	4%	5% I	6%	3%
Offers paid university education, while on a full-time salary	3%	4%	5%	3%
Is prestigious	3%	4%	2%	3%
Offers the flexibility to change careers	3%	4% I	3%	2%
Offers training	3%	3%	6%	3%
Offers mentorship	2%	2%	3%	2%
Is physically challenging	2%	1%	5%	1%
Other, specify	1%	1%	1%	1%
None of the above	1%	1%		1%
Don't know/Prefer not to answer	1%	1%	1%	1%

Additional data analysis further demonstrates that individuals with certain career goals have significantly higher levels of interest in joining the Reserve Force. As noted above, paid education and free job training are more popular among those initially interested. Inverting this analysis, it is also true that people with these career ambitions already identify as more likely to join the Reserve Force. For example, 41% of those who seek paid university education are interested in the Reserve Force at the outset of the survey. Over a third (36%) among those who seek free job training are interested in joining. Those who are looking for mentorship are also more likely to be interested (39%) in joining. Respondents seeking prestige (32%), a physical challenge (27%), a pension (25%), adventure (25%), and respect (24%) are all more enthusiastic about joining the Reserve Force.

Exhibit C2: % Interested in joining the Reserve Force (Q22) by Career Aspect.

	Interested in Reserve Force
Offers paid university education, while on a full-time salary (n = 88)	41%
Offers mentorship (n = 44)	39%
Offers free job training, while on full-time salary (n = 98)	36%
Is prestigious (n = 77)	32%
Is physically challenging (n = 31)	27%
Offers a pension (n = 225)	25%
Adventure, for example, offers opportunity to travel (n = 191)	25%
Is respected (n = 200)	24%
Is competitive (not something that anyone can do) (n = 93)	23%
Would not require moving far away for the job (n = 141)	22%
There are job/career opportunities in that field (n = 231)	21%
Offers the opportunity for promotion and advancement (n = 351)	20%
Offers the flexibility to change careers (n = 68)	20%
Is an equal opportunity employer (n = 105)	19%
Offers training (n = 58)	19%
Good pay (n = 1,243)	18%
Job security (n = 562)	17%
Work-life balance (n = 850)	16%
Offers a positive work environment (n = 515)	15%
Offers freedom and flexibility (n = 385)	15%
Is intellectually challenging (n = 329)	15%
Offers benefits such as health insurance/drug plan (n = 499)	14%

Respondents view some of the desirable career aspects as more compatible with joining the Reserve Force than others. Over two-thirds (68%) of respondents who value health benefits believe they would likely have them in the Reserve Force. Those who value job security are similarly reassured that it could be achieved if they joined the Reserve Force (67%), as well as those looking for opportunities for promotion (61%). Respondents are less certain about whether joining the Reserve Force would entail good pay (58%) or offer a positive work environment (41%). In contrast, the majority of respondents who seek work-life balance think it is not very or not at all likely that joining the Reserve Force would help them achieve it (55%). Those who seek work-life balance and are not interested in joining the Reserve Force are even more likely to hold this view (63%), suggesting this perception could pose a problem for recruitment. Less than a third (30%) feel joining the Reserve would offer them freedom and flexibility. Those who want freedom and flexibility and are not interested in the Reserve Force are even less likely to agree they would achieve it (23%).

There are few notable differences between respondents who are from visible minority communities, those who are not, and those who are Indigenous. One exception is that Indigenous respondents are more inclined to believe that a position in the Reserve Force would be accompanied by job security (84% compared to 67% among visible minorities and 64% among neither visible minority nor Indigenous). Respondents from visible minority communities are more likely to believe they could achieve work-life balance in the Reserve Force, compared to neither visible minority nor Indigenous respondents (27%).

Exhibit C3: Q36. [IF PROVIDED AT LEAST ONE CAREER GOAL] Earlier in this survey, you indicated the following was/were among the things you most want out of a career. For each of those you identified, please indicate how likely it is that joining the Reserve Force would help you achieve that goal? [% LIKELY]

% VERY+SOMEWHAT LIKELY	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 110) H	Neither Visible Minority nor Indigenous (n = 1,156) I
Good pay (n = 1,243)	58%	57%	56%	59%
Work-life balance (n = 850)	30%	34% I	33%	27%
Job security (n = 562)	67%	67%	84% GI	64%
Offers a positive work environment (n = 515)	41%	47%	40%	39%
Offers benefits such as health insurance/drug plan (n = 499)	68%	70%	76%	67%
Offers training (n = 58)	75%	67%	79%	78%
Adventure, for example, offers opportunity to travel (n = 191)	72%	69%	61%	74%
Is physically challenging (n = 31)	70%	70%	36%	83%
Offers freedom and flexibility (n = 385)	30%	33%	40%	28%
Offers the opportunity for promotion and advancement (n = 351)	61%	62%	81%	60%
Is intellectually challenging (n = 329)	49%	53%	61%	47%
Offers a pension (n = 255)	66%	64%	84%	65%
There are job/career opportunities in that field (n = 231)	61%	55%	60%	64%
Is respected (n = 200)	67%	72%	71%	63%
Would not require moving far away for the job (n = 141)	28%	15%	33%	31% G
Is an equal opportunity employer (n = 105)	45%	48%	62%	41%
Offers free job training, while on full-time salary (n = 98)	65%	63%	74%	64%
Is competitive (not something that anyone can do) (n = 93)	59%	55%	39%	66%
Offers paid university education, while on a full-time salary (n = 88)	64%	62%	70%	65%
Is prestigious (n = 77)	63%	52%	61%	70%
Offers the flexibility to change careers (n = 68)	54%	64%	24%	50%
Offers mentorship (n = 44)	62%	54%	100%	60%

Reserve Force Truths & Myths

This research tested the target audiences' knowledge of the Reserve Force to determine quantitatively if they believe the "Reserve Force Myths" that Reserve Recruiters noted anecdotally during Phase 1 of the research. Our analysis of the data shows that while respondents are familiar with some aspects of the Reserve Force, there are important facts that most get wrong, or do not have enough knowledge about to weigh in on.

Over two-thirds believe it is certainly or probably true that there are full-time paid positions in the Reserve Force (71%), that reservists are members of the CAF available to be called up to be deployed if and when the Regular Forces need additional people (70%), and that they receive training that can be valuable in a civilian career (68%). Two-thirds correctly assume you have to be a Canadian citizen to join (67%) and that those in the Reserve Force can hold a civilian job or attend school (67%). It is worth noting, however, that the proportion who estimate that the statements about the Reserve Force are true are in each case more likely to report that they think they are "probably" rather than "certainly" true. For example, just 16% are certain about the opportunity for training, while 53% estimate it is probably accurate. Just under a quarter (23%) are certain that reservists can be enrolled in school or have a civilian job, compared to 44% who believe they probably can do either of those. There is also a fairly consistent portion of respondents who do not offer a response as to whether they believe these statements are true or false. For example, roughly a fifth do not offer a response when it comes to the training opportunities (21%), whether reservists can have a job or attend school (21%), and whether there are full-time paid positions in the Reserve Force (19%).

A greater percentage of respondents are incorrect about several statements relating to the Reserve Force than correctly identify it as true or false. Over half (59%) think it is certainly or probably true that reservists have to agree to a minimum term of service, compared to 19% who correctly indicate that the statement is false. More are unaware that reservists get paid the same amount as their counterparts in the Regular Force when on missions (41%) than know the truth (31%). Similarly, slightly more believe reservists do not get to choose where they live (42%) than are aware that the statement is false (36%). Finally, 42% incorrectly believe that reservists do not get to choose whether they join a mission, compared to 31% who believe they do.

There are a few notable differences between the three key audiences when it comes to their knowledge of which statements are true and which are false. Respondents who are not from visible minority or Indigenous communities are more aware of paid full-time work in the Reserve Force (72% feel the statement is true) than Indigenous respondents (62%). A greater percentage of respondents from visible minority communities believe it is true that reservists get training that can be used in a civilian career (70%) compared to Indigenous respondents (59%), and are more likely to be aware of the requirement to be a Canadian citizen (72%) than neither visible minority nor Indigenous respondents (65%). Finally, a larger percentage of Indigenous respondents (53%) seem to believe that reservists have no choice over where they live, particularly compared to neither visible minority nor Indigenous respondents (40%).

Other notable ways in which respondents differ in their understanding of Reserve Force truths and myths include:

- Male respondents are slightly more likely than female respondents to correctly guess that while people are in the Reserve Force, they can attend school or have a full time job (69% vs. 64%), that reservists' pay on missions is the same as Regular Force members (44% vs. 37%), and are more familiar with the minimum work requirements for reservists (55% vs. 45%).
- Respondents aged 25 to 34 are more likely to believe that reservists get paid the same as Regular Force members on missions (43%) compared to those 16 to 17 (36%) and 18 to 24 (38%).

- Residents of Atlantic Canada (50%) and Québec (52%) seem more aware that reservists get paid the same as Regular Force members on missions, compared to other provinces/regions.
- Of note, those interested in joining the Reserve Force at the outset of the survey are not always more likely to correctly identify whether a statement about the Reserve Force is true or false. A greater percentage of this group know that there are full-time paid positions in the Reserve Force (83% vs. 76% among those not very and 65% among those not at all interested), and that reservists can attend school or have a full-time job (81% vs. 74% among those not very and 59% among those not at all interested). However, they are also more confident than those not very/not at all likely to join that reservists have to agree to a minimum term of service (70% vs. 62% among those not very and 55% among those not at all interested) and that they have little to no say over where they live (56% compared to 41% among those not very and 39% among those not at all interested).
- In a similar vein, those who say they are familiar with the Reserve Force are more likely than those who are less familiar to incorrectly guess whether some statements are true or false. For example, 31% of this group believe it is true that reservists are unpaid volunteers, compared to 12% among those who are not familiar. Almost two-thirds (64%) think reservists have to agree to a minimum term of service, compared to 58% among those who are not familiar.

Exhibit D1: Q39-50. To the best of your knowledge, for each of the following statements about the Reserve Force please indicate whether you are certain it is true, feel it is probably true, feel it is probably false, or you are certain it is false.

% CERTAIN THAT IT IS TRUE + PROBABLY TRUE	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 110) H	Neither Visible Minority nor Indigenous (n = 1,156) I
Q48: There are full-time paid positions in the Reserves. [True]	71%	69%	62%	72% H
Q40: Reservists are members of the Canadian Armed Forces available to be called up to be deployed if and when the Regular Forces need additional people. [True]	70%	68%	68%	71%
Q44: Reservists get access to free training that is valuable to civilian employers and earn certifications such as Red Seals in various trades. [True]	68%	70% H	59%	69%
Q49: You have to be a Canadian citizen to be in the Reserve Force [True]	67%	72% I	66%	65%
Q42: While people are in the Reserves, they can be enrolled in studies or have a civilian career or job. [True]	67%	66%	72%	67%
Q50: Reserve units are usually the ones in the Canadian Armed Forces who get deployed to help with natural disasters such as floods and blizzards. [True]	60%	59%	69% G	60%
Q46: Reservists have to agree to a minimum length of service and cannot simply quit the Reserve Force whenever they want. [False]	59%	62% I	62%	57%
Q47: The minimum requirement for Reservists is to work with their unit one evening each week and one weekend every month. [True]	50%	50%	55%	49%
Q43: A reservist has little or no choice over what city or base they must live in., feel it is probably. [False]	42%	44%	53% I	40%
Q45: Reservists on missions get paid the same as members of the Regular Forces. [True]	41%	36%	42%	42% G
Q39: Reservists are free to choose whether or not to join any mission their unit is tasked with. [True]	31%	33%	32%	31%
Q41: Reservists are typically unpaid volunteers. [False]	17%	19% I	23%	16%

Attitudes about Being in the Reserve Force

When it comes to attitudes about life as a reservist, respondents seem to acknowledge that being in the Reserve Force can benefit their civilian career but may also present challenges both professionally and personally. A majority of respondents agree that being in the Reserve Force could open doors to success outside the CAF (63%). Indigenous respondents are most likely to agree with this statement (70%) and respondents who are members of visible minority communities are least likely (60%) to agree. Two-thirds (67%) agree that there is a wide variety of professions in the Reserve Force. Non-minority respondents are more likely to agree (69%) compared with respondents from visible minority communities (64%). Of note, respondents in Québec and Manitoba/Saskatchewan are more likely to agree that there is a wide variety of professions within the Reserve Force (both 72%), particularly compared to respondents from BC (61%). Those who are interested in joining the Reserve Force, both pre- and post-explanation, are also more inclined to believe that joining could open doors to other opportunities and that there are a wide variety of professions on offer. For example, 81% of those interested after hearing more about the Reserve Force agree there are a wide variety of professions, compared to 76% among those not very interested and 57% among those not at all interested.

Though respondents acknowledge there are likely professional benefits to joining the Reserve Force, they are divided over whether being in the Reserve Force could cause problems with other employers—34% think it could, while 41% think it likely would not. More men (41%) than women (28%) agree. A greater percentage of respondents ages 25 to 34 also agree that a role in the Reserve Force could cause problems with their civilian employer (38%), compared to respondents 16 to 17 (27%) and 18 to 24 (32%). Half (50%) agree that being in the Reserve Force makes it difficult to raise a family. Respondents who are likely, both pre- and post-explanation, to join are also more likely to anticipate potential issues with civilian employers. Almost half of those interested post-explanation (45%) agree that being in the Reserve Force could pose problems with other employers, compared to 33% of those not very interested and 25% of those not at all interested.

Respondents are fairly divided over whether they believe friends or family would encourage them to join the Reserve Force. About half (49%) say their friends would encourage them, while one-third (34%) do not think they would. Slightly fewer believe their family would encourage them to join the Reserve Force if it were of interest to them (44%), while 41% do not feel their family would do so. A greater percentage of respondents who are not members of a visible minority community believe their family would encourage them to join (47%) compared to those who are from visible minority communities (38%). Respondents ages 18 to 24 are more likely to report that their friends would encourage them to join (53%), compared to those 16 to 17 (45%) and 25 to 34 (47%). Almost half of respondents ages 16 to 17 (49%) and 18 to 24 (48%) feel that their parents would be encouraging, a greater percentage than among respondents 25 to 34 (40%).

Just over half (52%) agree that the workplace environment in the Reserve Force is respectful of everyone regardless of cultural heritage. Slightly fewer agree it is respectful of women (44%). Of note, significantly fewer women (38%) than men (49%) agree that the work environment is respectful of women. Over half of those interested in joining, both pre- and post-explanation, believe the Reserve Force work environment is respectful of women (59% post-explanation) and of all people regardless of cultural heritage (68%).

Encouragingly, few respondents agree with the statements that are critical of members of the Reserve Force. Under a third (29%) agree that those in the Reserve Force just are not their kind of people and even fewer (19%) hold the view that people who join the Reserve Force cannot get into the Regular Force. However, a greater percentage of those interested in joining the Reserve Force, both prior to (41%) and after being provided an explanation (29%), are more likely to agree that the Reserve Force is for people who cannot get into the Regular Force. This finding suggests that misconceptions are prevalent even among those who are interested in joining.

Finally, just over a third (37%) agree that given the ongoing COVID-19 pandemic, it is a bad time to join the Reserve Force. Over half (53%) of those initially interested agree, indicating that there may be apprehension about beginning a new endeavour like joining the Reserve Force in the midst of a health crisis. Indigenous respondents (46%) and respondents from visible minority communities (40%) are more likely to agree it is a bad time to join, compared to neither visible minority nor Indigenous respondents (34%).

Exhibit E1: Q56-63. To what extent do you agree or disagree with each of the following statements?

<i>% STRONGLY/SOMEWHAT AGREE</i>	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 110) H	Neither Visible Minority nor Indigenous (n = 1,156) I
Q59: There is a wide variety of professions within the Reserve Force.	67%	64%	67%	69% G
Q60: Being in the Reserve Force opens doors to success in careers outside of the Canadian Armed Forces.	63%	60%	70% G	64%
Q63: I think that the workplace environment in the Reserve Force is respectful of all people regardless of cultural heritage.	52%	50%	53%	52%
Q64: Being in the Reserve Force makes it difficult to raise a family.	50%	50%	51%	50%
Q56: My friends would encourage me to join the Reserve Force if it were of interest to me.	49%	50%	53%	48%
Q57: My family would encourage me to join the Reserve Force if it were of interest to me.	44%	38%	44%	47% G
Q62: I think that the workplace environment in the Reserve Force is respectful of women.	44%	42%	43%	44%
Q66: With the COVID-19 pandemic still on, it's a bad time for anyone to consider joining the Reserves.	37%	40% I	46% I	34%
Q61: Being in the Reserve Force can cause problems with civilian employers or jobs.	34%	35%	34%	34%
Q65: People who are interested in things like the Reserve Force are not my kind of people.	29%	29%	35%	29%
Q58: People who join the Reserve Force are the people who can't get into the Regular Forces.	19%	21% I	24%	17%

Those who have any level of familiarity with the Reserve Force anticipate that the best things about joining are that their role would pay well (31%), it would provide an opportunity to serve their country (18%), and would afford some job security (13%). They view building new experiences and skills (12%), as well as educational

benefits (12%), as potential benefits. Those actually interested in joining the Reserve Force at the outset of the survey also anticipate that some of the best things would be that it pays well (27%), would provide an opportunity to serve their country (21%), and that it would help them gain new skills (15%). Of note, respondents from visible minority communities are significantly more likely to mention serving their country (26%) compared to Indigenous respondents (7%) and neither visible minority nor Indigenous respondents (16%). The opportunity to travel is more of a draw for Indigenous respondents (11%). There are other notable demographic differences when it comes to what respondents expect would be the best things about being in the Reserve Force, including:

- Women more often name job security (17%) compared to men (10%), along with helping people/having a fulfilling career (12% vs. 7%), building new experiences and skills (20% vs. 11%), and the pay (34% vs. 28%). In contrast, male respondents more often cite patriotism (22% vs. 13%) and to stay in shape (12% vs. 6%).
- Respondents 16 to 17 more frequently mention social aspects (16%), building new experiences and skills (20%), opportunity to travel (11%), and educational benefits (22%). The older groups more often mention that they expect it pays well (30% among 18 to 24 year-olds, and 33% among those 25 to 34).

Exhibit E2: Q33. [IF VERY, SOMEWHAT OR NOT VERY FAMILIAR WITH THE RESERVE FORCE] What do you think would be the best things about being in the Reserve Force? [OPEN END]

	Total Sample (n= 1,287) A	Visible Minority (n = 548) G	Indigenous (n = 80) H	Neither Visible Minority nor Indigenous (n = 669) I
Pays well	31%	27%	32%	32%
To serve and protect the country/Patriotism	18%	26% HI	7%	16% H
Job security	13%	14%	13%	12%
Good benefits (Including health care, dental, etc.)	12%	14%	9%	11%
Building new experiences and skills	12%	11%	12%	12%
Educational benefits (Including free schooling, paid training, etc.)	12%	10%	14%	13%
General positive	10%	10%	9%	10%
Being able to help people/Fulfilling career	9%	11% H	4%	9% H
Like the social aspects/Friendships	9%	10%	4%	9%
Stay in shape/Stay disciplined	9%	10%	4%	9%
Flexible career options	8%	8%	7%	8%
Pension	8%	5%	4%	9% GH
Enjoy environment/Community setting	6%	8% H	1%	6% H
Opportunities for job advancement	4%	3%	3%	5%
Opportunity to travel and serve in other parts of the world	4%	3%	11% G	4%
Respect (Non-specified)	4%	5%	10% I	3%
Action/Adventure	3%	2%	3%	4% G
Reputable organization/Good employer	3%	4%	5%	3%
Challenging career	3%	3%	1%	3%
Good opportunity (Non-specified)	3%	2%	2%	3%
Prestigious career	2%	3%	3%	1%
Security (Non-specified)	2%	3%	8%	2%
Passionate about career/Enjoy this area of work	1%	1%	2%	1%
Other	16%	15%	25%	15%
Don't know/Prefer not to answer	14%	13%	15%	13%

Those with any level of familiarity with the Reserve Force expect that the worst things about being in it include the hard work or demanding training it could entail (19%), danger or the possibility of injury (15%), being deployed (15%), being away from family and friends (13%) and from home (12%), and working long hours (12%). Those initially interested in joining are, on balance, less likely to name anything that would be a downside. In contrast,

those not initially interested but who are swayed after learning more are significantly more concerned about it being hard work (26% vs. 18% among those interested in joining initially) and being deployed (18% vs. 11%). Respondents from visible minority communities are more likely to name hard work/demanding training as a downside (25%) compared to Indigenous (11%) and neither visible minority nor Indigenous respondents (18%). Indigenous respondents are less likely to be worried about being on call (5%) compared to respondents who are (10%) and are not (13%) members of visible minority communities. Other notable demographic differences include:

- Women are more likely to mention being away from family and friends as a downside (16%) compared to men (11%), as well as discrimination (6% vs. 2%).
- The youngest respondents are also more likely to name being away from family and friends (24%) compared to those 18 to 24 (10%) and 25 to 34 (14%). The oldest group notes more frequently that being on call or working long hours would be a drawback (15% among those 25 to 34 vs. 7% among those 16 to 17, and 8% among those 18 to 24).

Exhibit E3: Q34. [IF VERY, SOMEWHAT OR NOT VERY FAMILIAR WITH THE RESERVE FORCE] And what do you think would be the worst things about being in the Reserve Force ? [OPEN END]

	Total Sample (n = 1,287) A	Visible Minority (n = 548) G	Indigenous (n = 80) H	Neither Visible Minority nor Indigenous (n = 669) I
Hard work/Demanding training	19%	25% HI	11%	18%
Dangerous job/Getting injured on the job	15%	16%	17%	14%
Having to fight in a war/Being deployed	15%	12%	18%	16%
Away from family and friends	13%	14%	11%	13%
Away from home	12%	11%	14%	12%
Being on call/Working long hours	12%	10% H	5%	13% H
Having to make a commitment/Lack of freedom	9%	8%	10%	9%
Too regimented/Too strict	9%	6%	13%	9% G
Mental health concerns (Including isolation, PTSD, etc.)	8%	9%	4%	8%
Non-competitive wage/Benefits	8%	9%	9%	7%
History of personnel issues/Toxic culture	7%	6%	12%	7%
Occupation has higher mortality rate than most other occupations	7%	6%	9%	7%
Lack of opportunities to advance/Not a full-time career	6%	7%	5%	6%
Getting re-posted throughout career/Having to move every few years	6%	5%	4%	7%
Lack of work/life balance	6%	5%	6%	6%
Don't agree with what the organization stands for	4%	2%	4%	5% G
Fear of the unknown consequences of the job	4%	4%	2%	4%
Discrimination (Including racial, gender, etc.)	4%	5%	8%	3%
General positive	3%	3%	4%	3%
Other	11%	11%	7%	12%
Nothing	4%	4%	1%	4%
Don't know/Prefer not to answer	16%	17%	20%	16%

When provided with a list of reasons why one might join the Reserve Force and asked to select three they find most compelling, the top factor respondents choose is the salary/benefits (34%). The salary and benefits are particularly attractive to those who were not initially interested in the Reserves but change their minds after

learning more (37%). Adventure and travel follow (20%), along with helping others (20%), staying fit and being active (19%), and job security (16%). The salary and benefits are selected less frequently by Indigenous respondents (23%) compared to visible minority (33%) and neither visible minority nor Indigenous (35%) respondents.

Demographic analyses shows that there are many differences between what the following groups identify as the most compelling reasons to join the Reserve Force:

- As noted earlier, women are more likely than men to select helping others (24% vs. 16%), but are also drawn to the salary/benefits to a greater extent than men (38% vs. 29%), as well as adventure and travel (23% vs. 18%), and tuition assistance (18% vs. 10%).
- Male respondents find serving the country a more compelling reason to join than women (18% vs. 11%), along with it being challenging work (9% vs. 6%), gaining discipline (8% vs. 5%), and making new friends (8% vs. 5%).
- The oldest group of respondents is more likely to select the salary and benefits as a compelling reason (37%), whereas the younger groups are also interested in financial benefits, but in the form of tuition assistance (22% among those 16 to 17 and 18% among those 18 to 24).

Exhibit E4: Q67a. There are a number of factors people might consider for why they would or would not join the Reserve Force. Below is a list of factors that may make someone consider joining the Reserve Force. Regardless of your current interest in the Reserve Force, please identify the three most compelling to you, personally.

	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 110) H	Neither Visible Minority nor Indigenous (n = 1,156) I
The salary and benefits	34%	33% H	23%	35% H
Adventure and travel	20%	18%	20%	21%
Helping others	20%	20%	21%	20%
Staying fit/having an active lifestyle	19%	18%	12%	20% H
Job security	16%	18%	17%	15%
Serving the country	14%	16%	11%	14%
Paid training (e.g., Red Seal for skilled trades)	14%	14%	19%	14%
Tuition assistance	14%	16%	14%	13%
Education opportunities	14%	13%	13%	14%
Flexible work	12%	12% H	7%	12%
Year-round part-time job	9%	8%	12%	8%
Learning new, non-civilian skills	9%	8%	6%	9%
Learning useful civilian skills	8%	8%	7%	8%
Challenging work	8%	7%	10%	8%
Gaining discipline	7%	9% I	11%	5%
Making new friends	7%	6%	6%	7%
Good way to be part of the local community	6%	8% I	10%	5%
Good way to “try out” military life	6%	8% I	9%	5%
Summer employment	5%	7%	4%	5%
Group life and camaraderie	5%	4%	3%	6%
The equipment (e.g., machinery, guns)	4%	3%	3%	4%
The military culture	3%	4%	5%	3%
Friends in the Reserve Force	3%	3%	4%	3%
Taking part in field exercises	3%	4%	3%	3%
Previous experience as a cadet or as a member of the Regular Forces	2%	2%	7%	2%
Gaining entry into the Regular Forces	2%	3% I	5%	1%
Co-op programs with high schools	2%	2%	-	1%
Other, please specify	0%	0%	-	0%
Would never join	0%	0%	-	0%
Don't know/Prefer not to say	7%	5%	7%	8%

Presented with a list of deterrents to joining the Reserve Force, respondents most often select fear of being hurt or killed (23%), the role not fitting with their personal lives (22%), that it is not for them (21%), that they are not fit enough (20%) or do not know enough about it (20%). Of particular note, the main detractor among those not initially interested in joining the Reserve Force but who change their minds post-explanation is not knowing enough (26%).

Lack of support from family (8%) and parents not agreeing with their decision to join (12%) are more significant deterrents for respondents from visible minority communities. Indigenous respondents vary considerably from the others in that they are not as concerned about their level of fitness (13%), less likely to say it is not for someone like them (13%), and that they do not know enough about it (12%). However, they are more likely to feel that taking orders would be a deterrent (17%) to joining, compared to respondents from visible minority communities (6%) and those who are not (7%). Other notable demographic differences include:

- Women are more likely to be deterred by the Reserve Force not fitting with their personal life compared to men (26% vs. 17%), along with being concerned about fitness (23% vs. 17%), not knowing enough about it (23% vs. 17%), or simply thinking it is not for them (24% vs. 16%).
- Respondents 16 to 17 (25%) and 18 to 24 (24%) are more likely to be deterred by lack of information compared to those 25 to 34 (16%).

Exhibit E5: Q67b. There are a number of factors people might consider for why they would or would not join the Reserve Force. Below is a list of factors that may make someone decide NOT to join the Reserve Force. Which three of the following reasons best describe why you would not join the Reserve Force?

	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 110) H	Neither Visible Minority nor Indigenous (n = 1,156) I
I worry about being hurt/killed	23%	24%	19%	24%
Wouldn't fit in with personal life/ family/children	22%	22%	22%	21%
It's not for someone like me	21%	21% H	13%	22% H
I am not fit enough	20%	22% H	13%	20%
I do not know enough about it	20%	22% H	12%	20% H
Lack of spare time	15%	14%	20%	15%
I worry about hurting/killing someone else	14%	17% H	7%	14% H
I wouldn't be able to fit it in with my day-to-day work	13%	13%	12%	13%
It is too disciplined	12%	8%	14%	13% G
It doesn't fit with my ideological beliefs	12%	10%	10%	13% G
It does not pay enough	9%	11% G	9%	8%
I do not agree with the conflicts we are taking part in	9%	8%	11%	9%
Potential impact of military duties on my child(ren)	8%	6%	10%	9% G
I don't like taking orders	8%	6%	17% GI	7%
I have a medical condition	8%	6%	11%	8%
My spouse/partner wouldn't like it	7%	6%	12%	7%
My mother/father wouldn't like it	7%	12% HI	7%	6%
Lack of support from my family	6%	8% I	8%	5%
I cannot find sufficient information	4%	7% HI	1%	4% H
I've heard bad things about the Reserve Force	4%	4%	5%	4%
The process to join is too cumbersome	4%	6% I	7%	3%
It would have a negative impact on my career	4%	4%	5%	4%

There isn't a Reserve unit/squadron in my local area	3%	3%	6%	3%
I don't think my employer would like this	3%	2%	3%	4% G
It is second best to serving as a member of the Regular Force	2%	2%	2%	2%
My friends wouldn't like it	2%	3% I	3%	1%
Other, please specify	0%	-	-	1%
Don't know/Prefer not to say	6%	4%	3%	6%

Preferred Methods of Communication

Respondents say that the CAF website (41%), social media (34%), and presentations at school or work (32%) are the best ways to get them information about the Reserve Force. About one-in-five (21%) would appreciate videos showing Reserve units in action. Those initially interested in joining seem to like the idea of open houses (24%) more than those who are not at all interested (15%), in addition to one-on-one conversations with recruiters (23% vs. 14%). Those who are only interested after learning more would particularly appreciate communication through social media (43%):

- Presentations at school are a better way to reach those 16 to 17 (59%) than the older groups and they would be more interested in open houses (27%). Social media is a more effective way to reach those 18 to 24 (38%).
- Social media is also a better way to reach women (39%) compared to men (30%). Men are more likely to check out the CAF website for information (44% vs. 38%) or go to a trade show (15% vs. 11%).

Exhibit F1: Q69. What kind of methods would be best for getting you information about opportunities that might be of interest to you in the Reserve Force? [SELECT ALL THAT APPLY]

	Total Sample (N = 2,256) A	Visible Minority (n = 991) G	Indigenous (n = 110) H	Neither Visible Minority nor Indigenous (n = 1,156) I
The Canadian Armed Forces website	41%	42%	45%	40%
Post(s) on social media	34%	36%	35%	33%
Presentations at school or work	32%	38% HI	19%	31% H
Advertising	26%	25%	24%	26%
Posted videos showing Reserve units in action and/or what it is like to be in the Reserves	21%	24% H	16%	21%
Open-house events at Canadian Armed Forces’ facilities near you	19%	23% I	25%	18%
Stories on the news about what the Reserves are doing	19%	21%	19%	18%
One-on-one conversations with a Reserve recruiter	18%	23% I	21%	16%
Trade shows	13%	10%	17%	13% G
Running kiosks at or participating in events in your community	12%	12%	13%	12%
Other, specify	1%	0%	-	1% G
Don’t know/Prefer not to answer	15%	12%	14%	17% G

CONCLUSIONS AND RECOMMENDATIONS

The results of this research provide the CAF with a clearer picture of both the challenges to and opportunities for increasing the strength of the Reserve Force. The findings reinforce much of the Reserve recruiters’ anecdotal evidence from Phase 1 when it comes to generating interest and overcoming barriers to recruitment and suggests several key messages that could aid the CAF in its goal of attracting more new recruits.

- Awareness of the Reserve Force is low but attitudes towards it are favourable, for the most part. Around a quarter (26%) are familiar with the Reserve Force and just one-in-five say they are knowledgeable of opportunities within the Reserve Force. Among those who actually provide a response when asked if they have a favourable view of the Reserve Force, the vast majority state that they do. Indigenous respondents’ relatively high level of familiarity with the Reserve Force and higher likelihood of knowing someone who has served, or is currently serving, in the Regular or Reserve Forces is worth noting. This group of respondents’ views of the Reserve Force differ frequently from the rest of the sample.

- As Reserve recruiters predicted, respondents lack specific knowledge of what joining the Reserve Force actually entails. The findings suggest that providing more information about the Reserve Force and dispelling misconceptions Canadians may hold about the Reserve Force could increase the pool of potential recruits. In fact, one of the most commonly mentioned deterrents to joining the Reserve Force is simply a lack of knowledge. Interest in joining increases significantly, from 20% to 40%, once respondents are told a bit more about the Reserve Force.
- Some of the myths about the Reserve Force that cause the most confusion could also reinforce respondents' concerns about joining if not corrected. For example, 42% incorrectly believe that reservists do not get to choose whether they join a mission. Fear of their role in the Reserve Force interfering with family life and apprehension about being hurt or killed are among the most often cited deterrents to joining. Explaining that reservists have free choice over whether or not they wish to participate in missions could effectively eliminate a significant barrier to an individual's decision to join.
- On a related note, some of the myths about the Reserve Force, if corrected, could show Canadians how joining the Reserve Force could help them achieve their life goals. For example, the data suggests that misperceptions around the ability to achieve work-life balance and freedom and flexibility may be dampening interest in joining the Reserve Force. Over half (59%) think it is certainly or probably true that reservists have to agree to a minimum term of service and a significant percentage (42%) think reservists have little to no say over where they live. Once these myths are corrected, the total pool of potential recruits may be broadened, as those people who seek work/life balance or freedom would be more likely to see the Reserve Force as an option that can satisfy them.
- As the CAF continues to build a Reserve Force that looks more like the Canadian population, the data offers some useful insight into strategies to recruit more women, members of visible minority communities, and Indigenous people:
 - Indigenous respondents are among the most enthusiastic at the prospect of joining the Reserve Force. They, in particular, view it as a way to open doors to careers outside the CAF and they would value skills training.
 - Respondents from visible minority communities are particularly keen to join in order to serve their country, are more concerned that their parents may not approve of their decision to join, and the least likely to agree that their family would encourage them to join if they were interested.
 - Women's motivations for joining the Reserve Force and the barriers that would stop them differ from men. Women are more drawn to the idea of helping others and appreciate good pay, benefits, and tuition assistance to a greater extent than men. They are more concerned than men that the Reserve Force would not fit in with their personal life, and less convinced that the workplace environment is respectful of women.

APPENDIX A: METHODOLOGY REPORT

Survey Methodology

Earnscliffe Strategy Group’s overall approach for this study was to conduct an online survey of Canadians aged 16 to 34, using Léger’s online survey panel. A detailed discussion of the approach used to complete this research is presented below.

Questionnaire Design

The questionnaire for this study was designed by Earnscliffe in consultation with DND, drawing on previous studies and findings from the first phase of the research, and provided for fielding to Léger. The survey was offered to respondents in both English and French and completed based on their preferences.

Sample Design and Selection

The sampling plan for the study was designed by Earnscliffe to ensure the appropriate quotas were achieved. The sample was drawn by Léger based on Earnscliffe’s instructions from their proprietary online panel.

Data Collection

The survey was conducted in English and French from July 14 to 28, 2020. The survey was undertaken by Léger’s online opt-in panel headquartered in Montréal, Québec.

Targets/Weighting

The sample was targeted to region, age, and gender quotas, along with setting a target to ensure half of the respondents self-identified as members of a visible minority community or were Indigenous. The data were weighted by age, region, gender and membership to a visible minority group. Note that those who did not identify solely as White or Indigenous were counted as visible minorities for the purposes of weighting.

REGION/PROVINCE	Actual %	Sample %	Expected: Visible Minority/ Indigenous (16-34)	Sample: Visible Minority/Indigenous (16-34)	Expected: Rest of Canadians (16-34)	Sample: Rest of Canadians (16-34)
Atlantic Canada	6.8%	4.8%	69	36	69	73
Québec	23.4%	21.7%	234	240	234	251
Ontario	38.3%	42%	383	465	383	483
Prairies	6.5%	6.2%	66	68	66	73
Alberta	11.2%	12%	112	133	112	137
British Columbia	13.5%	13.2%	136	159	136	139
TOTAL	100%	100%	1,000	1,101	1,000	1,156

Reporting

Statistically significant differences among demographic groups analyzed are denoted in all tables in this report using the following bold subscript letters:

- A = Total sample ages 16 to 34
- G = Visible minority ages 16 to 34
- H = Indigenous ages 16 to 34
- I = Neither visible minority nor Indigenous ages 16 to 34

A group with a significantly higher percentage, relative to other groups, is identified by a bold superscript letter associated with the group that has a significantly smaller percentage.

Unless otherwise noted, demographic differences highlighted are statistically significant at the 95% confidence level. The statistical test used to determine the significance of the results was the Z-test.

Due to rounding, results may not always add to 100%.

Quality Controls

Léger conducted a soft-launch pre-test of the survey, and Earncliffe reviewed the data to ensure that all skip patterns were working and that all respondents were completing the survey in an appropriate amount of time.

Results

FINAL DISPOSITIONS

A total of 4,638 individuals entered the online survey, of which 2,258 qualified as eligible and completed the survey. The response rate for this survey was 13.35%.

Total Entered Survey	4,638
Completed	2,258
Not Qualified/Screen out	1,140
Over quota	1,001
Suspend/Drop-off	239

Unresolved (U)	28,306
Email invitation bounce-backs	313
Email invitations unanswered	27,993
In-scope - Non-responding (IS)	239
Non-response from eligible respondents	N/A
Respondent refusals	N/A
Language problem	N/A
Selected respondent not available	N/A
Qualified respondent break-off	239

In-scope - Responding units (R)	4,399
Completed surveys disqualified – quota filled	1,001
Completed surveys disqualified – other reasons	1,140
Completed surveys	2,258
Response Rate = R/(U+IS+R)	13.35%

NONRESPONSE

Respondents for the online survey were selected from among those who have volunteered to participate in online surveys by joining an online opt-in panel. The notion of non-response is more complex than for random probability studies that begin with a sample universe that can, at least theoretically, include the entire population being studied. In such cases, non-response can occur at a number of points before being invited to participate in this particular survey, let alone in deciding to answer any particular question within the survey.

That being said, in order to provide some indication of whether the final sample is unduly influenced by a detectable non-response bias, we provide the tables below comparing the unweighted and weighted distributions of each sample’s demographic characteristics.

All weighting was determined based upon the most recent Census data available from Statistics Canada. The variables used for the weighting of each sample were age and gender within each region, and whether or not the respondent was a member of a visible minority community.

SAMPLE PROFILE: UNWEIGHTED VS. WEIGHTED DISTRIBUTIONS

Region	Unweighted Sample	Weighted Sample
Atlantic	109	133
Québec	491	496
Ontario	949	878
Manitoba/Saskatchewan	141	161
Alberta	270	293
British Columbia/Territories	298	297

Gender	Unweighted Sample	Weighted Sample
Female	1,239	1,137
Male	1,019	1,121

Employment	Unweighted Sample	Weighted Sample
Working full-time	1,008	1,088
Working part-time	270	260
Self-employed	61	69

Unemployed, but looking for work	158	168
Full-time student	624	517
Part-time student	44	44
Not in the workforce	73	92
Prefer not to answer	20	21

Education	Unweighted Sample	Weighted Sample
Grade 8 or less	13	11
Some high school	312	238
High school diploma or equivalent	560	568
Registered apprenticeship or other trades certificate or diploma	67	76
College, CEGEP or other non-university certificate or diploma	360	403
University certificate or diploma below bachelor's level	133	135
Bachelor's degree	606	627
Post graduate degree above bachelor's level	181	178

Household Income	Unweighted Sample	Weighted Sample
Under \$20,000	211	222
\$20,000 to just under \$40,000	302	317
\$40,000 to just under \$60,000	282	285
\$60,000 to just under \$80,000	306	298
\$80,000 to just under \$100,000	288	299
\$100,000 to just under \$150,000	344	344
\$150,000 and above	209	208
Prefer not to answer	316	285

Aboriginal Heritage	Unweighted Sample	Weighted Sample
Aboriginal person, that is, First Nations (North American Indian), Métis or Inuk (Inuit)	110	146

Ethnicity	Unweighted Sample	Weighted Sample
White	1,246	1,559
South Asian	238	156
Chinese	310	201
Black	138	77
Filipino	55	35
Latin American	54	30
Arab	90	48
Southeast Asian	80	51
West Asian	33	20
Korean	17	12

Japanese	16	10
Other	15	8

MARGIN OF ERROR

Respondents for the online survey were selected from among those who have volunteered to participate/registered to participate in online surveys. The data have been weighted to reflect the demographic composition of the Canadian population aged 16 to 34. Because the sample is based on those who initially self-selected for participation in the panel, no estimates of sampling error can be calculated. The treatment here of the non-probability sample is aligned with the Standards for the Conduct of Government of Canada Public Opinion Research for online surveys.

SURVEY DURATION

The median survey duration was 10 minutes.

APPENDIX B: SURVEY INSTRUMENT

DND Research for Reserve Recruitment

Email Invitation

LA VERSION FRANÇAISE SUIT

Welcome and thank you for your interest in this study. Earncliffe Strategy Group, in collaboration with Leger Marketing, has been hired to administer an online survey on behalf of the Government of Canada. The purpose of the study is to explore Canadians’ education, career planning, and choices.

This online survey will take about 15 to 17 minutes to complete. Your participation in the study is voluntary and completely confidential. All your answers will remain anonymous and will be combined with responses from all other respondents. As a token of our appreciation for your participation, you will receive [insert reward].

If you have any questions about the survey or if you encounter any difficulties, please email [INSERT EMAIL CONTACT].

To begin, click on the link below.

[URL]

Landing Page

Welcome and thank you for your interest in this study. Earncliffe Strategy Group, in collaboration with Leger, has been hired to administer an online survey on behalf of the Government of Canada. The purpose of the study is to explore Canadians’ education, career planning and choices.

Your responses to this survey will be kept entirely confidential and any information you provide will be administered in accordance with the Privacy Act and other applicable privacy laws. Do you wish to continue?

Yes

No [TERMINATE]

Section 1: Screening

1. Are you a Canadian citizen?

Yes	1
No [THANK & TERMINATE]	2
Prefer not to answer [THANK & TERMINATE]	9

2. Please indicate your gender.

Male	1
Female	2
Gender diverse	3
Prefer not to answer [THANK & TERMINATE]	9

3. In what year were you born?

[INSERT YEAR. IF YOUNGER/OLDER THAN 16-34 YEARS, THANK & TERMINATE]

4. Which of the following provinces or territories do you live in?

Newfoundland and Labrador	1
Nova Scotia	2
Prince Edward Island	3
New Brunswick	4
Québec	5
Ontario	6
Manitoba	7
Saskatchewan	8
Alberta	9
British Columbia	10
Yukon	11
Nunavut	12
Northwest Territories	13
Prefer not to say [THANK & TERMINATE]	99
5. Do you work for the Canadian Armed Forces?	
Yes [THANK & TERMINATE]	1
No	2
Prefer not to answer [THANK & TERMINATE]	9
6. Are you an Indigenous person, that is, First Nations, Métis or Inuk (Inuit)?	
Yes	1
No	2
Prefer not to answer	9
7. [IF NOT INDIGENOUS] Are you...? [SELECT ALL THAT APPLY]	
White	1
South Asian (e.g., East Indian, Pakistani, Sri Lankan, etc.)	2
Chinese	3
Black	4
Filipino	5
Latin American	6
Arab	7
Southeast Asian (e.g., Vietnamese, Cambodian, Malaysian, Laotian, etc.)	8
West Asian (e.g., Iranian, Afghan, etc.)	9
Korean	10
Japanese	11
Other [SPECIFY]	12
Prefer not to answer [THANK & TERMINATE]	99

FOR CAUCASION SAMPLE: Q6>1 AND Q7=1 ONLY.

FOR NON-CAUCASION SAMPLE: Q6=1 OR Q7 HAS AT LEAST ONE RESPONSE BETWEEN 2 AND 11.

Section 2: Personal Situation, Outlook & Aspirations

8. Which of the following best describes your current employment status?

Working full-time, that is, 30 or more hours per week	1
Working part-time, that is, less than 30 hours per week	2
Self-employed	3
Unemployed, but looking for work	4
A student attending school full-time	5
A student attending school part-time	6
Not in the workforce (e.g., full-time homemaker, unemployed, not looking for work)	7
Prefer not to answer	9

9. From the list below, which three do you most want out of a career? [RANDOMIZE. ANCHOR OTHER, NONE OF THE ABOVE AND DK AT THE BOTTOM. ALLOW UP TO 3 ANSWERS]

Job security	1
Good pay	2
Adventure, for example, offers opportunity to travel	3
Would not require moving far away for the job	4
Offers a positive work environment	5
Offers benefits such as health insurance/drug plan	6
Offers a pension	7
Offers the flexibility to change careers	8
Offers paid university education, while on a full-time salary	9
Is respected	10
Is prestigious	11
Is intellectually challenging	12
Is physically challenging	13
Is competitive (not something that anyone can do)	14
Offers freedom and flexibility	15
Offers the opportunity for promotion and advancement	16
Offers free job training, while on full-time salary	17
Is an equal opportunity employer	18
There are job/career opportunities in that field	19
Work-life balance	20
Offers training	21
Offers mentorship	22
Other (specify)	77
None of the above	98
Don't know/Prefer not to answer	99

Section 3: Interest in the Regular and Reserve Forces of the Canadian Armed Forces

10. How familiar are you with the Canadian Armed Forces?

Very familiar	4
Somewhat familiar	3
Not very familiar	2

Not at all familiar	1
Don't know/Prefer not to answer	9
11. Generally speaking, would you say that you have a very favourable, somewhat favourable, not very favourable, or not at all favourable opinion of the Canadian Armed Forces?	
Very favourable	4
Somewhat favourable	3
Not very favourable	2
Not at all favourable	1
Don't know/Prefer not to answer	9
12. Would you say you have a very favourable, somewhat favourable, not very favourable, or not at all favourable opinion of the Canadian Armed Forces <u>as an employer</u> ?	
Very favourable	4
Somewhat favourable	3
Not very favourable	2
Not at all favourable	1
Don't know/Prefer not to answer	9
13. Today, how likely are you to consider a career in the Canadian Armed Forces?	
Very likely	4
Somewhat likely	3
Not very likely	2
Not at all likely	1
Don't know/Prefer not to answer	9
14. [IF NOT VERY LIKELY OR NOT AT ALL LIKELY] Have you ever considered a career in the Canadian Armed Forces?	
Yes	2
No	1
Don't know/Prefer not to answer	9
15. How knowledgeable do you feel you are about career opportunities within the Canadian Armed Forces?	
Very knowledgeable	4
Somewhat knowledgeable	3
Not very knowledgeable	2
Not at all knowledgeable	1
Don't know/Prefer not to answer	9
16. Would you say you clearly recall, vaguely recall or do not recall seeing or hearing anything about the Canadian Armed Forces in the past year?	
Clearly recall	1
Vaguely recall	2
Do not recall	3

Don't know/Prefer not to answer 9

The next questions are specifically about the Reserve Force of the Canadian Armed Forces.

17. How familiar are you with the Reserve Force of the Canadian Armed Forces?

Very familiar	4
Somewhat familiar	3
Not very familiar	2
Not at all familiar	1
Don't know/Prefer not to answer	9

18. Generally speaking, would you say that you have a very favourable, somewhat favourable, not very favourable, or not at all favourable opinion the Reserve Force?

Very favourable	4
Somewhat favourable	3
Not very favourable	2
Not at all favourable	1
Don't know/Prefer not to answer	9

19. Today, how likely are you to consider joining the Reserve Force?

Very likely	4
Somewhat likely	3
Not very likely	2
Not at all likely	1
Don't know/Prefer not to answer	9

20. [IF NOT VERY LIKELY OR NOT AT ALL LIKELY] Have you ever considered joining the Reserve Force?

Yes	2
No	1
Don't know/Prefer not to answer	9

21. How knowledgeable do you feel you are about opportunities within the Reserve Force?

Very knowledgeable	4
Somewhat knowledgeable	3
Not very knowledgeable	2
Not at all knowledgeable	1
Don't know/Prefer not to answer	9

22. How interested would you be in joining the Reserve Force?

Very interested	4
Somewhat interested	3
Not very interested	2
Not at all interested	1

Don't know/Prefer not to answer 9

How familiar would you say you are with each of the four environments of the Reserve Force? [RANDOMIZE]

- 23. The Army Reserve
- 24. The Naval Reserve
- 25. The Air Force Reserve
- 26. The Health Services Reserve

Very familiar	4
Somewhat familiar	3
Not very familiar	2
Not at all familiar	1
Don't know/Prefer not to answer	9

[IF VERY LIKELY, SOMEWHAT LIKELY, NOT VERY LIKELY TO JOIN THE RESERVES] And for each of the four environments of the Reserve Force, today, how likely would you say you are to join that particular Reserve Force? [RANDOMIZE]

- 27. The Army Reserve
- 28. The Naval Reserve
- 29. The Air Force Reserve
- 30. The Health Services Reserve

Very likely	4
Somewhat likely	3
Not very likely	2
Not at all likely	1
Don't know/Prefer not to answer	9

31. If you were going to join the Reserve Force, which environment would be your first choice? [RANDOMIZE]

The Army Reserve	1
The Naval Reserve	2
The Air Force Reserve	3
The Health Services Reserve	4
Don't know/Prefer not to answer	9

32. [IF PICKED A RESERVE] Why would that environment be your first choice? [OPEN-END.]

33. [IF VERY, SOMEWHAT OR NOT VERY FAMILIAR WITH THE RESERVE FORCE] What do you think would be the best things about being in the Reserve Force? [OPEN-END. ACCEPT UP TO THREE RESPONSES.]

- a) Answer 1: [TEXT BOX]
- b) Answer 2: [TEXT BOX]
- c) Answer 3: [TEXT BOX]

34. [IF VERY, SOMEWHAT OR NOT VERY FAMILIAR WITH THE RESERVE FORCE] And what do you think would be the worst things about being in the Reserve Force? [OPEN-END. ACCEPT UPTO THREE RESPONDENSES.]

- a) Answer 1: [TEXT BOX]
- b) Answer 2: [TEXT BOX]
- c) Answer 3: [TEXT BOX]

35. Would you say you clearly recall, vaguely recall, or do not recall seeing or hearing anything about the Reserve Force in the past year?

Clearly recall	1
Vaguely recall	2
Do not recall	3
Don't know/Prefer not to answer	9

[IF CLEAR OR VAGUE RECALL] What do you recall seeing or hearing about the Reserve Force of the Canadian Armed Forces? OPEN-END.]

[IF PROVIDED AT LEAST ONE RESPONSE TO Q9] Earlier in this survey, you indicated the following was/were among the things you most want out of a career. For each of those you identified, please indicate how likely it is that joining the Reserve Force would help you achieve that goal?

- 36. [PIPE IN FIRST REPOSE TO Q9]
- 37. [PIPE IN SECOND REPOSE TO Q9]
- 38. [PIPE IN THIRD REPOSE TO Q9]

Very likely	4
Somewhat likely	3
Not very likely	2
Not at all likely	1
Don't know/Prefer not to answer	9

To the best of your knowledge, for each of the following statements about the Reserve Force please indicate whether you are certain it is true, feel it is probably true, feel it is probably false, or you are certain it is false. [RANDOMIZE]

- 39. Reservists are free to choose whether or not to join any mission their unit is tasked with.
- 40. Reservists are members of the Canadian Armed Forces available to be called up to be deployed if and when the Regular Forces need additional people.
- 41. Reservists are typically unpaid volunteers.
- 42. While people are in the Reserves, they can be enrolled in studies or have a civilian career or job.
- 43. A Reservist has little or no choice over what city or base they must live in.
- 44. Reservists get access to free training that is valuable to civilian employers and earn certifications such as Red Seals in various trades.
- 45. Reservists on missions get paid the same as members of the Regular Forces.
- 46. Reservists have to agree to a minimum length of service and cannot simply quit the Reserve Force whenever they want.
- 47. The minimum requirement for Reservists is to work with their unit one evening each week and one weekend every month.
- 48. There are full-time paid positions in the Reserves.
- 49. You have to be a Canadian citizen to be in the Reserve Force.

50. Reserve units are usually the ones in the Canadian Armed Forces who get deployed to help with natural disasters such as floods and blizzards.

Certain that it is true	1
Probably true	2
Probably false	3
Certain that it is false	4
Don't know/Prefer not to answer	9

51. As a matter of fact, Reservists usually have a full-time job or attend school during the daytime and work on a part-time basis with the Canadian Armed Forces. Reservists play an important role in supporting Canadian operations both at home and abroad (e.g., Helping with flood relief efforts in Québec and Manitoba). Reservists are also active in their communities and help with cultural events, parades, festivals and other public events in communities across Canada (e.g., the 2010 Winter Olympics in Vancouver). Part-time members may also choose to serve overseas, when there are opportunities available. Given this information, how interested would you be in joining the Reserve Force?

Very interested	4
Somewhat interested	3
Not very interested	2
Not at all interested	1
Don't know/Prefer not to answer	9

[UNLESS NOT AT ALL INTERESTED] And now that you have that information, for each of the four environments of the Reserve Forces, today, how likely would you say you now are to join that particular Reserve? [RANDOMIZE]

- 52. The Army Reserve
- 53. The Naval Reserve
- 54. The Air Force Reserve
- 55. The Health Services Reserve

Very likely	4
Somewhat likely	3
Not very likely	2
Not at all likely	1
Don't know/Prefer not to answer	9

To what extent do you agree or disagree with each of the following statements? [RANDOMIZE. DISPLAY SCALE AT THE TOP, MIDDLE AND BOTTOM OF GRID.]

- 56. My friends would encourage me to join the Reserve Force if it were of interest to me.
- 57. My family would encourage me to join the Reserve Force if it were of interest to me.
- 58. People who join the Reserve Force are the people who can't get into the Regular Forces.
- 59. There is a wide variety of professions within the Reserve Force.
- 60. Being in the Reserve Force opens doors to success in careers outside of the Canadian Armed Forces.
- 61. Being in the Reserve Force can cause problems with civilian employers or jobs.
- 62. I think that the workplace environment in the Reserve Force is respectful of women.
- 63. I think that the workplace environment in the Reserve Force is respectful of all people regardless of cultural heritage.

- 64. Being in the Reserve Force makes it difficult to raise a family.
- 65. People who are interested in things like the Reserve Force are not my kind of people.
- 66. With the COVID-19 pandemic still on, it’s a bad time for anyone to consider joining the Reserves.

Strongly agree	4
Somewhat agree	3
Somewhat disagree	2
Strongly disagree	1
Don’t know/Prefer not to answer	9

- 67. There are a number of factors people might consider for why they would or would not join the Reserve Force.
[ROTATE ORDER OF A AND B AND RANDOMIZE VARIABLES WITHIN EACH LIST]

a. Below is a list of factors that may make someone consider joining the Reserve Force. Regardless of your current interest in the Reserve Force, please identify the three most compelling to you, personally.
[RANDOMIZE]

Tuition assistance	1
Job security	2
Flexible work	3
Paid training (e.g., Red Seal for skilled trades)	4
Co-op programs with high schools	5
Helping others	6
The salary and benefits	7
Good way to be part of the local community	8
Summer employment	9
Year-round part-time job	10
The military culture	11
Good way to “try out” military life	12
Previous experience as a cadet or as a member of the Regular Forces	13
Friends in the Reserve Force	14
Making new friends	15
Challenging work	16
Learning new, non-civilian skills	17
Learning useful civilian skills	18
Gaining discipline	19
The equipment (e.g., machinery, guns)	20
Serving the country	21
Staying fit/having an active lifestyle	22
Gaining entry into the Regular Forces	23
Group life and camaraderie	24
Adventure and travel	25
Taking part in field exercises	26
Education opportunities	27
Other (please specify) _____	98
Don’t know/Prefer not to say	99

b. Below is a list of factors that may make someone decide NOT to join the Reserve Force. Which three of the following reasons best describe why you would not join the Reserve Force? [RANDOMIZE]

Lack of spare time	1
I wouldn't be able to fit it in with my day-to-day work	2
Lack of support from my family	3
My spouse/partner wouldn't like it	4
My mother/father wouldn't like it	5
My friends wouldn't like it	6
Wouldn't fit in with personal life/ family /children	7
Potential impact of military duties on my child(ren)	8
It's not for someone like me	9
I don't like taking orders	10
It is too disciplined	11
I worry about being hurt/killed	12
I worry about hurting/killing someone else	13
I am not fit enough	14
It doesn't fit with my ideological beliefs	15
I have a medical condition	16
I don't think my employer would like this	17
It would have a negative impact on my career	18
I do not know enough about it	19
I cannot find sufficient information	20
The process to join is too cumbersome	21
It is second best to serving as a member of the Regular Force	22
It does not pay enough	23
There isn't a Reserve unit/squadron in my local area	24
I've heard bad things about the Reserve Force	25
I do not agree with the conflicts we are taking part in	26
Other (PLEASE SPECIFY)	98
Don't know/Prefer not to say	99

68. Whose opinion, if anyone's, would matter to you in considering whether or not to join the Reserve Force?
[SELECT ALL THAT APPLY]

Parents	1
Brother(s) and/or sister(s)	2
Spouse or significant other	3
Extended family (aunts, uncles, cousins)	4
Grandparents	5
Friends	6
Teachers	7
Guidance/career counsellors	8
Someone you know who is or was in the Regular Force	9
Someone you know who is or was in the Reserve Force	10
Other (SPECIFY)	77
Don't know/Prefer not to answer	99

69. What kind of methods would be best for getting you information about opportunities that might be of interest to you in the Reserve Force? [SELECT ALL THAT APPLY]

Trade shows	1
Presentations at school or work	2
The Canadian Armed Forces website	3
Open-house events at Canadian Armed Forces facilities near you	4
Advertising	5
Post(s) on social media	6
Running kiosks at or participating in events in your community	7
One-on-one conversations with a Reserve recruiter	8
Stories on the news about what the Reserves are doing	9
Posted videos showing Reserve units in action and/or what it is like to be in the Reserves	10
Other (SPECIFY)	77
Don't know/Prefer not to answer	99

70. Do you know someone who is serving in the Regular Force of the Canadian Armed Forces or who has served in recent years?

Yes	1
No	0
Don't know/Prefer not to answer	9

71. Do you know someone who is serving in the Reserve Force or who has served in recent years?

Yes	1
No	0
Don't know/Prefer not to answer	9

72. To the best of your knowledge, is there a Canadian Armed Forces base or facility of any kind within 25 km of where you live?

Yes	1
No	0
Don't know/Prefer not to answer	9

73. To the best of your knowledge, is there a Reserve unit within 25 km of where you live?

Yes	1
No	0
Don't know/Prefer not to answer	9

74. [IF RESERVE UNIT WITHIN 25 KM] Which environment(s) of the Reserve Force have a unit within 25 km of where you live? Select all that apply. [RANDOMIZE]

The Army Reserve	1
The Naval Reserve	2
The Air Force Reserve	3
The Health Services Reserve	4
Don't know/Prefer not to answer	9

Section 4: Demographics

The last few questions are strictly for statistical purposes. All of your answers are completely confidential.

75. What is the highest level of schooling that you have completed?

Grade 8 or less	1
Some high school	2
High school diploma or equivalent	3
Registered apprenticeship or other trades certificate or diploma	4
College, CEGEP, or other non-university certificate or diploma	5
University certificate or diploma below bachelor's level	6
Bachelor's degree	7
Post graduate degree above bachelor's level	8
Prefer not to answer	9

76. Which of the following categories best describes your total household income for 2019? That is, the total income of all persons in your household combined, before taxes?

Under \$20,000	1
\$20,000 to just under \$40,000	2
\$40,000 to just under \$60,000	3
\$60,000 to just under \$80,000	4
\$80,000 to just under \$100,000	5
\$100,000 to just under \$150,000	6
\$150,000 and above	7
Prefer not to answer	9

77. How would you describe the area in which you live?

Urban	1
Suburban	2
Rural	3
Prefer not to answer	9

78. What is your marital status?

Single	1
Married/living with someone/common law	2
Separated/divorced	3
Widowed	4
Other	5
Prefer not to answer	9

79. Were you born in Canada?

Yes	1
No	2
Prefer not to answer	99

80. Was at least one of your parents born outside Canada?

Yes	1
No	2
Prefer not to answer	99

81. What are the first three digits of your postal code?

[INSERT FIRST THREE DIGITS OF POSTAL CODE. FORMAT A1A]	
Prefer not to answer	999

[PRE-TEST ONLY ADD QUESTIONS A THRU J]

- A. Did you find any aspect of this survey difficult to understand? Y/N
- B. [IF A=YES] Please describe what you found difficult to understand.
- C. Did you find the way of the any of the questions in this survey were asked made it difficult for you to provide your answer? Y/N
- D. [IF C=YES] Please describe the problem with how the question was asked.
- E. Did you experience any difficulties with the language? Y/N
- F. [IF E=YES] Please describe what difficulties you had with the language.
- G. Did you find any terms confusing? Y/N
- H. [IF G=YES] Please describe what terms you found confusing.
- I. Did you encounter any other issues during the course of this survey that you would like us to be aware of? Y/N
- J. [IF I=YES] What are they?

This concludes the survey. Thank you for your participation!