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National Defence Advertising Pre-Testing 2021 – Women’s Campaign

Department of National Defence

Final Report

April 2021

Prepared for:

Department of National Defence
Supplier Name: Quorus Consulting Group Inc.
Contract Award Date: December 22, 2020
Delivery Date: April 2021
Contract Amount (incl. HST): \$49,909.96
Contract #: W8484-201022/001/CY
POR Number: 096-20

For more information, please contact:

POR-ROP@forces.gc.ca

Ce rapport est aussi disponible en français.

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This public opinion research report presents the results of 8 online focus groups conducted by Quorus Consulting Group on behalf of the Department of National Defence. The sessions were from March 8th to March 11th, 2021 with women from two segments of the general population, women 18 to 24 years old, and women 25 to 34 years old. One online focus group with each of these segments was held with participants located in the following cities and surrounding areas: Toronto, Moncton, Calgary and Montreal.

Cette publication est aussi disponible en français sous le titre : Mise à l'essai des campagnes publicitaires de 2021 de la Défense nationale – Campagne ciblant les femmes

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Catalogue Number:
D2-444/2021E-PDF

International Standard Book Number (ISBN):
ISBN 978-0-660-38471-9

Related publications (registration number: POR #096-20):
Catalogue Number D2-444/2021F-PDF (Final Report, French)
ISBN 978-0-660-38471-9

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Signed:

A handwritten signature in black ink, appearing to read "Rick Nadeau", is written over a light gray, textured rectangular background.

Rick Nadeau, President
Quorus Consulting Group Inc.

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Executive Summary

Background and Research Objectives

The Department of National Defence (DND) oversees a variety of advertising campaigns. One of these campaigns is the women's recruitment campaign, which is being developed to support a priority and commitment made by DND and the Canadian Armed Forces (CAF) to increase the number of women in the CAF from 15% to 25% by 2026.

The Women's campaign is expected to launch in October 2021, and will include television, digital and social media tactics, print and out-of-home tactics. The key objective of this campaign is to raise a greater level of awareness among women between the ages of 18 and 34 about CAF employment opportunities, how the CAF is an employer of choice, how a career in the CAF can fit various lifestyles, while addressing key barriers. Moreover, it will aim to promote the challenge, purpose, empowerment, fulfillment and mastery involved in CAF careers, while addressing barriers related to freedom and flexibility.

DND commissioned Quorus to pre-test the campaign creatives to ensure they resonate well with the target audience. The advertising pre-testing explored how the primary target audience (Canadian women between the ages of 18 and 34 years of age) responded to the new creatives for the campaign.

Methodology

This report is based on eight online focus groups that Quorus completed with women from two segments of the general population in Canada, between March 8 and 11, 2021. Focus groups were composed of women 18 to 24 years old ("Gen Z/Job seekers"), and with women 25 to 34 years old ("Millennials/Job changers"). One online focus group with each of these segments was held with participants located in the following cities and surrounding areas: Toronto, Moncton, Calgary and Montreal. In total, 59 individuals participated in the focus groups. English sessions were held with participants living in different provinces across Canada except those living in Quebec. Two French sessions were held with individuals living in Quebec. More details can be found in the Methodology section of the report.

Research Results

There were a total of 3 advertising concepts to test, each with 2 different versions, for a total of 6 ads. These concepts were tested in a storyboard (photomatic) format. The concepts included a closer look into the lives of each of the CAF members featured, from each environment (Army, Navy and Air Force).

Reactions to Concept A – Army – Olga – Version 1

Overall, participants were fairly evenly divided regarding appreciation for this first concept. There was a somewhat higher acceptance among younger participants compared to older ones.

Among participants who liked it, the following was shared:

- Travelling is appealing – Many felt this was appealing since it is a way to see other places while working. Participants felt young women would be more interested in this type of benefit, and some young participants indeed showed interest in this aspect. Images liked included the polaroid pictures as well as the scenery in mountains, hiking, and the waterfall.
- Meeting new people is appealing – Participants felt this was an interesting and appealing point, just as the social aspect from any job would be seen as important.
- The Canadian Flag in uniform is patriotic - A few participants liked the fact that the Canadian flag was shown in the uniform of one of the characters in the video, since it gives a sense of patriotism.

Participants who disliked this version of the concept explained:

- Information on career choices was too general - Participants felt the information on the variety of jobs available at the CAF was too basic, whereas more information would be appreciated when considering looking for a new job.
- Flat tone of narrator – Many participants felt there was a lack of excitement and assertiveness in the tone of the narrator throughout the ad.
- Some content shows insecurity or uncertainty - There were sentences suggesting insecurity in the personality of the narrator, for example “I didn’t know anything about the military”, and the tone used when saying “I’ve done really good”.
- Benefits are not unique to the CAF - “Learning a lot” or “meeting new people” were seen as experiences that are not all that different from what could be experienced in other jobs. As such, the CAF does not come across as particularly unique.

The message perceived was that working at the CAF would offer the opportunity to travel; however, there was a lot of uncertainty of what the main message was other than to work at the CAF.

Opportunities for improvement mentioned by participants included:

- Add a website at the end to find out more about the jobs that CAF would be interested in filling;
- Make the ad more specific, showing what kind of experiences could be gained by travelling, or the places that would be visited.

Reactions to Concept A – Army – Olga – Version 2

This concept received a range of ratings, with a great concentration at the higher end of the scale (7-8). There was a somewhat higher acceptance in the younger groups compared to the older groups.

Among participants who liked it, reasons included:

- It is more specific – Participants were able to see some information for a career, including the types of professions that are being hired (i.e. the medical field).
- Lively tone – Participants perceived a more passionate tone in the voice of the narrator, making the ad more interesting and inspiring.

Participants who disliked this version of the concept explained:

- Some content shows uncertainty - “I never thought I would end up here” seemed to discredit the content of the ad and the main character.
- Concepts are not in a continuous storyline - Some participants felt there was no continuity in the story, and that it was not clear how the character got to where she is in the ad.
- Benefits are applicable to other jobs - “I like helping people” seemed to several participants a common feature of many jobs and did not distinguish the CAF.

In terms of a message, participants felt this version was also telling them about the opportunity of a professional experience in the CAF featuring travel and meeting new people, however with more specific information about the occupations women could have in the CAF, and that the travelling comes from deployments.

Some older participants felt both versions of the ad target young people since they would be looking to travel and meet new people. This version suggested the target audience was specifically individuals interested in medicine.

Opportunities for improvement mentioned by participants included:

- Reduce the passive approach for something more empowering that shows the success of the narrator (such as “breaking barriers”).
- Be more specific about how opportunities in the CAF (helping others, travelling, meeting new people) are different from other employers.

Reactions to Concept B – Air Force – Caylen – Version 1

This concept received a range of ratings, with many at the mid-high end of the scale (6-8). There was a somewhat higher acceptance from the older groups compared to the younger groups.

Among participants who liked it, the reasons included:

- Family-oriented angle - Showing images of the featured character as a mother and with her mother was important for several participants, particularly older ones with children at home.
- Motivating phrases – The phrase “don’t limit yourself” caught the attention of several participants, as it seemed encouraging and represented how women can do jobs in the CAF that are typically done by men (i.e. a mechanic).
- Continuous growth - A few participants took note of the reference to continuous growth, thinking it is an important message for entry levels, and mobility within the organization.

Participants who disliked this version of the concept explained:

- Too family oriented - Younger participants, who may not be thinking about having a family in the near future, found the ad too family oriented.
- Too many topics – Some participants felt that the ad was trying to convey too many benefits or messages at once, including a focus on family and the potential to not limit oneself.
- The female mechanic – Younger participants expressed that highlighting jobs typically done by men done by a woman is important, however a female mechanic is not that rare anymore.
- Stereotype of childcare - Some participants did not appreciate the stereotype of women having to take care of the family or the children and that a similar approach would not be used to recruit men.

Participants felt the ad was telling them about the opportunity to have a work-life balance in the CAF. Many felt the ad targets women with children, some felt it targeted women of colour or who are looking for a job typically associated as a job for men.

Opportunities for improvement mentioned by participants included:

- showing how the CAF creates that work-family balance other than being with a baby;
- adding more details of the featured character's job, so that there is a clearer picture of the opportunities available.

Reactions to Concept B – Air Force – Caylen – Version 2

This concept received a range of ratings, with most concentrated at the high-end of the scale (7-9).

Among participants who liked it, the reasons included:

- It has a better flow – Compared to Version 1, participants felt this version was more like a story as opposed to several messages put together without any flow.
- Language is positive - The words used do not sound like the narrator is putting herself down; they seem more upbeat and encouraging, making the message more appealing.
- Not too family focused - The importance of a family-work balance is displayed in a more subtle way, showing only the baby carriage instead of the baby.
- It is reassuring – Participants acknowledged that this ad does a better job of conveying how everyone can be a bit hesitant or reluctant, and that the CAF can help women who join be more confident.
- Empowering to see a female mechanic – Participants felt this ad portrayed a more encouraging and empowering message by showing a woman who can do a male-dominated job.
- Motivating phrases – The phrase “don't limit yourself” caught the attention of several participants, and the manner in which it is used in this ad encouraged them to be different in any way and be accepted.

Participants who disliked this version of the concept explained:

- Benefits are applicable to other jobs - Some felt the elements highlighted in the ad are not unique to the CAF, i.e., working and having a family, being a mechanic, or being a woman.
- Unclear language – Some participants said it was unclear if the mention of benefits referred to group benefits, but made them curious to know what those benefits may be.
- Women stereotypes - A few participants felt the stereotype of women portrayed as mothers was too strong and they did not appreciate it.

- Image of mother - For some participants, the role of the mother's advice in the decision to join the CAF was unclear, since they couldn't see any connection between the mother and the armed forces.

In terms of the main message, participants felt the ad was telling them that it is "ok" to be non-traditional and still succeed in the CAF. However, some felt making a woman who is a mechanic and has a family so "unique", gives viewers the wrong impression that the CAF is targeting people who don't fit anywhere else.

Opportunities for improvement mentioned by participants included:

- to use the mother as the influencer, but showing that she had some relationship with the military (if that is the case);
- to show other influencers, such as her own colleagues, who have been accepted for a long time at the CAF as women, who are a credible source, and who have also been successful in the CAF.

Reactions to Concept C – Navy – Meagan– Version 1

This concept received a range of ratings, with most concentrated at the mid-high end of the scale (5-8). There was a somewhat higher acceptance from the older groups compared to the younger groups.

Participants who liked this version liked the following elements:

- Good welcoming message – Participants had a feeling the ad started with a positive and inviting tone.
- Tone of voice – Some participants said there was a feeling of excitement about a career in the navy in the way the information was provided throughout the ad.
- Encouraging phrases – "You don't have to be an athlete to do this" was well received as it seems to demystify the notion of having to be physically fit to join the CAF.
- Team sport image used – The image of the main character playing field hockey conveyed a sense of camaraderie among colleagues and team building.
- Travelling is appealing – For this ad, participants felt the images about travelling and meeting people were inspiring. Both younger and older respondents agreed with this perspective.
- Diversity is important – "We have different strengths and weaknesses" was perceived by some participants as a way to promote diversity in the workplace.

Those who disliked this version pointed out the following elements:

- Too set up – Some participants felt the friendships portrayed in the images of the ad seemed artificial, particularly playing hockey.
- Discouraging phrases – “Helping people who can’t help themselves” was perceived as something that would discourage anyone who feels good about themselves to join the CAF.

The main message perceived by most participants is that jobs at the CAF are for everyone, however the ad seemed too general, and it was somewhat confusing for many as to what it was trying to convey. The ad is seen as targeting all women, not only members of the LGBTQ community.

Opportunities for improvement mentioned by participants included:

- highlighting the leadership role the featured character plays could help make the featured job more appealing;
- highlighting the career advancement or progression made by the main character to a leadership role would make it stand out compared to the other concepts.

Reactions to Concept C – Navy – Meagan – Version 2

This concept received a range of ratings on the scale from 1 to 10, with most concentrated towards the middle of the scale (5-7). There was a somewhat higher acceptance from the older groups compared to the younger groups.

Participants who liked this version pointed out the following elements:

- Diversity is important – Participants liked hearing that the CAF’s leadership is getting younger, since this seems to be conducive to diversity and inclusion.
- Shows a culture of inclusiveness - Most participants appreciated the effort to convey a culture of inclusiveness and diversity, portraying a progressive organization.
- Images of nice scenery - A few participants also liked the natural scenes mixed in the ad, including the images of the featured character with her partner and dog at the beach.

Participants who disliked this version of the concept explained:

- LGBTQ2+ term in spoken language – Participants felt the full term LGBTQ2+ sounded unnatural or rehearsed, making it too bold and uncomfortable. Some participants felt members of this group refer to themselves as their orientation/identity, or at least without the “plus”.

- Script and tone seemed unnatural – Several participants felt the words in the ad sounded forced and rehearsed, as if they were coming from someone straight.
- Issues are not addressed – Participants felt the ad did not address concerns about LGBTQ in the military, and to a few it seemed contradictory to what recent news headlines communicate about sexual abuse in the forces.

The message perceived is that women will be accepted in the CAF even if they are a member of the LGBTQ2+ community. All participants felt the message targets people in the LGBTQ2+ community.

Opportunities for improvement mentioned by participants included:

- be inclusive but not so direct about it, for example, not using LGBTQ2+, but rather just LGBTQ, or “lesbian” or “queer” or just make it visual and more subtle;
- the narrator’s job seems interesting, and it could be described in more detail;
- show how the organization has achieved change, where the cultural change can be seen.

Other Suggestions to Address the Campaign Objectives

All participants showed interest in knowing more about the career choices offered by the CAF, even when they did not consider the CAF as an employer. Several wished the ads could show a link where they can see the type of jobs available at the CAF or links to see other videos/testimonials.

Participants were also interested in learning more about the qualifications needed to join the CAF, which could also help demystify that jobs at the CAF are only for women with a specific profile or background. Finally, some would have liked to have seen the extent to which higher ranks and roles in management and leadership are accessible to women, for example, through the story of a woman who has reached higher ranks.

Qualitative Research Disclaimer

Qualitative research seeks to develop insight and direction rather than quantitatively projectable measures. The purpose is not to generate “statistics” but to hear the full range of opinions on a topic, understand the language participants use, gauge degrees of passion and engagement and to leverage the power of the group to inspire ideas. Participants are encouraged to voice their opinions, irrespective of whether or not that view is shared by others.

Due to the sample size, the special recruitment methods used, and the study objectives themselves, it is clearly understood that the work under discussion is exploratory in nature. The findings are not, nor were they intended to be, projectable to a larger population.

Specifically, it is inappropriate to suggest or to infer that few (or many) real world users would behave in one way simply because few (or many) participants behaved in this way during the sessions. This kind of projection is strictly the prerogative of quantitative research.

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Contract number: W8484-201022/001/CY

Contract Award Date: December 22, 2020

Contract Amount (including HST): \$49,909.96

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Research Purpose and Objectives

The Department of National Defence (DND) oversees a variety of advertising campaigns, each with specific objectives, although there are elements of each campaign that overlap. One of these campaigns is the women's recruitment campaign, which is being developed to support a priority and commitment made by DND and the Canadian Armed Forces (CAF) to increase the number of women in the CAF from 15% to 25% by 2026.

The intent is to demonstrate what life in the CAF is like for women, how their skills and experiences are transferable to careers outside the Forces, and what it takes to become successful in their field. The Women's campaign is expected to launch in October 2021, and will include television, digital and social media tactics, print and out-of-home tactics.

The key objective of this campaign is to raise a greater level of awareness among women between the ages of 18 and 34 about CAF employment opportunities, how the CAF is an employer of choice, how a career in the CAF can fit various lifestyles, while addressing key barriers. Moreover, it will aim to promote the challenge, purpose, empowerment, fulfillment and mastery involved in CAF careers, while addressing barriers related to freedom and flexibility.

Key themes the campaign aims to convey to its target audiences include:

- Work-life balance
- Workplace inclusion
- Training and career development opportunities

DND commissioned Quorus to pre-test the campaign creatives to ensure they resonate well with the target audience. The advertising pre-testing explored how the primary target audience (Canadian women between the ages of 18 and 34 years of age) responded to the new creatives for the campaign.

Specific research objectives included, but were not limited to, the following:

- Evaluate the creative concepts and determine if the content was:
 - relevant to the audience
 - clearly understood by the audience
 - creatively appealing to the audience
 - motivating to the audience
 - conveying the intended information
 - the type of information the target audience wants/needs/uses; and,
 - consistent with where the target audience gets their information (television, social media, website, face-to-face).

- To elicit suggestions/options for potential changes to ensure the messaging and ads resonated with the target audience, including understanding and identifying images and/or features that provoke particularly strong reactions, either positive or negative.

This qualitative study also provided information on perceptions of new advertising messages, the target audience's career goals, and their general attitudes towards the CAF.

Methodology

This report is based on eight online focus groups that Quorus completed with women from two segments of the general population in Canada, between March 8 and 11, 2021. Focus groups were composed of women 18 to 24 years old ("Gen Z/Job seekers"), and with women 25 to 34 years old ("Millennials/Job changers"). One online focus group with each of these segments was held with participants located in the following cities and surrounding areas: Toronto, Moncton, Calgary and Montreal (French). In total, 59 individuals participated in the focus groups. English sessions were held with participants living in different provinces across Canada except those living in Quebec. Two French sessions were held with individuals living in Quebec. More details can be found in the Methodology section of the report.

Research Results

After a brief explanation of how the concepts would be shown to participants, the storyboards were shown in different order to give an opportunity to each version of the concept to be shown first.

Reactions to Concept A – Army – Olga – Version 1

This version of the concept received a range of ratings on the scale from 1 to 10, although participants were divided in their perception of the concept with many liking it and disliking it in the same proportions. There was a somewhat higher acceptance among younger participants compared to the older ones.

Among participants who liked it, the reasons to explain were as follows:

- Travelling is appealing – Many felt this was appealing since it is a way to see other places while working. The images portraying this included the polaroid pictures as well as the scenery in mountains, hiking, and the waterfall. Participants felt young women would be more interested in this type of benefit, and some young participants indeed showed interest in this aspect, given that they either have not had the opportunity to travel as much yet, or do not have the need to stay home with family.

- Meeting new people is appealing – Participants felt this was an interesting and appealing point, given the needed social aspect from any job.
- The Canadian Flag in uniform is patriotic - A few participants liked the fact that Canadian flag was shown in the uniform of one of the characters in the video, since it gives a sense of patriotism.

Participants who disliked this version of the concept explained:

- Information on career choices was too general - The message was perceived as too general, causing confusion and making it non-memorable for some. These participants felt there was basic information on what working at the forces could be. One of the main comments was that participants could not identify the actual job of the narrator, and therefore they could not identify themselves with her or see the forces as a job opportunity. In addition to not understanding the job of the profiled character, participants did not see any other professions listed or any other information or images guiding them to understand the variety of jobs people can do at the CAF.
- Flat tone of narrator – Many participants felt there was a lack of excitement and assertiveness in the tone of the narrator throughout the ad, adding a negative feeling to what was perceived as an already vague message.
- Some content shows insecurity or uncertainty - There were also sentences suggesting insecurity in the personality of the narrator, for example “I didn’t know anything about the military”, to which participants did not identify with and did not appreciate in an advertisement promoting a career choice. The sentence “I’ve done really good” was perceived as it was said with a very uncertain tone in the voice of the narrator, not projecting truthfulness to the words said.
- Benefits are applicable to other jobs - Experiences highlighted in the ad such as “learning a lot” or “meeting new people”, were seen as experiences that are not all that different from what could be experienced in other jobs, and therefore the proposition was nothing more than career options with other employers.

The message perceived was that working at the CAF would offer the opportunity to travel; however, there was a lot of uncertainty of what the main message was other than to work at the CAF, since the ad was perceived as not being specific enough.

Older participants felt this version of the ad targets young people since they would be looking to travel and meet new people.

Opportunities for improvement mentioned by participants included:

- Add a website at the end to find out more about the jobs that CAF would be interested in filling;
- Make the ad more specific, showing what kind of experiences could be gained by travelling, or the places that would be visited.

Reactions to Concept A – Army – Olga – Version 2

This concept received a range of ratings on the scale from 1 to 10, with a great concentration at the higher end of the scale (7-8). There was a somewhat higher acceptance from the younger groups compared to the older groups.

Among participants who liked it, the reasons to explain were as follows:

- It is more specific – Participants were able to see some of the specificities they were looking for when considering information for a career, including the types of professions that are being hired. This version showed the narrator’s role and profession in the medical field. Participants felt this detail was sharing more of her story.
- Lively tone – Participants perceived a tone in the voice of the narrator more passionate, making the ad more interesting and inspiring.

Participants who disliked this version of the concept explained:

- Some content shows uncertainty - The final sentence “I never thought I would end up here” seemed to discredit the content of the ad since up until then it had shown a more assertive perspective of the main character.
- Concepts are not in a continuous storyline - Some participants felt there was no continuity in the story, and that it was not clear how the character got to where she is in the ad.
- Benefits are applicable to other jobs - “I like helping people” seemed to several participants a common action in many jobs.

The message perceived from this version was similar to the first version, i.e. a professional experience in the CAF featuring travel and meeting new people, however this one is more specific about the occupation that women could have in the CAF (i.e. in the medical field), and that the travelling comes from deployments.

Some older participants felt this version of the ad also targets young people since they would be looking to travel and meet new people. Older respondents who felt this ad targets them were

those looking to meet new people, travel, and who did not have children at home. This version suggested the target audience was specifically individuals interested in medicine.

Opportunities for improvement mentioned by participants included:

- Reduce the passive approach for something more empowering that shows the success of the narrator (such as “breaking barriers”)
- Be more specific on how the CAF’s portrayed general experiences (helping others, travelling, meeting new people) differentiate from other employers.

Reactions to Concept B – Air Force – Caylen – Version 1

This concept received a range of ratings on the scale from 1 to 10, with a great concentration at the mid-high end of the scale (6-8). There was a somewhat higher acceptance from the older groups compared to the younger groups.

Among participants who liked it, the reasons to explain were as follows:

- Family-oriented angle - Showing images of the featured character as a mother and with her mother was important for several participants. This was particularly important and a clear message for some of the older participants, especially if they had children at home. But some younger participants expressed liking the influence of a mother in important decisions such as a career choice.
- Motivating phrases – The phrase “don’t limit yourself” caught the attention of several participants, as it seemed encouraging and represented how women can do jobs in the CAF that are typically done by men (i.e. a mechanic).
- Continuous growth - A few participants noticed the concept of continuous growth, thinking it is an important message for entry levels, and mobility within the organization.

Participants who disliked this version of the concept explained:

- Too family oriented - Younger participants, who may not be thinking about having a family in the near future, found the ad too family oriented. Many expressed having a family is not in their minds, so the advertising would have no effect on them as they would tune out thinking the CAF is looking for older or mothers to join them.
- Too many topics – Some participants felt that the aspect highlighting the featured character is a mechanic was adding another topic in addition to the family-oriented context to the message, making it harder to understand.

- The female mechanic – Some younger participants expressed that highlighting jobs typically done by men done by a woman is important, however a mechanic is not that out of the ordinary anymore, and therefore pointing this out in the ad was irrelevant or passé.
- Stereotype of childcare - Some participants did not appreciate the stereotype of women having to take care of the family or the children, or the double standard in that if the CAF were developing an ad for men, they would not show them caring for a baby (i.e. if you wouldn't do it for men, then why do it for women).
- Motorcycle without a point – While the image of the character taking off on a motorcycle at the end did not bother participants much, some did remark they did not see the point it was trying to get a message related to career choices across.

The main message perceived by participants was the opportunity to have a work-life balance with jobs in the CAF. Many felt the ad targets women with children, some felt it targeted women of colour or who are looking for a job typically associated as a job for men.

Opportunities for improvement mentioned by participants included:

- showing how the CAF creates that work-family balance other than being with a baby;
- adding more details of the featured character's job, so that there is a clearer picture of the opportunities available.

Reactions to Concept B – Air Force – Caylen – Version 2

This concept received a range of ratings on the scale from 1 to 10, with a great concentration at the high-end of the scale (7-9).

Among participants who liked it, the reasons to explain were as follows:

- It has a better flow - Participants who liked this version say this feels more like a story as opposed to several messages put together without any flow. It made the ad more pleasant and coherent for many.
- Language is positive - The words used do not sound like the narrator is putting herself down, they seem more upbeat and encouraging, making the message more appealing.
- Not too family focused - The importance of a family-work balance is displayed in a more subtle way, showing only the baby carriage instead of the baby. This was appreciated more among young participants.

- It is reassuring – Participants acknowledged better with this ad that everyone can be a bit hesitant, and some felt the ad transmits the CAF can help women who join to be more confident.
- Empowering to see a female mechanic – While some may not have liked the idea of a female mechanic in the first version of the ad, some felt this ad portrayed a more encouraging and empowering message by showing a woman who can do a male-dominated job.
- Motivating phrases – The phrase “don’t limit yourself” caught the attention of several participants, in this ad encouraged them to be different in any way and be accepted.
- Image of mother - A few liked having an important influencer (i.e. the mother of the narrator) shown as part of the job decision process, since some felt their mothers are typically a person to talk to when making important decisions such as a career choice.

Participants who disliked this version of the concept explained:

- Benefits are applicable to other jobs - Some felt the elements highlighted in the ad are not particular to the CAF, for example, working and having a family, being a mechanic, or being a woman; and a few felt these many topics are too many for a short ad.
- Unclear language – Some participants said it was unclear if the mention of benefits referred to group benefits, but made them curious to know what those benefits may be.
- Women stereotypes - A few participants felt the stereotype of women having to be mothers was too strong, and did not appreciate it. Some said fathers are also quite involved in taking care of their children nowadays, so there was no need to keep reinforcing an old stereotype.
- Motorcycle without a point – While the image of the character taking off on a motorcycle at the end did not bother participants much, some did remark they did not see the point it was trying to get a message related to career choices across.
- Image of mother - For some participants, the role of the mother’s advice in the decision to join the CAF was unclear, since they couldn’t see any relation of the mother with the armed forces, in which case her opinion would have had more weight.

The main message perceived was that it is “ok” to be non-traditional and still succeed in the CAF. However, some felt making a woman who is a mechanic and has a family so “unique”, gives the ad the wrong impression that the CAF is targeting people that don’t fit anywhere else.

Opportunities for improvement mentioned by participants included:

- to use the mother as the influencer, but showing that she had some relationship with the military (if that is the case);
- to show other influencers, such as her own colleagues, who have been accepted for a long time at the CAF as women, who are a credible source, and who have also been successful in the CAF.

Reactions to Concept C – Navy – Meagan– Version 1

This concept received a range of ratings on the scale from 1 to 10, with a high concentration at the mid-high end of the scale (5-8). There was a somewhat higher acceptance from the older groups compared to the younger groups.

Participants who liked this version liked the following elements:

- Good welcoming message – Participants had a feeling the ad started with a positive and inviting tone.
- Tone of voice – Some participants said there was a feeling of excitement about a career in the navy in the way the information was provided throughout the ad.
- Encouraging phrases – The introductory phrase of “You don’t have to be an athlete to do this” was well received as it seems to address everyone, and also demystifies the idea of having to be physically fit to join the CAF.
- Team sport Image used – The image of the main character playing field hockey transmitted a sense of camaraderie among colleagues and building relationships, which seemed to be an important element for some participants.
- Travelling is appealing – For this ad, participants felt the images about travelling and meeting people were inspiring. Both younger and older respondents agreed with this perspective.
- Diversity is important – The phrase “We have different strengths and weaknesses” was perceived by some participants as a way to promote diversity in the workplace, in addition to gender, ethnicity, age or sexual orientation.

Those who disliked this version pointed out the following elements:

- Too set up – Some participants felt the friendships portrayed in the images of the ad seemed artificial, particularly playing hockey. Some did not think it was a common activity to play something like field hockey at a job with the CAF.

- Discouraging phrases – The phrase “Helping people who can’t help themselves” was perceived by participants as something that would discourage anyone who feels good about themselves to join the CAF.

The main message perceived by most participants is that jobs at the CAF are for everyone, however the ad seemed too general, and it was somewhat confusing for many as to what it was trying to convey. The ad is seen as targeting all women, not only members of the LGBTQ community.

Opportunities for improvement mentioned by participants included:

- highlighting the leadership role the featured character plays could help make the featured job more appealing;
- highlighting the career advancement or progress of the narrator to more of a leadership role, would make it stand out compared to the other concepts.

Reactions to Concept C – Navy – Meagan – Version 2

This concept received a range of ratings on the scale from 1 to 10, with a high concentration towards the middle of the scale (5-7). There was a somewhat higher acceptance from the older groups compared to the younger groups.

Participants who liked this version pointed out the following elements:

- Diversity is important – Participants liked hearing that the CAF’s leadership is getting younger, since this seems to open diversity and inclusion.
- Shows a culture of inclusiveness - Most participants appreciated the effort to convey a culture of inclusiveness and diversity, showing an organization that is changing and becoming increasingly progressive.
- Nice scenery images - A few participants also liked the natural scenes mixed in the ad, including the images of the featured character with her partner and dog at the beach.

Participants who disliked this version of the concept explained:

- LGBTQ2+ term used in spoken language – Many participants felt saying the full term LGBTQ2+ sound unnatural or rehearsed, making it too bold and uncomfortable. Some participants who did not identify as LGBTQ2+ felt members of this group do not refer to them as such, but rather as the orientation/identity they have, or at least without the “plus”.
- Script and tone seemed unnatural – Several participants felt the words in the ad sounded forced and rehearsed to many participants, as if they were coming from someone straight.

- Issues are not addressed – Participants felt the ad did not address concerns about LGBTQ in the military, and to a few it seemed contradictory to what recent news headlines communicate about sexual abuse in the forces.

The message perceived is that women will be accepted in the CAF even if they are a member of the LGBTQ2+ community. All participants felt the message targets people in the LGBTQ2+ community.

Opportunities for improvement mentioned by participants included:

- be inclusive but not so direct about it, for example, not using LGBTQ2+, but rather just LGBTQ, or “lesbian” or “queer” or just make it visual and more subtle;
- the narrator’s job seems interesting, and it could be described in more detail;
- show how the organization has achieved change, where the cultural change can be seen.

Other Suggestions to Address the Campaign Objectives

Participants mentioned the three concepts touched on elements they look for in an employer or career, such as work-life balance, ability to travel, and an inclusive work environment with a diverse community.

All participants showed interest in knowing more about the career choices offered by the CAF, even when they did not consider the CAF as an employer. Several wished the ads could show a link where they can see the type of jobs available at the CAF or to see other videos/testimonials, for example, some participants would not have thought an HR person would be needed at the CAF and it only occurred to them while participating in the group discussion. A few suggested including more details about other important group benefits, such as healthcare, RRSPs, vacation time, sick time, etc.

Other information important to participants is that related to the qualifications needed to join the CAF, to demystify that jobs at the CAF are only for women with a specific profile.

An aspect of an employer not displayed as much as some would have liked is the accessibility to higher roles in management and leadership as a woman. Some participants felt this could have been highlighted more by choosing an example of a woman who has reached higher ranks, to make it more attractive to consider joining the CAF.

Methodology

The research methodology consisted of 8 online focus groups. Quorus was responsible for coordinating all aspects of the research project including designing and translating the recruitment screener and the moderation guide, coordinating all aspects of participant recruitment, coordinating the online focus group platform and related logistics, moderating all sessions, and delivering required reports at the end of data collection.

Focus group research included two of the campaign's target audiences, notably:

- **Female Gen Z/Job seekers:** 18 to 24 year old females with a high school and/or college degree and have yet to embark on a specific career path, are uncertain about which career path they want to take, or are currently looking for work;
- **Female Millennials/Job Changers:** 25 to 34 year old females who fall into one of the following categories:
 - Currently enrolled in post-secondary institutions;
 - College and university graduates who have yet to embark on a specific career path. For instance this would include individuals who are working in a “bridge” or survival job (i.e. a job that has nothing to do with their training or education but one that must be taken to make ends meet) or those who are underemployed (i.e. working in what they consider a temporary role until they find something better suited to their training and education) and/or;
 - Career changers, i.e. they have started a career in their field of study/ training after completing their post-secondary education, and are considering changing careers.

The opportunity to conduct this research using an online focus group platform gave the research team more flexibility and latitude regarding the geographic footprint that could be considered compared to a methodology involving in-facility research.

Quorus designed and translated the recruitment screener and the moderation guide for this study. Quorus provided an electronic copy of the draft version of the research instruments, in English, prior to fieldwork to enable PORD to review.

The Quorus team ensured that the English recruitment screener and moderation guide were translated into French. All final versions of the research instruments were provided to DND in both official languages.

The research primarily involved a mix of participants from specific urban centres: Toronto, Montreal (French), Calgary, and Moncton. We aimed to include approximately 2 participants in each session who lived in a city or town at least 100 kms away from these centres for the research to tap into attitudes and realities in these types of settings. It is well known that the socio-economic realities of Canadians living in smaller towns and remote areas is quite different compared to those of Canadians living in major centres. Having these more rural areas/ smaller

communities targeted, the recruitment screener will include a question that verifies that the participant has access to a sufficiently robust Internet connection to enable participation in a videoconference.

Participants invited to participate in the focus groups were randomly recruited by telephone from the general public. In the design of the recruitment screener, specific questions were inserted to clearly identify whether participants qualified for the research program, and to ensure, where applicable, a good representation of education levels, career status, and of ages. Efforts were made to recruit members of visible minorities in all groups.

In terms of facilitating the participation of eligible respondents who could have accessibility needs or a person with a disability for virtual focus groups, Quorus had available a variety of measures, however, none of them were required.

In addition to the general participant profiling criteria noted above, additional screening was done to ensure quality respondents, such as:

- No participant (nor anyone in their immediate family or household) could work in an occupation that has anything to do with the research topic area, in related government departments/agencies, nor in advertising, marketing research, public relations or the media (radio, television, newspaper, film/video production, etc.), nor may respondents themselves ever have worked in such occupations.
- In addition, consideration was given to excluding a participant who has worked in any such occupation in the past 5 years, as appropriate to the specific research objectives.
- No participants acquainted with each other could be knowingly recruited for the same study, unless they are in different sessions that are scheduled separately.
- No participants could be recruited who had attended a qualitative research session within the past six months.
- No participant could be recruited who had attended five or more qualitative research sessions in the past five years.
- No participant could be recruited who had attended, in the past two years, a qualitative research session on the same general topic as defined by the Researcher/Moderator.
- All respondents must have been living in the specified market area for at least the past two years.

Quorus recruited 8 participants to achieve 6-8 participants per focus group and recruited participants were offered an honorarium of \$100.00 for their participation. Furthermore:

- All recruitment was conducted in the participant's official language of choice, English and French, as appropriate.

- Upon request, participants were informed on how they can access the research findings.
- Upon request, participants were provided Quorus' privacy policy.
- Recruitment confirmed each participant's ability to speak, understand, read and write in the language in which the session is to be conducted.
- Participants were informed of their rights under the Personal Information Protection and Electronic Documents Act and ensured that these rights are protected throughout the research process. These assurances included informing participants of the purpose of the research, identifying both sponsoring department and research supplier, and informing participants that their participation in the study is voluntary and that the information provided will be administered according to the requirements of the Privacy Act.

At the recruitment stage and at the beginning of each focus group, participants were informed that the research was for the Government of Canada. Participants were also informed of audio/video recording of the focus group sessions, in addition to the presence of DND observers. Quorus ensured that prior consent was obtained at the recruitment stage and before participants participated in the online groups.

Eight focus groups were held using an online platform that allowed the client team to observe the sessions. Across all focus groups, a total of 59 individuals participated. Each focus group lasted 90 minutes and all focus groups were moderated by senior Quorus researchers.

The creative concepts to be tested were provided by DND in both official languages. There were a total of 3 advertising concepts to test, each with 2 different versions, for a total of 6 ads. These concepts were tested in a storyboard (photomatic) format. The concepts included the closer look into the lives of each of the CAF members featured, from each environment (Army, Navy and Air Force).

Concepts from the online sessions were randomized and shown in different order for each group, as follows:

Concept A (A1 & A2) = [ARMY OLGA]
Concept B (B1 & B2) = [AF CAYLEN]
Concept C (C1 & C2) = [NAVY MEAGAN]

Randomize concepts for each group as follows:

Session 1: A1, A2, B1, B2, C1, C2
Session 2: B2, B1, C2, C1, A2, A1
Session 3: B1, B2, A1, A2, C1, C2
Session 4: C2, C1, A2, A1, B2, B1
Session 5: C1, C2, B1, B2, A1, A2

Session 6: A2, A1, C2, C1, B2, B1
Session 7: A1, A2, B1, B2, C1, C2
Session 8: B2, B1, C2, C1, A2, A1

The number of groups and locations offered enough geographic and official language coverage for qualitative pre-testing purposes. The locations, language and dates for the online focus groups are presented in the grid below:

Session	Location	Segment	Language	Participants	Date
1	Toronto and surrounding areas	Gen Z / Job Seekers	English	7	March 8
2		Millenials / Job Changers	English	8	March 8
3	Moncton and surrounding areas	Gen Z / Job Seekers	English	7	March 9
4		Millenials / Job Changers	English	7	March 9
5	Calgary and surrounding areas	Gen Z / Job Seekers	English	8	March 10
6		Millenials / Job Changers	English	8	March 10
7	Montreal and surrounding areas	Gen Z / Job Seekers	French	8	March 11
8		Millenials / Job Changers	French	6	March 11
Total	-	-	-	59	-

Qualitative Research Disclaimer

Qualitative research seeks to develop insight and direction rather than quantitatively projectable measures. The purpose is not to generate “statistics” but to hear the full range of opinions on a topic, understand the language participants use, gauge degrees of passion and engagement and to leverage the power of the group to inspire ideas. Participants are encouraged to voice their opinions, irrespective of whether or not that view is shared by others.

Due to the sample size, the special recruitment methods used, and the study objectives themselves, it is clearly understood that the work under discussion is exploratory in nature. The findings are not, nor were they intended to be, projectable to a larger population.

Specifically, it is inappropriate to suggest or to infer that few (or many) real world users would behave in one way simply because few (or many) participants behaved in this way during the sessions. This kind of projection is strictly the prerogative of quantitative research.

Appendices

Recruitment Screener

Specifications

- Recruit 8 participants per group, for 6 to 8 to show
- Participants to be paid \$100
- Efforts will be made to recruit members of visible minorities in all groups.
- 8 online focus groups with women, at least 18 years of age, from four regions across Canada:
 - Toronto and surrounding areas (English)
 - Moncton and surrounding areas (English)
 - Calgary and surrounding areas (English)
 - Montreal and surrounding areas (French)
- 2 participants in each session should live in a city or town at least 100 kms away from these centres
- 2 online groups will be held with participants in each region, split into the two following segments:
 - **Female Gen Z/Job seekers:** 18 to 24 year old females with a high school and/or college/university degree and have yet to embark on a specific career path, are uncertain about which career path they want to take, or are currently looking for work;
 - **Female Millennials/Job Changers:** 25 to 34 year old females who fall into one of the following categories:
 - Currently enrolled in post-secondary institutions;
 - College and university graduates who have yet to embark on a specific career path. For instance, this would include individuals who are working in a “bridge” or survival job (i.e. a job that has nothing to do with their training or education but one that must be taken to make ends meet) or those who are underemployed (i.e. working in what they consider a temporary role until they find something better suited to their training and education); and,
 - Career changers, i.e. they have started a career in their field of study/ training after completing their post-secondary education, and are considering changing careers.

All times are stated in local area time unless specified otherwise.

Group 1	Group 2	Group 3	Group 4
Toronto	Toronto	Moncton	Moncton
March 8	March 8	March 9	March 9
5:00 pm EST	7:00 pm EST	5:00 pm ATL	7:00 pm ATL
Gen Z/Job seekers	Millennials / Job Changers	Gen Z/Job seekers	Millennials / Job Changers

**Group 5
Calgary**
March 10
5:00 pm MST
Gen Z/Job seekers

**Group 6
Calgary**
March 10
7:00 pm MST
**Millennials / Job
Changers**

**Group 7
Montreal**
March 11
5:00 pm EST
Gen Z/Job seekers

**Group 8
Montreal**
March 11
7:00 pm EST
**Millennials / Job
Changers**

Questionnaire

A. Introduction

Hello/Bonjour, my name is [NAME] and I am with Quorus Consulting Group, a national public opinion research company. We're planning a series of online discussion groups on behalf of the Government of Canada that are being held exclusively with women. Would you prefer to continue in English or French? / Préférez-vous continuer en anglais ou en français?

[INTERVIEWER NOTE: FOR ENGLISH GROUPS, IF PARTICIPANT WOULD PREFER TO CONTINUE IN FRENCH, PLEASE RESPOND WITH, "Malheureusement, nous recherchons des gens qui parlent anglais pour participer à ces groupes de discussion. Nous vous remercions de votre intérêt." FOR FRENCH GROUPS, IF PARTICIPANT WOULD PREFER TO CONTINUE IN ENGLISH, PLEASE RESPOND WITH, "Unfortunately, we are looking for people who speak French to participate in this discussion group. We thank you for your interest."]

[INTERVIEWER NOTE 2: IF SOMEONE IS ASKING TO PARTICIPATE IN FRENCH/ENGLISH BUT NO GROUP IN THIS LANGUAGE IS AVAILABLE IN THIS AREA, TALK TO YOUR SUPERVISOR.]

As I was saying – we are planning a series of online discussion groups on behalf of the Government of Canada with women in your area. The research will focus on programs and initiatives designed specifically for women. The groups will last up to 90 minutes (one and a half hours) and people who take part will receive a cash gift to thank them for their time.

Participation is completely voluntary. We are interested in your opinions. No attempt will be made to sell you anything or change your point of view. The format is a group discussion held using an online web conferencing platform similar to Zoom, led by a research professional with about six to eight other women invited the same way you are being invited. The use of a computer or a tablet (not a smartphone) in a quiet room is necessary for participation, as the moderator will be gauging reactions to concepts and materials. All opinions will remain anonymous and will be used for research purposes only in accordance with laws designed to protect your privacy.

[INTERVIEWER NOTE: IF ASKED ABOUT PRIVACY LAWS, SAY: “The information collected through the research is subject to the provisions of the *Privacy Act*, legislation of the Government of Canada, and to the provisions of relevant provincial privacy legislation.”]

- Record gender by observation.

Female	1	
Male	2	ASK FOR REFERRAL WITHIN HOUSEHOLD OR TERMINATE

- Before we invite anyone to attend, we need to ask you a few questions to ensure that we get a good mix of people in each of the groups. This will take 5 minutes. May I continue?

Yes	1	CONTINUE
No	2	THANK/DISCONTINUE

B. Qualification

- Do you or does anyone in your immediate family or household work in any of the following areas? **[READ LIST]**

	Yes	No
A marketing research firm	1	2
A magazine or newspaper, online or print	1	2
A radio or television station	1	2
A public relations company	1	2
An advertising agency or graphic design firm	1	2
An online media company or as a blog writer	1	2
The government, whether federal, provincial or municipal	1	2
The Canadian Armed Forces or Department of National Defence	1	2

IF “YES” TO ANY OF THE ABOVE, THANK AND TERMINATE

- We are looking to include people of various ages in the group discussion. May I have your age please? **RECORD AGE:** _____

AGE	GROUP	RECRUITMENT SPECIFICATIONS
18-24	GEN Z / JOB SEEKER	Recruit a range of ages within this group Proceed to Q5

25-34	MILLENNIAL / JOB CHANGER	Recruit a range of ages within this group Proceed to Q9
35+		THANK AND TERMINATE

Qualifying Gen Z/ Job Seekers

5. What is the highest level of education that you have completed?

- In the process of completing high school 1
- Completed high school 2
- Currently in college 3
- Graduated from college 4
- Currently in university 5
- Graduated from university 6

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

- Full Time (35 hrs. +) 1
- Part Time (under 35 hrs.) 2
- Homemaker 3
- Unemployed / Looking for work 4 **RECRUIT AS GEN Z / JOB SEEKER – SKIP TO Q11**
- Parental leave 5
- Other/ Unable to work 6
- Student – not working 7

7. **[ASK IF: STUDENT, ON PARENTAL LEAVE, OTHER/UNABLE TO WORK, HOMEMAKER]** Which of the following best describes how you feel about the career path you will be on when you eventually return to or join the workforce?

You have found your true calling and are confident that the career path you will be on is what you want to do for a living	1	THANK AND TERMINATE
You will eventually get a job but you are not entirely certain that it is on the career path on which you want to be	2	

You will eventually get a job but you are fairly certain that it won't be on the career path on which you want to be	3	RECRUIT AS GEN Z / JOB SEEKER – SKIP TO Q11
You are not certain what career path you would like to follow	4	
You definitely will not be returning to the workforce any time soon, at least not for another 10 to 15 years.	5	THANK AND TERMINATE

8. **[ASK IF: WORKING FULL TIME OR PART-TIME]** Which of the following best describes how you feel about the type of work you are doing and the career path you are on?

You have found your true calling and are confident that the career path you are on is what you want to do for a living	1	THANK AND TERMINATE
You are working but you are not sure if you are on the right career path	2	RECRUIT AS GEN Z / JOB SEEKER – SKIP TO Q11
You are working but you know you are not at all on the right career path	3	
You are not certain what career path you would like to follow	4	

**RECRUIT A MIX OF GEN Z / JOB SEEKERS AMONG THOSE WHO WILL JOIN THE WORKFORCE (QUALIFY IN Q7)
AND THOSE ALREADY IN THE WORKFORCE (QUALIFY IN Q8)**

Qualifying Millennial / Job Changers

9. Are you currently studying full or part-time at a post-secondary institution? A post-secondary institution includes a college, university or any other similar type of school such as a technical school, a trade school, a vocational school, etc.

Yes	1	RECRUIT AS MILLENNIAL / JOB CHANGER; SKIP TO Q11
No	2	CONTINUE

10. Do you currently fall into any of the following categories regarding your schooling and your current employment status? For each option I read, answer yes or no. **REPEAT IF NEEDED:** A post-secondary institution includes a college, university or any other similar type of school such as a technical school, a trade school, a vocational school, etc.

READ LIST AND HAVE RESPONDENT ANSWER YES/NO TO EACH SCENARIO BEFORE MOVING ON TO THE NEXT ONE. IF RESPONDENT ANSWERS “NO” TO EACH ONE, SELECT “NONE OF THE ABOVE” AT THE BOTTOM OF THE LIST.

Looking for work: You have graduated from a post-secondary institution and you are <u>currently looking for work</u> .	1	RECRUIT AS MILLENNIAL / JOB CHANGER RECRUIT A MIX ACROSS THESE 4 SEGMENTS
Not working in your field: You have graduated from a post-secondary institution, but you are not working in your area of training or education, in other words you have a job that has nothing to do with your training or education but one that must be taken to make ends meet. Example: Someone who has training or education to be a teacher but is working in a grocery store.	2	
“Underemployed” in your field: You have graduated from a post-secondary institution and you are working in your area of training or education however you feel you are overqualified for your current role. For instance, you consider your current job a temporary one until you find something better suited to your training and education. Example: Someone who has training or education to be a plumber but is working at a local hardware store in the plumbing section.	3	
Maybe on the wrong career path: You have graduated from a post-secondary institution and you are working in your area of training or education however you are not certain this is the right career path for you. Example: Someone who has training or education to be an accountant but feels they might prefer working in healthcare.	4	
None of the above	5	THANK AND TERMINATE

**RECRUIT A MIX OF MILLENNIAL / JOB CHANGERS AMONG THOSE CURRENTLY STUDYING (QUALIFY IN Q9)
AND THOSE ALREADY IN THE WORKFORCE (QUALIFY IN Q10)**

ASK ALL:

11. Do you currently live in or within 100 kilometers of [Toronto/Moncton/Calgary/Montreal] or beyond 100 kilometers of this city? **[READ LIST]**

- | | |
|----------------------------------|---|
| In or within 100 kms of the city | 1 |
| Beyond 100 kms of the city | 2 |

**FOR EACH GROUP, AIM TO RECRUIT APPROXIMATELY 2 PARTICIPANTS WHO LIVE AT LEAST 100
KMS FROM THE TARGET CITY**

12. We want to make sure we speak to a diversity of people. Do you identify as any of the following?

- | | |
|------------------------------------------------------------------------------------------|---|
| An Indigenous person (First Nations, Inuit or Métis) | 1 |
| A member of an ethnocultural or a visible minority group other than an Indigenous person | 2 |
| None of the above | 3 |

RECRUIT MEMBERS OF VISIBLE MINORITIES IN EACH GROUP

13. **[ASK ONLY IF Q12=2]** What is your ethnic background? **RECORD**

RECORD ETHNICITY: _____

14. **[ASK ALL]** Which of the following statements best describes your Canadian citizenship status:

- | | | |
|-------------------------------------------------|---|------------------------------|
| I am a Canadian citizen | 1 | |
| I am an aspiring Canadian citizen | 2 | |
| I do not plan on obtaining Canadian citizenship | 3 | THANK & TERMINATE |

15. Have you ever attended a discussion group or taken part in an interview on any topic that was arranged in advance and for which you received money for participating?

- | | |
|-----|---|
| Yes | 1 |
|-----|---|

No 2 **GO TO Q19**

16. When did you last attend one of these discussion groups or interviews?

Within the last 6 months	1	THANK & TERMINATE
Over 6 months ago	2	

17. Thinking about the groups or interviews that you have taken part in, what were the main topics discussed?

RECORD: _____

THANK/TERMINATE IF RELATED TO NATIONAL DEFENCE / DND / CANADIAN ARMED FORCES / MILITARY RECRUITMENT

18. How many discussion groups or interviews have you attended in the past 5 years?

Fewer than 5	1	
Five or more	2	THANK & TERMINATE

19. Participants in group discussions are asked to voice their opinions and thoughts, how comfortable are you in voicing your opinions in an online group discussion with others your age? Are you...

READ OPTIONS

Very comfortable	1	MIN 5 PER GROUP
Fairly comfortable	2	
Not very comfortable	3	THANK & TERMINATE
Very uncomfortable	4	THANK & TERMINATE

20. Do you have access to a stable internet connection, capable of sustaining a 90-minute online video conference?

Yes	1	
No	2	THANK & TERMINATE

21. Participants will be asked to provide their answers through an online web conferencing platform using a computer or a tablet (**not a smartphone**) in a quiet room. It is necessary for participation, as the moderator will be gauging reactions to advertising concepts and materials. Is there any

reason why you could not participate? (No access to computer or tablet, internet, etc.) If you need glasses to read or a device for hearing, please remember to wear them.

Yes	1	THANK & TERMINATE
No	2	

TERMINATE IF RESPONDENT OFFERS ANY REASON SUCH AS DIFFICULTIES PARTICIPATING IN AN ONLINE WEB CONFERENCE, A SIGHT OR HEARING PROBLEM, A WRITTEN OR VERBAL LANGUAGE PROBLEM, A CONCERN WITH NOT BEING ABLE TO COMMUNICATE EFFECTIVELY.

RECRUITER NOTE: WHEN TERMINATING AN INTERVIEW, SAY: “Thank you very much for your cooperation. We are unable to invite you to participate because we have enough participants who have a similar profile to yours.”

C. INVITATION TO PARTICIPATE

22. I would like to invite you to participate in an online focus group session where you will exchange your opinions in a moderated discussion with other women from your community. The discussion will be led by a researcher from the national public opinion research firm, Quorus Consulting. The session will be recorded but your participation will be confidential. The group will be hosted using an online web conferencing platform, taking place on [DAY OF WEEK], [DATE], at [TIME]. It will last 90 minutes (one and a half hours). People who attend will receive \$100 to thank them for their time.

Would you be interested in taking part in this study?

Yes	1	
No	2	THANK & TERMINATE

23. The discussion group will be video-recorded. These recordings are used to help with analyzing the findings and writing the report. The results from the discussions will be grouped together in the research report, which means that individuals will not be identified in anyway. Neither your name nor your specific comments will appear in the research report. Is this acceptable?

Yes	1	
No	2	THANK & TERMINATE

24. There will be some people from the Department of National Defence and/or the Government of Canada involved in this research project may be observing the session. They will not take part in the discussion and they will not know your name. Is this acceptable?

Yes 1

No 2 **THANK & TERMINATE**

25. Thank you. Just to make sure, the group will take place on **[DAY OF WEEK]**, **[DATE]**, at **[TIME]** and it will last 90 minutes (one and a half hours). Following your participation, you will receive \$100 to thank you for your time. Are you interested and available to attend?

Yes 1

No 2 **THANK & TERMINATE**

To conduct the session, we will be using a screen-sharing application called **[PLATFORM]**. **We will need to send you by email the instructions to connect.** The use of a computer or tablet (**not a smartphone**) in a quiet room is necessary since the moderator will want to show material to participants to get their reactions – that will be an important part of the discussion.

We recommend that you click on the link we will send you a few days prior to your session to make sure you can access the online meeting that has been setup and repeat these steps at least 10 to 15 minutes prior to your session.

As we are only inviting a small number of people to attend, your participation is very important to us. If for some reason you are unable to attend, please call us so that we can get someone to replace you. You can reach us at **[INSERT NUMBER]** at our office. Please ask for **[INSERT NAME]**.

So that we can contact you to remind you about the focus group or in case there are any changes, can you please confirm your name and contact information for me? **[READ INFO AND CHANGE AS NECESSARY.]**

First name _____

Last Name _____

Email _____

Day time phone number _____

Night time phone number _____

Thank you!

If the respondent refuses to give his/her first or last name or phone number please assure them that this information will be kept strictly confidential in accordance with the privacy law and that it is used strictly to contact them to confirm their attendance and to inform them of any changes to the focus group. If they still refuse THANK & TERMINATE.

Moderation Guide

Introduction to Procedures (7 minutes)

Thank you all for joining this online focus group!

- Introduce moderator/firm and welcome participants to the focus group.
 - Thanks for attending/value you being here.
 - My name is [INSERT MODERATOR NAME] and I work with Quorus Consulting, and we are conducting research on behalf of the Government of Canada.
 - Today we will be talking about different concepts that the Department of National Defence is considering for an upcoming ad campaign specifically targeting women.
 - The discussion will last approximately 90 minutes.
 - If you have a cell phone or other electronic device, please turn it off.
- Describe focus group.
 - A discussion group is a “round table” discussion. We will also be asking you to answer survey questions from time to time to help guide the discussion.
 - My job is to facilitate the discussion, keeping us on topic and on time.
 - Your job is to offer your opinions on the concepts I’ll be showing you tonight/today. Your honest opinion is valued – I am not the one who developed the concepts I’ll be showing you tonight so please feel free to share what you like and what you think might need improving.
As well, your feedback on these concepts remains anonymous – I don’t want you to think that if you like what we show you that DND will try to recruit you to join the forces.
 - There are no right or wrong answers. This is not a knowledge test.
 - Everyone’s opinion is important and should be respected.
 - We want you to speak up even if you feel your opinion might be different from others. Your opinion may reflect that of other Canadians.
 - To participate in this session, please make sure your webcam and your microphone are on and that you can hear me clearly. If you are not speaking, I would encourage you to mute your line to keep background noise to a minimum...just remember to remove yourself from mute when you want to speak!
 - I will be sharing my screen to show you some things.
 - We will be making regular use of the chat function. To access that feature, please scroll over the bottom of your screen until the command bar appears. There you will see a function called “chat”. It will open a chat screen on the far right of your screen. I’d like to ask you to use chat throughout our discussion tonight. Let’s do a quick test right now - please open the chat window and send the group a short message (e.g. Hello everyone). If you have an answer to a question and I don’t get to ask you specifically, please type your response in there. We will be reviewing all chat comments at the completion of this project.

- I also want to say that if you feel you didn't have a chance to express your opinion on anything during the session, you can feel free to comment in writing in the "chat". For the most part chat with "everyone" unless you feel you need to send me a private message.
- Explanations.
 - Please note that anything you say during these groups will be held in the strictest confidence. We do not attribute comments to specific people. Our report summarizes the findings from the groups but does not mention anyone by name. Please do not provide any identifiable information about yourself.
 - The report can be accessed through the Library of Parliament or Archives Canada.
 - Your responses will in no way affect your dealings with the Government of Canada.
 - The session is being audio-video recorded for report writing purposes / verify feedback. The recordings remain in our possession and will not be released to anyone, even to the Government of Canada, without your written consent.
 - Some of my colleagues involved in this project are watching this session and this is only so they can hear the comments first-hand.
- Please note that I am not an employee of the Government of Canada and may not be able to answer questions about what we will be discussing. If questions do come up over the course of the group, we will try to get answers for you before we wrap up the session.

Any questions?

INTRODUCTIONS: Let's go around – please tell us your name and a little bit about yourself, such as where you live, who lives with you, what you do for a living/what you are studying, etc.

Concept Setup (3 minutes)

Let's now turn our attention to the new concepts being considered. I want to emphasize that these concepts are drafts at this stage and have not been finalized.

I'm going to show you three different concept approaches that are currently being considered by DND that could eventually appear on television and possibly online.

When we look at these, I would like to focus on the message and content of the ad and not so much on the presentation format since what you will see is not what the final product will look like. Here is what we will be looking at:

- Each of these ad concepts consists of a series of images pulled together in video format. It is sort of an animated storyboard.
- The video is in black and white but the finished product would be a professionally produced video in colour. So, when you look at them you will have to use your imagination.
- Each concept will feature a main character – in the final version of the ad, this will not be an actor, this will be the real person telling her story.

For each concept, we have two versions – for instance for Concept A, we have A1 and A2.

FOR INTERNAL USE ONLY:

Concept A (A1 & A2) = [ARMY OLGA]

Concept B (B1 & B2) = [AF CAYLEN]

Concept C (C1 & C2) = [NAVY MEAGAN]

Randomize concepts for each group as follows:

Session 1: A, B, C

Session 2: B, C, A

Session 3: B, A, C

Session 4: C, A, B

Session 5: C, B, A

Session 6: A, C, B

Session 7: A, B, C

Session 8: B, C, A

Concept Evaluation (20-25 minutes per concept = 75 minutes)

This is the first advertising campaign concept – it is called Concept A/B/C.

CONCEPT V1 VERSUS V2

We have two videos for this concept. I'll show you the first video, and before anyone makes any comments, I'll ask you to rate this concept on a scale from 1 to 10 (where 10 is the best score possible), again focusing on the message and general approach taken.

MODERATOR SHOWS THE FIRST VIDEO, ALTERNATING BETWEEN V1 AND V2 FROM GROUP TO GROUP

Now here is the second video – after watching this one, again, please go into the chat and rate this concept on a scale from 1 to 10 (where 10 is the best score possible).

MODERATOR SHOWS THE SECOND VIDEO

Before we explore each video separately – I have a few quick questions [**EXPLORE QUICKLY FOR ABOUT 5 MINUTES**]:

- Was there one video that you preferred over the other? Help me understand your choice.
- In terms of what each version was trying to tell us, what did you feel was the difference between the two videos?

V1 AND V2 DEEP DIVE

Now let's discuss the first/second video in greater detail – I'll show it again so that everyone can have it fresh in their minds for this part of the discussion. **MODERATOR SHOWS THE VIDEO AGAIN – EXPLORE EACH VERSION FOR ABOUT 10 MINUTES**

1. For starters, without putting too much thought into this - how did you feel after watching that video? **MODERATOR TO GET QUICK REACTIONS – ONE WORD ANSWERS, ETC.**
 - What in the video triggered those reactions for you?
 - Were there any other words, scenes or images that provoked a strong reaction in you? ...which ones?

2. So what are your first impressions of this concept?

EXPLORE AS NEEDED:

- Tell me, what did you like about this ad?
- Now tell me what you did not like – did anything rub you the wrong way?
- **EXPLORE RATINGS AS NEEDED TO STIMULATE CONVERSATION** – Let’s go around and talk a little about the rating you gave this concept on the 10-point scale.

3. **In a few words**, what do you think DND is trying to tell us?

- Is this a relevant message for you personally? Why / why not?
- Show of hands, who felt they could relate to some of the things that the main character told us in this video? Tell me about that...what really stood out for you?

4. Who do you feel this advertising campaign is targeting?

- **SHOW OF HANDS** – how many feel the concept is targeting you or women like you? ...and if not you, then who is that ad targeting? Why do you say that?

MODERATOR TO REPEAT THE SAME SEQUENCE OF QUESTIONS FOR EACH OF THE THREE CONCEPTS

Wrap-up (15 minutes)

We have seen and discussed three concepts for the advertising campaign. The idea is that they will be producing one ad for each of the women.

For each of the women, some of you preferred one video over the other. Do you see any opportunity to improve the one you think they should go with?

- Are there elements from the video you liked a bit less that should be brought into the one you prefer to make that one even better?

Are any of the ads hitting the mark in terms of talking about what you personally look for in an employer or in a career? ...help me understand your answer.

Is this the sort of ad you would expect from DND? ...help me understand your answer.

Finally, you see ads almost everywhere you go – thinking specifically of your own situation, where should the Government of Canada show this ad so that it gets through to you and other women in your age group?

[MODERATOR CHECKS WITH CLIENT TEAM REGARDING ANY ADDITIONAL QUESTIONS]

Does anyone have any additional thoughts on what you have seen tonight?

ON BEHALF OF THE GOVERNMENT OF CANADA, THANK YOU FOR YOUR PARTICIPATION