

Chapter 12 – MILITARY-CIVILIAN PERSONNEL SURVEY (MCPS): DESCRIPTIVE CROSS-NATIONAL RESULTS

Irina Goldenberg, PhD

Defence Research and Development Canada (DRDC) –
Director General Military Personnel Research and Analysis
CANADA

Manon Andres

Netherlands Defence Academy
Faculty of Military Sciences
NETHERLANDS

Kenan Dautovic

Associate Fellow the Sarajevo Centre
for Security Studies (CSS)
BOSNIA and HERZEGOVINA

Sylvia James-Yates

C/O Army Headquarters
Ministry of Defence
UNITED KINGDOM

Eva Johansson

Department of Security, Strategy and Leadership
Swedish Defence University
SWEDEN

George Mastroianni

Department of Behavioral Sciences
and Leadership
United States Air Force Academy
UNITED STATES

Sarah Overdale

Defence Personnel Executive
New Zealand Defence Force
NEW ZEALAND

Joseph Soeters

Netherlands Defence Academy
Faculty of Military Sciences
NETHERLANDS

Hubert Annen

Military Academy at ETH Zurich
(MILAK/ETHZ), Kaserne
SWITZERLAND

Andrea Heiß

Armed Forces Officer, Applied Military
Psychology and Research, Bundeswehr
GERMANY

Tomas Jermalavičius

International Centre for Defence
and Security (ICDS)
ESTONIA

René Klein

Bundeswehr Territorial Tasks Command
GERMANY

Johan Österberg

Department of Security,
Strategy and Leadership
Swedish Defence University
SWEDEN

Delphine Resteigne

Chair of Sociology
Royal Military Academy
BELGIUM

The Military-Civilian Personnel Survey (MCPS) was designed to examine unique issues central to the partnership between civilian and military personnel in defence organisations, such as quality of relations and communication, issues related to the effects of military supervision of civilian personnel (and vice versa), and effects of the military rotational cycle on civilian employees. Eleven nations administered the MCPS to their military personnel and defence civil servants. The descriptive results are presented in this chapter.

12.1 EXTENT OF INTERACTION BETWEEN MILITARY AND CIVILIAN PERSONNEL

The extent to which military and civilian respondents work together and interact in their respective defence organisations was examined. Most military respondents (at least 77.3% or more) across nations indicated that there were civilian personnel in their workplace (see Table 12-1).

Table 12-1: Are there Civilian Personnel in your Workplace?

Nation	Response	Percent (%)
Belgium	Yes	86.0
Bosnia and Herzegovina	Yes	100.0
Canada	Yes	89.9
Estonia	Yes	96.3
Germany	Yes	100.0
Netherlands	Yes	94.1
New Zealand	Yes	88.5
Sweden	Yes	95.3
Switzerland	Yes	77.3
United Kingdom	Yes	93.8
United States	Yes	100.0

Similarly, most civilian respondents (at least 87.6% or more) across nations indicated that there were military personnel in their workplace (see Table 12-2).

Table 12-2: Are there Military Personnel in your Workplace?

Nation	Response	Percent (%)
Belgium	Yes	92.9
Bosnia and Herzegovina	Yes	93.1
Canada	Yes	90.2
Estonia	Yes	87.6
Germany	Yes	100.0
Netherlands	Yes	91.2
New Zealand	Yes	90.7
Sweden	Yes	100.0
Switzerland	Yes	87.9
United Kingdom	Yes	96.2
United States	Yes	97.2

Military respondents who reported working with civilians indicated that they interacted with these civilians on a regular basis. In fact, a majority of military respondents from across all participating nations reported interacting with their civilian co-workers on a daily basis, as shown in Table 12-3.

Table 12-3: How much Contact/Interaction do you have with Civilian Personnel in your Workplace?

Nation	Daily (%)	Several times a week (%)	About once a week (%)	About once every couple of weeks (%)	About once a month (%)	Less than once a month (%)	Almost never (%)
Belgium	89.7	7.4	0.8	2.1	0.0	0.0	0.0
Bosnia and Herzegovina	100.0	0.0	0.0	0.0	0.0	0.0	0.0
Canada	82.0	9.6	3.1	2.9	1.0	0.5	0.9
Estonia	91.1	8.9	0.0	0.0	0.0	0.0	0.0
Germany	97.3	2.1	0.6	0.0	0.0	0.0	0.0
Netherlands	91.1	6.3	2.0	0.3	0.3	0.0	0.0
New Zealand	80.6	10.4	3.6	3.2	1.0	0.0	1.3
Sweden	91.6	6.9	0.5	0.5	0.5	0.0	0.0
Switzerland	73.3	20.6	4.1	0.8	0.6	0.6	0.0
United Kingdom	84.4	10.4	2.8	1.2	0.6	0.3	0.3
United States	94.7	5.3	0.0	0.0	0.0	0.0	0.0

Similarly, the majority of civilian respondents who reported working with military personnel indicated that they interact with their military co-workers on a daily basis, or generally at the least several times a week (as shown in Table 12-4).

Table 12-4: How much Contact/Interaction do you have with Military Personnel in your Workplace?

Nation	Daily (%)	Several times a week (%)	About once a week (%)	About once every couple of weeks (%)	About once a month (%)	Less than once a month (%)	Almost never (%)
Belgium	96.1	3.4	0.4	0.0	0.0	0.0	0.0
Bosnia and Herzegovina	85.2	11.1	0.0	3.7	0.0	0.0	0.0
Canada	83.0	8.5	4.1	2.1	0.9	0.8	0.6
Estonia	73.5	8.0	6.2	3.5	5.3	2.7	0.9
Germany	64.4	18.1	5.5	2.9	1.7	7.3	0.0

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Nation	Daily (%)	Several times a week (%)	About once a week (%)	About once every couple of weeks (%)	About once a month (%)	Less than once a month (%)	Almost never (%)
Netherlands	74.6	14.4	5.3	1.9	0.8	1.9	1.1
New Zealand	85.5	8.1	3.0	1.3	0.9	0.9	0.4
Sweden	94.1	3.5	1.2	0.0	0.0	0.0	1.2
Switzerland	79.1	13.1	4.2	1.9	0.6	1.2	0.0
United Kingdom	83.5	10.4	2.9	1.3	0.8	0.6	0.5
United States	97.1	0.0	0.0	0.0	0.0	0.0	2.9

Both military and civilian personnel were asked to indicate whether they reported directly to a military or to a civilian supervisor (see Table 12-5). Of note, in many participating defence organisations, large proportions, in some cases the majority, of civilian personnel reported being directly supervised by military personnel. In particular, more than half of civilians in Belgium, Sweden, Switzerland, and the United States (US) were supervised by military members. Further, at least one third or more of civilian personnel in Canada, the Netherlands, New Zealand, and the United Kingdom (UK) were supervised by military members.

Table 12-5: Do you Report Directly to a Military or Civilian Supervisor?

Nation	Military Personnel		Civilian Personnel	
	Military Supervisor (%)	Civilian Supervisor (%)	Military Supervisor (%)	Civilian Supervisor (%)
Belgium	78.5	21.5	58.8	41.2
Bosnia and Herzegovina	33.3	66.7	13.8	86.2
Canada	91.4	8.6	42.8	57.2
Estonia	90.2	9.8	28.7	71.3
Germany	51.8	48.2	20.4	79.6
Netherlands	66.8	33.2	34.6	65.4
New Zealand	88.8	11.2	45.7	54.3
Sweden	96.1	3.9	75.0	25.0
Switzerland	97.1	2.9	52.4	47.6
United Kingdom	82.2	17.8	44.7	55.3
United States	87.2	12.8	72.2	27.8

Although, not surprisingly, most military personnel reported being supervised by military supervisors/managers, in some cases large minorities were supervised by civilians – particularly in Belgium, Bosnia and Herzegovina, Germany, and the Netherlands.

12.2 WORK CULTURE AND RELATIONS BETWEEN MILITARY AND CIVILIAN PERSONNEL

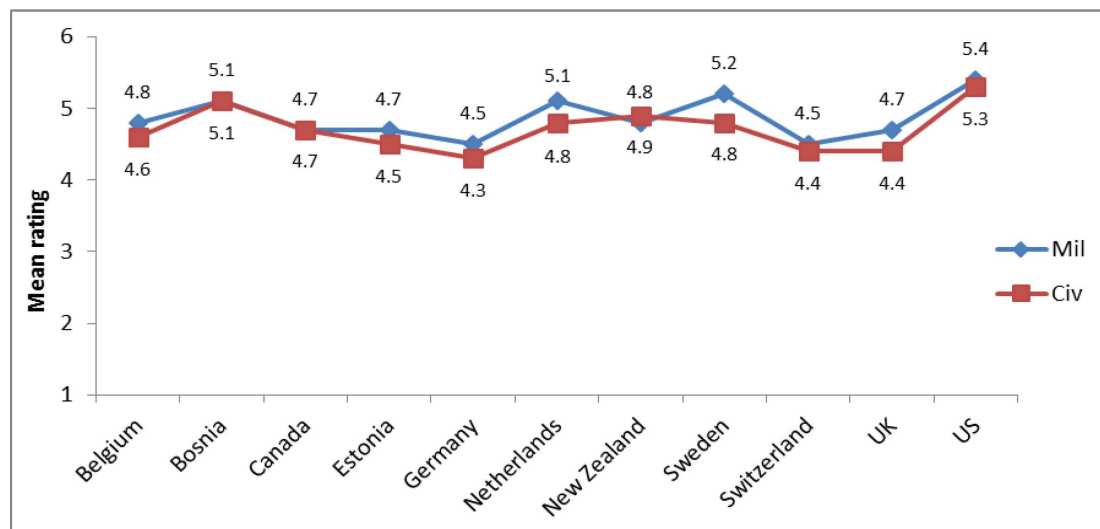
12.2.1 Relationship Quality

Military and civilian respondents were asked a series of questions regarding the quality of their relations with one another on a 6-point scale ranging from *strongly disagree* to *strongly agree*. Table 12-6 shows the percentage of military and civilian respondents, across all nations combined, that agreed with each item on the relationship quality scale (i.e., indicated *slightly agree* to *strongly agree*). As shown there, the majority of respondents from both military and civilian workforces across the nations indicated having good relations with one another. Further, military and civilian personnel's perceptions with respect to the quality of their relationships were very similar to one another, although military personnel tended to report slightly better quality relations across most items as compared to their civilian counterparts.

Table 12-6: Military-Civilian Personnel Relationship Quality Across Nations.

Items	Mil		Civ	
	Agree (%)	se (%)	Agree (%)	se (%)
1. Military and civilian members treat each other equitably.	74.9	1.4	67.9	1.3
2. Civilian and military employees treat each other fairly in my workgroup.	88.6	1.1	82.3	1.1
3. Civilian and military personnel work together effectively as a team.	86.1	1.1	81.8	1.1
4. There is a productive partnership between military and civilian personnel in my workplace.	88.5	1.1	84.2	1.1
5. Military and civilian personnel have positive working relations.	90.3	1.0	84.9	1.0
6. Military and civilians get along well in my workplace.	92.9	0.8	89.6	0.9
7. Civilian personnel recognize the skills and expertise of military personnel.	74.5	1.4	74.5	1.2
8. Military and civilian personnel in my workgroup feel a responsibility to each other.	83.3	1.2	—	—
9. In my workplace military and civilian personnel get along well with one another.	80.7	1.3	78.7	1.2
10. Military and civilian employees are focused on the same goals and mission.	93.1	1.0	90.0	1.0

Mean relationship quality scores for each nation are presented in Figure 12-1. Higher scores indicate more positive perceptions of military-civilian personnel relations. As shown in the figure, the majority of respondents across all nations, and from both military and civilian workforces, indicated having good relations with one another (i.e., mean ratings were in the *slightly agree* to *strongly agree* range). Moreover, military and civilian personnel's perceptions with respect to the quality of their relationships were very similar to one another within each nation. When differences occurred, they were relatively minor, with military personnel indicating slightly more positive relations (which was the case for Belgium, Estonia, Germany, Netherlands, Sweden, and the UK). On average, perceptions of military-civilian relationship quality did not vary greatly across nations.



1 = strongly disagree, 2 = moderately disagree, 3 =slightly disagree, 4 = slightly agree, 5 = moderately agree, 6 = strongly agree.

Figure 12-1: Mean Military-Civilian Personnel Relationship Quality by Nation.

(The SDs for each group are as follows: US military = .72; US civilians = .83; UK military = 1.13; UK civilians = 1.27; Swiss military = .99; Swiss civilians = 1.04; Swedish military = .86; Swedish civilians = .99; New Zealand military = 1.06; New Zealand civilians = 1.05; Netherlands military = .74; Netherlands civilians = .87; German military = .98; German civilians = 1.08; Estonian military = .81; Estonian civilians = .60; Canadian military = 1.03; Canadian civilians = 1.12; Bosnian military = .71; Bosnian civilians = .67; Belgian military = .89; Belgian civilians = .95.)

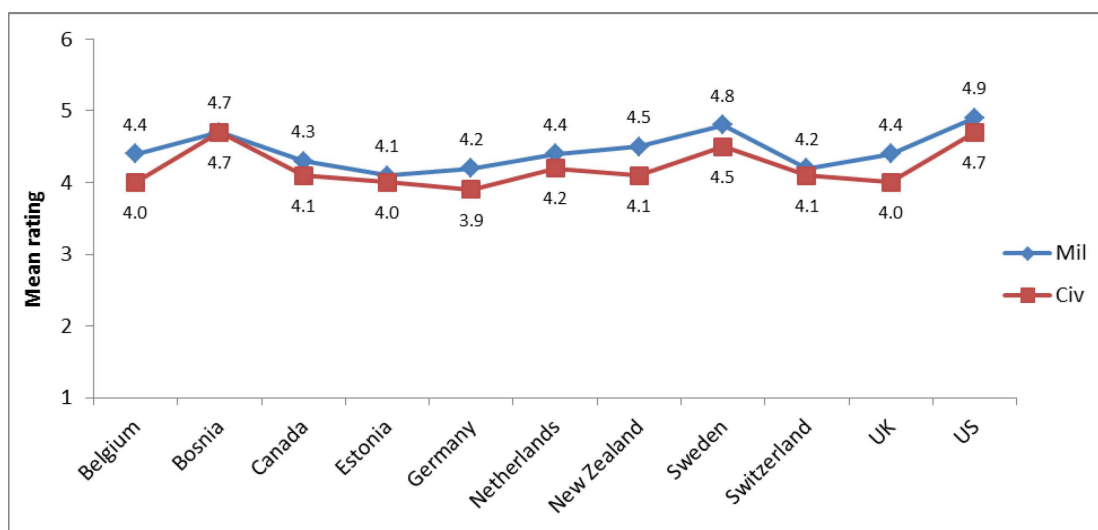
12.2.2 Quality of Communication

Military and civilian respondents were asked several questions regarding their quality of communication with one another on a 6-point scale ranging from *strongly disagree* to *strongly agree*. Table 12-7 shows the percentage of military and civilian respondents, across all nations combined, that agreed with each item on the quality of communication scale (i.e., indicated *slightly agree* to *strongly agree*). As shown in Table 12-7, overall, the majority of respondents from both workforces indicated having good quality of communication with the other group (indicated *slightly agree* to *strongly agree*). However, over half of both military and civilian personnel indicated that they *sometimes feel that military and civilian employees are speaking different languages*. Interestingly, overall, the perceptions of military and civilian personnel with respect to quality of communication were extremely similar to one another.

Table 12-7: Military-Civilian Personnel Communication Quality Across Nations.

Items	Mil		Civ	
	Agree (%)	se (%)	Agree (%)	se (%)
1. Military and civilian members have good communication in my workgroup.	89.8	1.0	82.4	1.1
2. Military and civilian members communicate effectively with one another.	85.2	1.2	–	–
3. Sometimes I feel like military and civilian employees are speaking different languages.	56.6	1.6	61.7	1.4
4. Military and civilian personnel feel comfortable expressing different opinions to one another.	84.3	1.2	80.2	1.2

Mean communication quality scores for each nation are presented in Figure 12-2. Higher scores indicate more positive perceptions of military-civilian communication, and negatively-worded items were recoded prior to calculating mean scores. As shown in the figure, the majority of respondents across all nations, and from both military and civilian workforces, indicated having good quality communication with the other group (i.e., mean ratings were in the *slightly agree* to *strongly agree* range). On average, military respondents provided slightly higher ratings than their civilian counterparts (for 10 out of 11 nations).



1 = strongly disagree, 2 = moderately disagree, 3 = slightly disagree, 4 = slightly agree, 5 = moderately agree, 6 = strongly agree.

Figure 12-2: Mean Military-Civilian Personnel Communication Quality by Nation.

(The SDs for each group are as follows: US military = .89; US civilians = .98; UK military = .98; UK civilians = 1.10; Swiss military = .91; Swiss civilians = .92; Swedish military = .94; Swedish civilians = 1.20; New Zealand military = .96; New Zealand civilians = 1.02; Netherlands military = .84; Netherlands civilians = .93; German military = .88; German civilians = 1.02; Estonian military = .97; Estonian civilians = .85; Canadian military = 1.06; Canadian civilians = 1.16; Bosnian military = .75; Bosnian civilians = .82; Belgian military = .88; and Belgian civilians = .98.)

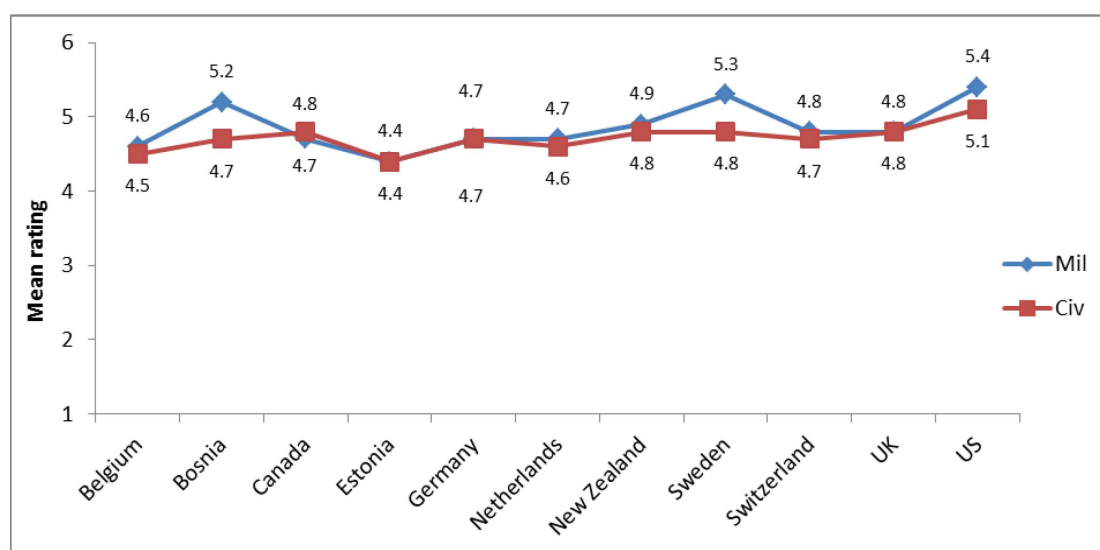
12.2.3 Workplace Respect

Military respondents were asked to indicate the degree to which civilian personnel respect them in various ways within the workplace using a 6-point scale ranging from *strongly disagree* to *strongly agree*. Similarly, civilian respondents were asked to indicate the degree to which military personnel respect them along these same dimensions. Table 12-8 shows the percentage of military and civilian respondents, across all nations combined, that agreed with each item on the workplace respect scale (i.e., indicated *slightly agree* to *strongly agree*). As shown in Table 12-8, the majority of respondents from both workforces indicated feeling respected by members from the other group (indicated *slightly agree* to *strongly agree*). Although both groups indicated feeling respected by personnel in the other workforce, a slightly higher proportion of military personnel indicated feeling respected by their civilian co-workers across each item on the workplace respect scale.

Table 12-8: Military-Civilian Personnel Workplace Respect Across Nations.

Items	Mil		Civ	
	Agree (%)	se (%)	Agree (%)	se (%)
1. I have the feeling that the military/civilian personnel in my workplace respect me for my qualities.	90.5	1.0	84.6	1.0
2. I have the feeling that the military/civilian personnel in my workplace respect me for the results I achieve.	90.2	1.0	87.3	1.0
3. I have the feeling that the military/civilian personnel in my workplace respect me for the way in which I work with them.	92.7	0.9	89.9	0.9
4. I have the feeling that the military/civilian personnel in my workplace respect my values and standards.	89.6	1.0	86.3	1.0

Mean workplace respect scores for each nation are presented in Figure 12-3. Higher scores indicate greater perceptions of military-civilian personnel respect. As shown in the figure, the majority of respondents from both military and civilian workforces across all nations indicated feeling respected by the other group (i.e., mean responses were in the *slightly agree* to *strongly agree* range). Military respondents tended to provide slightly higher ratings in regard to the degree of respect they receive from their civilian colleagues as compared to their civilian counterparts (for 7 out of 11 countries, with the most prominent differences being for Sweden and Bosnia and Herzegovina).



1 = strongly disagree, 2 = moderately disagree, 3 = slightly disagree, 4 = slightly agree, 5 = moderately agree, 6 = strongly agree.

Figure 12-3: Mean Military-Civilian Personnel Workplace Respect by Nation.

(The SDs for each group are as follows: US military = .89; US civilians = 1.13; UK military = 1.08; UK civilians = .97; Swiss military = .85; Swiss civilians = .95; Swedish military = .84; Swedish civilians = 1.10; New Zealand military = 1.08; New Zealand civilians = 1.17; Netherlands military = .80; Netherlands civilians = .86; German military = .93; German civilians = 1.05; Estonian military = .75; Estonian civilians = .74; Canadian military = 1.13; Canadian civilians = 1.25; Bosnian military = .62; Bosnian civilians = 1.08; Belgian military = .84; and Belgian civilians = .89.)

12.2.4 Inclusion

Military and civilian respondents were asked a series of questions regarding their perceptions of inclusion between the two workforces on a 6-point scale ranging from *strongly disagree* to *strongly agree*. Table 12-9 shows the percentage of military and civilian respondents, across all nations combined, that agreed with each item on the inclusion scale. As shown there, the majority of both military and civilian personnel indicated good feelings of inclusion by their counterparts in the “other” workforce (in terms of feeling like part of the team and socializing with one another). However, more than half of civilians indicated that they are often treated like “second class citizens” by their military counterparts. Moreover, half or more of both military and civilians indicated that there is greater inter-group as compared to intra-group communication.

Table 12-9: Inclusion Among Military-Civilian Personnel Across Nations.

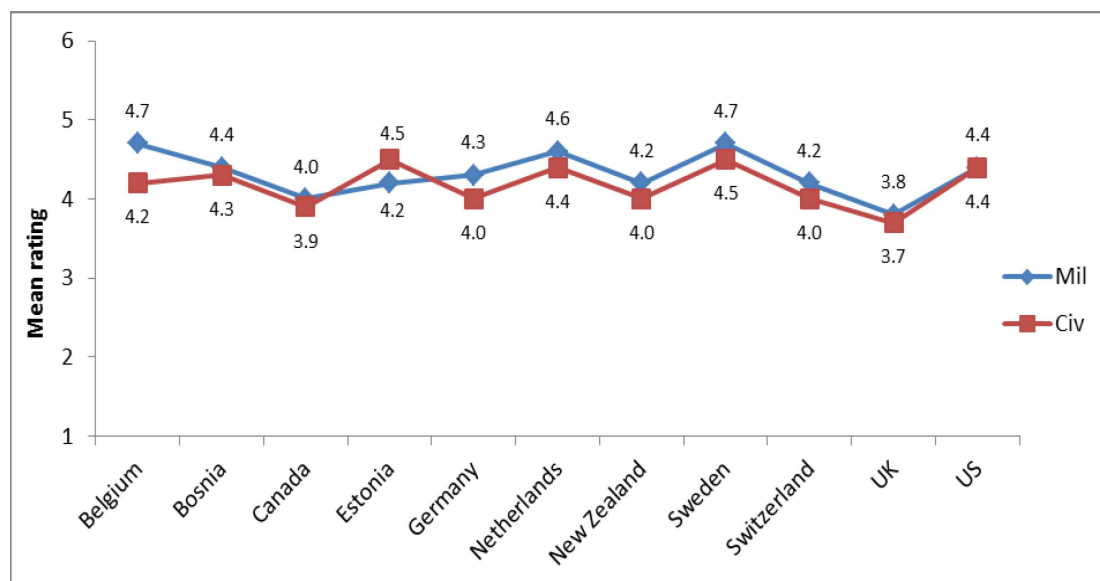
Items	Mil		Civ	
	Agree (%)	se (%)	Agree (%)	se (%)
1. Civilian personnel are often treated as though they are “second class citizens” by military personnel.	—	—	55.8	1.7
2. Military members tend to communicate more with each other than with civilian employees in my workplace.	49.7	1.7	62.3	1.4

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Items	Mil		Civ	
	Agree (%)	se (%)	Agree (%)	se (%)
3. Civilian employees tend to communicate more with each other than with military employees in my workplace.	50.1	1.7	49.9	1.5
4. Civilian employees make military personnel feel like part of the team in my workgroup.	92.1	0.9	78.1	1.2
5. Civilians and military members socialize together in my workplace.	82.5	1.3	88.7	0.9
6. Military personnel make civilian employees feel like part of the team in my workgroup.	86.1	1.4	81.6	1.4

Mean inclusion scores for each nation are presented in Figure 12-4. Higher scores indicate more positive perceptions of intergroup inclusion, and negatively-worded items were recoded prior to calculating mean scores. As shown in the figure, the majority of both military and civilian personnel across nations indicated that personnel from the “other group” make them feel like part of the team, with some variability across nations. Military respondents provided slightly higher ratings in regard to the degree with which they felt included by civilian personnel (ratings for 9 out of 11 nations).



1 = strongly disagree, 2 = moderately disagree, 3 = slightly disagree, 4 = slightly agree, 5 = moderately agree, 6 = strongly agree.

Figure 12-4: Mean Inclusion Among Military-Civilian Personnel by Nation.

(The *SDs* for each group are as follows: US military = .99; US civilians = .98; UK military = 1.03; UK civilians = 1.07; Swiss military = 1.03; Swiss civilians = .99; Swedish military = 1.07; Swedish civilians = 1.09; New Zealand military = 1.03; New Zealand civilians = .88; Netherlands military = .88; Netherlands civilians = .85; German military = 1.12; German civilians = 1.25; Estonian military = .85; Estonian civilians = .84; Canadian military = 1.03; Canadian civilians = 1.09; Bosnian military = 1.27; Bosnian civilians = 1.16; Belgian military = .83; and Belgian civilians = .94.)

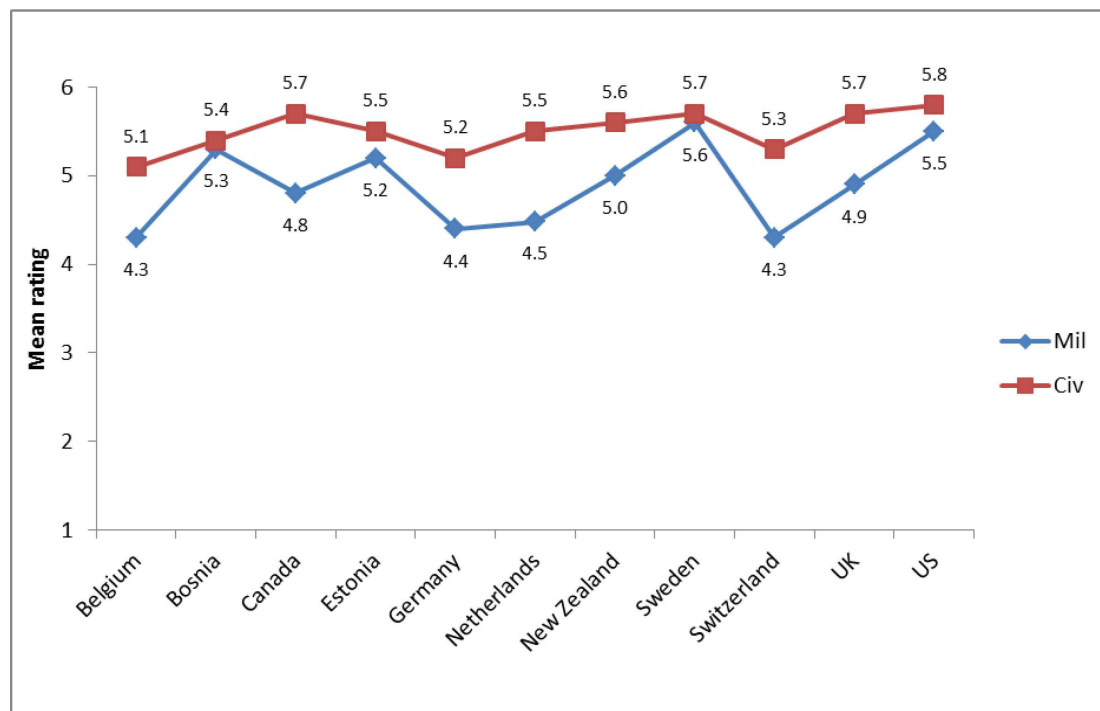
12.2.5 Perception of the Importance of Civilians

The extent to which civilian employees were perceived as being necessary and important to the success of the defence mission were assessed – both from the perspective of military personnel and from the perspective of civilian personnel themselves. Respondents were asked to rate their level of agreement with each statement on a 6-point scale ranging from 1 (*strongly disagree*) to 6 (*strongly agree*). Table 12-10 shows the percentage of military and civilian respondents, across all nations combined, that agreed with each item regarding the importance of civilians (i.e., indicated *slightly agree* to *strongly agree*). As shown there, both groups of personnel indicated that civilian personnel were both necessary and important to the success of the defence organisation. However, civilian personnel were somewhat more likely to evince these perceptions as compared to their military counterparts, and almost unanimously endorsed the importance of their role in this regard.

Table 12-10: Perceptions of the Importance of Civilian Personnel Across Nations.

Items	Mil		Civ	
	Agree (%)	se (%)	Agree (%)	se (%)
1. Civilian employees are an important component to the success of the defence organisation.	85.5	1.2	96.8	0.5
2. Civilian employees are a necessary component to the success of the defence organisation.	79.6	1.3	96.4	0.5

Mean perceptions of the importance of civilian personnel for each nation are presented in Figure 12-5. Higher scores indicate more positive perceptions. As shown in the figure, on average, respondents from most nations perceived civilians as playing an important role in their respective defence organisations. Furthermore, civilian respondents across all nations were more likely than military respondents to indicate that civilians are important to the defence organisation and its goals. These differences between military and civilian perceptions were most pronounced for the UK, Switzerland, the Netherlands, Germany, Canada, and Belgium.



1 = strongly disagree, 2 = moderately disagree, 3 = slightly disagree, 4 = slightly agree, 5 = moderately agree, 6 = strongly agree.

Figure 12-5: Mean Perceptions of the Importance of Civilian Personnel by Nation.

(The SDs for each group are as follows: US military = .84; US civilians = .38; UK military = 1.16; UK civilians = .65; Swiss military = 1.28; Swiss civilians = .74; Swedish military = .87; Swedish civilians = .59; New Zealand military = 1.20; New Zealand civilians = .73; Netherlands military = 1.15; Netherlands civilians = .64; German military = 1.17; German civilians = 1.00; Estonian military = .77; Estonian civilians = .67; Canadian military = 1.36; Canadian civilians = .62; Bosnian military = .72; Bosnian civilians = .69; Belgian military = 1.22; and Belgian civilians = 1.04.)

12.3 SENIOR LEADERSHIP MESSAGES SUPPORTING MILITARY-CIVILIAN PERSONNEL COLLABORATION

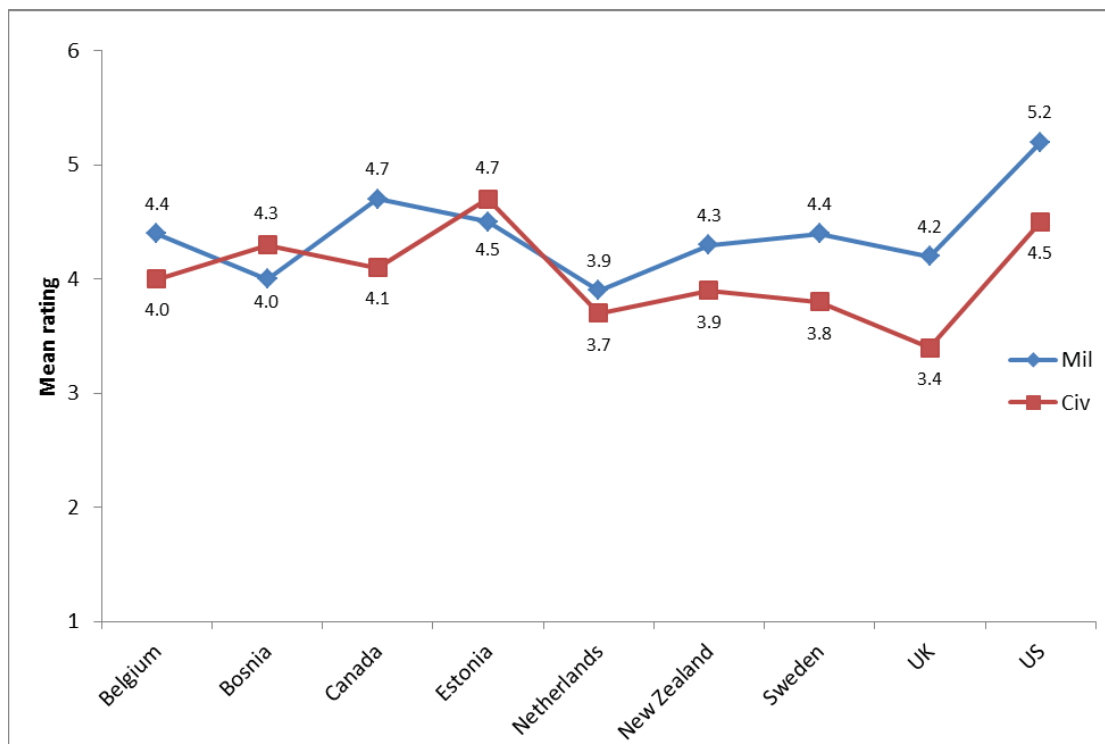
Military and civilian respondents were asked several questions to assess their perceptions regarding senior leadership support and promotion of military-civilian personnel collaboration within their respective organisations using a 6-point scale ranging from *strongly disagree* to *strongly agree*. As shown in Table 12-11, approximately three quarters of military respondents indicated that senior leaders make efforts to promote military-civilian personnel collaboration and emphasize the importance of military-civilian employee cooperation. A somewhat lower proportion (although still the majority) of civilian personnel indicated that this was the case. Further, almost 80% of military personnel and approximately 65% of civilian personnel indicated that senior leaders do a good job of promoting military-civilian personnel cooperation. Overall, civilian personnel were less likely to indicate that senior leaders promote military-civilian personnel collaboration as compared to their military counterparts, and there is some room for improvement in this regard.

Table 12-11: Senior Leadership Messages Supporting Military-Civilian Personnel Across Nations.

Items	Mil		Civ	
	Agree (%)	se (%)	Agree (%)	se (%)
1. Senior leaders make efforts to promote the military-civilian defence team.	80.1	1.7	64.0	1.7
2. Senior leaders do a good job at promoting the military-civilian defence team.	72.4	1.9	58.1	1.8
3. Senior leaders emphasize the importance of military-civilian employee cooperation.	79.7	1.7	65.9	1.7

Mean scores on senior leadership messages supporting military-civilian personnel collaboration for each nation are presented in Figure 12-6.¹ Higher scores indicate more positive perceptions of leadership support. As shown in the figure, respondents across all nations generally indicated that senior leaders make efforts to promote the military-civilian partnership and emphasize the importance of military-civilian employee cooperation (i.e., mean ratings were in the *slightly agree* to *strongly agree* range). However, there was a fair degree of variability across nations; for example, UK followed by Dutch civilians were only slightly likely to indicate support from senior leadership in this regard, whereas Canadians, Estonians, and Americans (military) were much more likely to perceive this type of support. Further, military respondents were more likely to indicate that senior leadership support military-civilian personnel collaboration as compared to their civilian respondents for most nations (for 7 out of 9 nations).

¹ Switzerland and Germany did not collect data on Senior Leadership Messages Supporting Military-Civilian Personnel Collaboration.



1 = strongly disagree, 2 = moderately disagree, 3 = slightly disagree, 4 = slightly agree, 5 = moderately agree, 6 = strongly agree.

Figure 12-6: Mean Senior Leadership Messages Supporting Military-Civilian Personnel by Nation.

(The *SDs* for each group are as follows: US military = 1.12; US civilians = 1.29; UK military = 1.27; UK civilians = 1.56; Swedish military = 1.17; Swedish civilians = 1.39; New Zealand military = 1.27; New Zealand civilians = 1.40; Netherlands military = 1.19; Netherlands civilians = 1.29; Estonian military = 1.00; Estonian civilians = 1.06; Canadian military = 1.23; Canadian civilians = 1.48; Bosnian military = 1.17; Bosnian civilians = 1.27; and Belgian military = 1.06; Belgian civilians = 1.13.)

12.4 SUPERVISION OF CIVILIAN PERSONNEL BY MILITARY SUPERVISORS AND SUPERVISION OF MILITARY PERSONNEL BY CIVILIAN SUPERVISORS

As noted above, many civilians indicated that their direct supervisor was military, and a notable although much less frequent proportion of military personnel indicated that their direct supervisor was civilian. As such, perceptions regarding supervision from a member of the “other group” were assessed.

12.4.1 Supervision and Leadership of Civilians by Military Supervisors

Civilian respondents who were supervised by a military member were asked a series of questions to indicate their views regarding the nature and quality of supervision they received using a 6-point scale ranging from *strongly disagree* to *strongly agree*. Table 12-12 shows the percentage of civilian respondents, across all nations combined, that agreed with each item. As shown there, from the perspective of civilian personnel, improvements

can be made with respect to the nature and quality of supervision they receive from military managers and supervisors.

**Table 12-12: Supervision and Leadership of Civilians by
Military Supervisors and Managers Across Nations.**

Items	Civ	
	Agree (%)	se (%)
1. Military managers are often confused about the role of civilian employees.	62.5	2.2
2. Military managers don't make the most of what civilian employees have to offer.	65.1	2.1
3. Military managers are often placed in positions of authority over civilians without receiving sufficient training required to manage them.	72.6	2.0
4. Military managers are knowledgeable about the use of civilian performance appraisal systems and procedures.	53.9	2.3
5. Military managers support professional development opportunities for civilian employees.	68.3	2.2
6. Military managers support training opportunities for civilian employees.	74.7	2.3
7. Military managers recognize the skills and expertise of civilian personnel.	76.3	1.9
8. Military managers understand civilian terms and conditions of employment.	61.1	2.2
9. Military managers respect civilian terms and conditions of employment.	72.5	2.0
10. Military managers give preferential treatment to military personnel.	59.8	2.2
11. Military managers treat civilian and military personnel with equal fairness.	62.5	2.2
12. Military managers have a good understanding of civilian employees' personal obligations when assigning duties.	65.4	2.6
13. Military management makes me feel like a valued part of the team.	75.6	1.9
14. Military managers are able to manage civilian personnel effectively.	60.5	2.2

Most notably, approximately 73% of civilians supervised by military supervisors indicated that military managers are placed in positions of authority over civilians without receiving sufficient training required to manage them. In the same vein, only about 60% of civilians indicated that military managers are able to manage civilian personnel effectively, and only 53% indicated that they are knowledgeable about the use of civilian performance appraisals. Only approximately 60% of civilians believed that military managers have a good understanding of civilian terms and conditions of employment. Similarly, a large proportion (approximately two-thirds) of civilians agreed that military managers are often confused about the role of civilian employees and do not make the most of what civilian employees have to offer.

On a more positive note, approximately three quarters of civilians supervised by military indicated that military managers recognize civilian personnel's skills and expertise, respect civilian terms and conditions of employment, support training opportunities for civilian employees, and make civilian employees feel like a valued part of the team.

12.4.2 Supervision and Leadership of Military Personnel by Civilian Managers

Military respondents who were supervised by a civilian were asked a series of questions to indicate their views regarding the nature and quality of supervision by civilian managers using a 6-point scale ranging from *strongly disagree* to *strongly agree*. Table 12-13 shows the percentage of military respondents, across all nations combined, that agreed with each item.

Table 12-13: Supervision and Leadership of Military by Civilian Supervisors and Managers Across Nations.

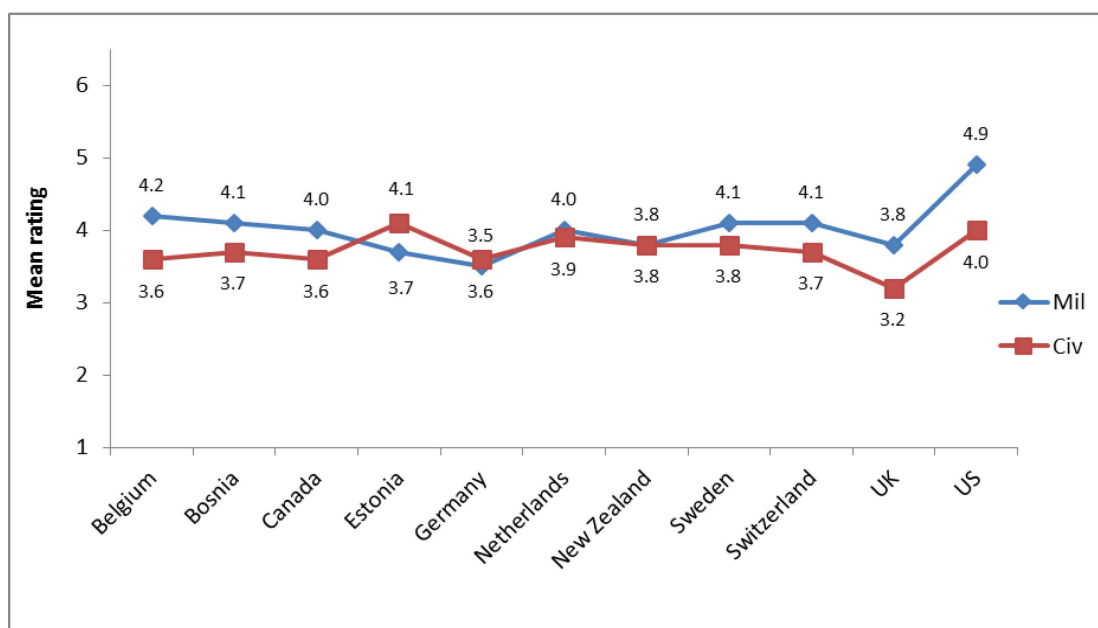
Items	Mil	
	Agree (%)	se (%)
1. Civilian managers understand military terms of service.	62.1	4.2
2. Civilian managers respect military terms of service.	71.9	3.9
3. Civilian managers recognize the skills and expertise of military personnel.	80.3	3.4
4. Civilian managers support training opportunities for military employees.	73.5	3.8
5. Civilian managers support professional development opportunities for military employees.	74.4	3.8
6. Civilian managers are often placed in positions of authority over military personnel without receiving sufficient training required to manage them.	71.6	3.9
7. Civilian managers don't appreciate important aspects of military culture.	56.6	4.3
8. Civilian managers are often confused about the role of military employees.	53.2	4.3
9. Civilian managers give preferential treatment to civilian personnel.	31.5	4.1
10. Civilian managers are knowledgeable about the use of military performance appraisal systems and procedures.	43.1	4.6
11. Civilian managers treat civilian and military personnel with equal fairness.	75.1	3.7
12. Civilian managers make me feel like a valued part of the team.	78.6	3.5
13. Civilian managers are able to manage military personnel effectively.	55.7	4.2

As shown there, the results from the perspective of military personnel are much more positive in comparison to their civilian counterparts. In particular, most military personnel supervised by civilian managers indicate that civilians respect military terms of service, recognize the skills and expertise of military personnel, support training and professional development of military personnel, and make military personnel feel like a valued part of the team.

That said, there are some notable areas of concern. In particular, similar to their civilian counterparts, approximately three quarters of military personnel indicated that civilian managers are placed in positions of authority over military personnel without receiving sufficient training required to manage them, approximately one-half of military personnel indicated that civilian managers do not appreciate important aspects of military culture and are confused about the role of military employees, and only two-thirds of military personnel believed that civilian managers understand military terms of service. Taken together, improvements can be made in this regard, or at least in regard to perceptions related to this issue. It is of note that the sample sizes for this scale are small in that only a small minority of military personnel from any nation is likely to be supervised by a civilian, as discussed above.

12.4.3 Supervision of Civilian Personnel by Military Supervisors and Supervision of Military Personnel by Civilian Supervisors – Mean Scores by Nation

Mean scores for the intergroup supervision scales for each nation are presented in Figure 12-7, for both military and civilian respondents. Higher scores indicate more positive perceptions of supervisors from the “other group,” and negatively-worded items were recoded prior to calculating mean scores. As shown in the figure, there is room for improvement in this regard. Scores across nations are quite similar (with a particularly high score for the US military, although based on extremely small sample sizes).



1 = strongly disagree, 2 = moderately disagree, 3 = slightly disagree, 4 = slightly agree, 5 = moderately agree, 6 = strongly agree.

Figure 12-7: Mean Intergroup Supervision and Leadership by Nation.²

(The *SDs* for each group are as follows: US military = 1.09; US civilians = 1.19; UK military = 1.10; UK civilians = 1.21; Swiss military = .45; Swiss civilians = .57; Swedish military = 1.42; Swedish civilians = 1.23; New Zealand military = 1.02; New Zealand civilians = 1.06; Netherlands military = 1.02; Netherlands civilians = .94; German military = 1.16; German civilians = 1.24; Estonian military = 1.21; Estonian civilians = 0.77; Canadian military = 1.10; Canadian civilians = 1.24; Bosnian military = 1.00; = Bosnian civilians = .90; Belgian military = .86; and Belgian civilians = .91.)

12.5 WORKING IN A MILITARY CONTEXT

Given that “working in a military context” is an aspect unique to civilians in defence organisations, the possible consequences of civilians working in a military-civilian environment were explored. In particular, civilian respondents were asked to indicate their degree of agreement to items assessing effects of working in a military-civilian environment on their career development and training opportunities, as well as the effects of the military

² Please note that the number of military respondents who were supervised by a civilian was very small for Bosnia (n = 8), Estonia (n = 8), and the US (n = 5) and that the number of civilian respondents who were supervised by military personnel was also very small for Bosnia (n = 4).

rotational cycle related to postings and deployments using a 6-point scale ranging from *strongly disagree* to *strongly agree*. Table 12-14 shows the percentage of civilian respondents, across all nations combined, that agreed with each of these items.

Table 12-14: Effects of Working in a Military Context on Civilian Personnel Across Nations.

Items	Civ	
<i>Career Development</i>	Agree (%)	se (%)
1. Career opportunities for civilians are not affected by working in an organisation with military personnel.	53.1	1.5
2. Career progression of civilians is limited in the defence organisation because the best positions tend to be given to military personnel.	60.2	1.4
3. The quantity of senior management positions designated for military personnel has limited my ability to progress to more challenging positions.	40.7	1.5
4. Priority hiring of former military members has limited my career progression.	37.7	1.7
5. There are fewer advancement opportunities in the defence organisation as compared to other government departments.	61.6	1.7
6. Careers of civilian personnel are limited because of positions given to former military members.	50.3	1.8
7. The most interesting assignments seem to be given to military personnel.	49.3	1.5
<i>Training Opportunities</i>	Agree (%)	se (%)
1. Given our unique roles in the defence organisation, the training given to military and civilian personnel makes sense.	75.9	1.5
2. Given our unique roles, the professional development opportunities given to military and civilian employees make sense.	70.5	1.6
3. Civilian employees receive an adequate amount of training opportunities compared to military members.	53.8	1.5
4. The training military members are given decreases the training opportunities available to civilian employees.	31.3	1.6
<i>Effects of the Military Rotational Cycle</i>	Agree (%)	se (%)
1. The frequent posting cycle of military personnel disrupts productivity in my workplace.	68.3	1.4
2. The rotational cycle of military managers and supervisors makes it difficult to do my work.	51.4	1.5

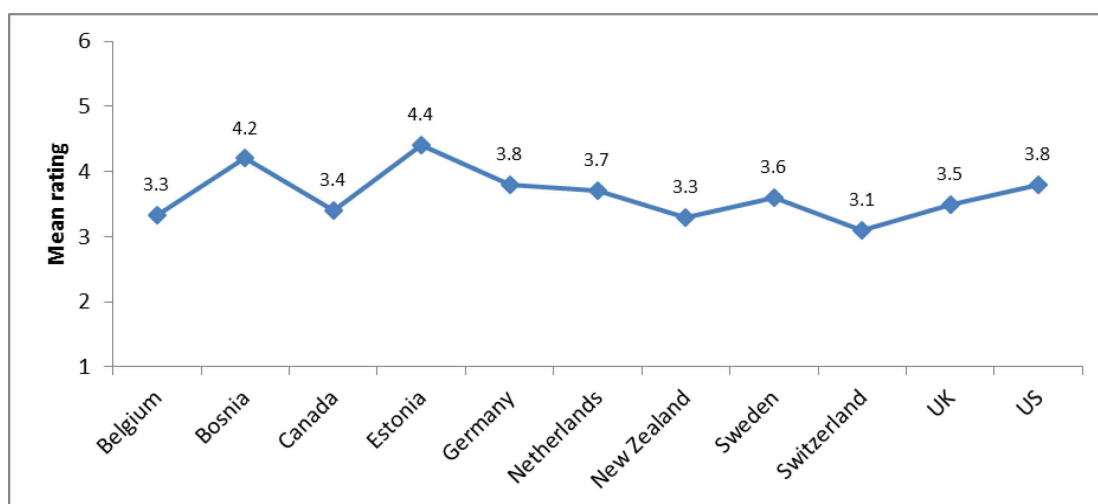
As shown there, a large proportion of civilians indicated that working in a military context has negative effects on their career development. For example, approximately half indicated that career opportunities are affected by working in an organisation with military personnel and three-fifths indicated that career progression is limited because the best positions tend to go to military personnel and that the defence organisation offers fewer advancement opportunities as compared to other government departments.

With respect to training, the majority of civilian personnel indicated that the training and professional development opportunities provided to military personnel make sense given their roles. However, approximately half of civilians indicated that civilian employees do not receive an adequate amount of training opportunities as compared to their military counterparts and a third indicate that training for military members decreases the training available to civilian employees.

With respect to the effects of the military rotational cycle, almost 65% of civilians indicated that the frequent posting cycle of military personnel disrupts productivity in their workplace, and over half indicated that the rotational cycle of military managers and supervisors disrupts their work.

12.5.1 Career Development

Civilians' mean scores for the career development subscale for each nation are presented in Figure 12-8. Higher scores indicate more positive perceptions (i.e., that civilians do not feel that working in a military context has a negative impact on their career development), and negatively-worded items were recoded prior to calculating mean scores. As shown in the figure, the judgments of civilian respondents varied across nations (though for 9 out of 11 nations were, on average, quite neutral – in the *agree to disagree* range). Civilians in Switzerland, Belgium, Canada, and the UK were most likely to indicate that working in a military context negatively impacts their career development, whereas those in Bosnia and Herzegovina and Estonia were least likely to evince this concern (although the sample sizes for these nations were quite small).



1 = strongly disagree, 2 = moderately disagree, 3 = slightly disagree, 4 = slightly agree, 5 = moderately agree, 6 = strongly agree.

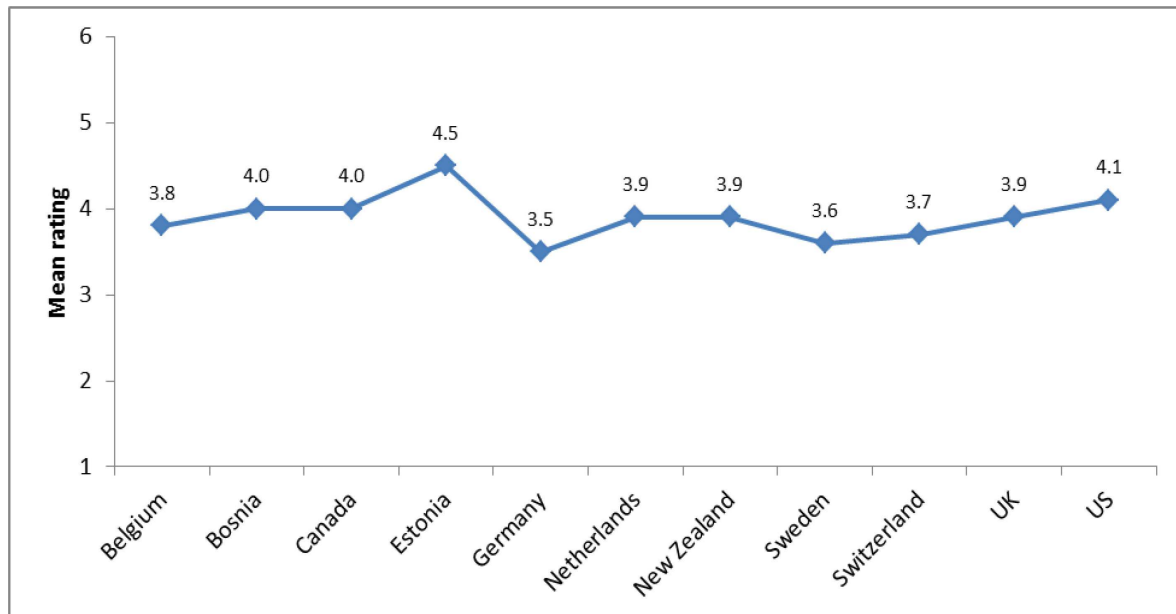
**Figure 12-8: Mean Effects of Working in a Military Context
on Civilians' Career Development by Nation.**

(The *SDs* for each group are as follows: US civilians = 1.31; UK civilians = 1.27; Swiss civilians = 1.15; Swedish civilians = 1.25; New Zealand civilians = 1.12; Netherlands civilians = .76; German civilians = 1.49; Estonian civilians = .92; Canadian civilians = 1.40; Bosnian civilians = 1.28; and Belgian civilians = 1.06.)

12.5.2 Training Opportunities

Civilian respondents' mean scores for the training opportunities subscale for each nation are presented in Figure 12-9. Higher scores indicate more positive perceptions (i.e., that civilians do not feel that working in a military context has a negative impact on their training opportunities), and negatively-worded items were recoded prior to calculating mean scores. The figure demonstrates that working in a military context, on average, was not particularly negative, but there is room for improvement in this regard. Responses across nations tended

to be very similar, with the exception of Estonia (which needs to be interpreted with caution due to a small sample size).



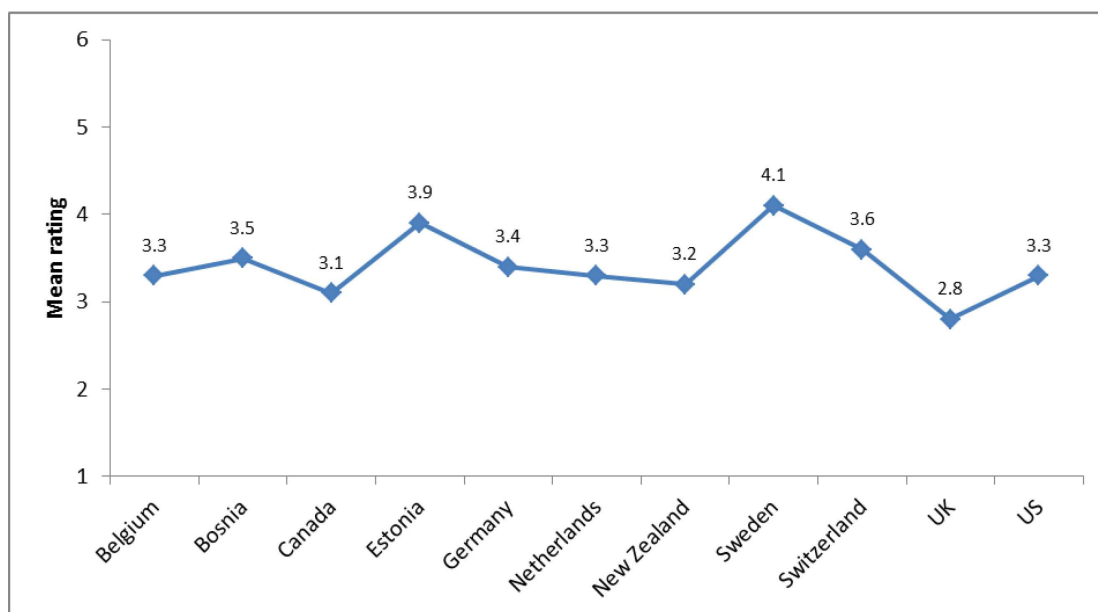
1 = strongly disagree, 2 = moderately disagree, 3 = slightly disagree, 4 = slightly agree, 5 = moderately agree, 6 = strongly agree.

**Figure 12-9: Mean Effects of Working in a Military Context
on Civilians' Training Opportunities by Nation.**

(The *SDs* for each group are as follows: US civilians = 1.12; UK civilians = 1.06; Swiss civilians = 1.33; Swedish civilians = 1.17; New Zealand civilians = 1.10; Netherlands civilians = .82; German civilians = 1.54; Estonian civilians = .98; Canadian civilians = 1.15; Bosnian civilians = .77; and Belgian civilians = .91.)

12.5.3 Effects of Military Rotational Cycle

Civilians' mean responses regarding the effects of the military rotational cycle for each nation are presented in Figure 12-10. Higher scores indicate more positive perceptions (i.e., that civilians do not feel that the effects of the military rotational cycle is deleterious to their work), and negatively-worded items were recoded prior to calculating mean scores. As shown in the figure, the majority of civilians across nations indicated that the frequent posting cycle of military personnel disrupts productivity in their workplace and that the rotational cycle of military managers and supervisors disrupts their work. Estonian and Swedish civilians were the least likely to indicate that the rotational cycle has a negative impact on their work, whereas respondents from Canada and the UK were most likely to indicate that this was the case.



1 = strongly disagree, 2 = moderately disagree, 3 = slightly disagree, 4 = slightly agree, 5 = moderately agree, 6 = strongly agree.

Figure 12-10: Mean Effects of Military Rotational Cycle on Civilian Work by Nation.

(The SDs for each group are as follows: US civilians = 1.20; UK civilians = 1.36; Swiss civilians = 1.33; Swedish civilians = 1.63; New Zealand civilians = 1.44; Netherlands civilians = 1.28; German civilians = 1.48; Estonian civilians = 1.32; Canadian civilians = 1.41; Bosnian civilians = 1.45; and Belgian civilians = 1.40.)

12.6 KEY ORGANISATIONAL VARIABLES AND OUTCOMES

12.6.1 Overall Organisational Fairness

Military and civilian respondents were asked a series of questions regarding their perceptions of organisational fairness using a 7-point scale ranging from *strongly disagree* to *strongly agree*. Table 12-15 shows the percentage of military and civilian respondents, across all nations combined, that agreed with each item on the organisational fairness scale (i.e., indicated *slightly agree* to *strongly agree*). As shown there, approximately three quarters of respondents indicated that they are treated fairly in their respective defence organisations in a variety of ways. To note, perceptions of fairness were consistently lower for civilian as compared to military personnel.

Table 12-15: Perceptions of Organisational Fairness Across Nations.

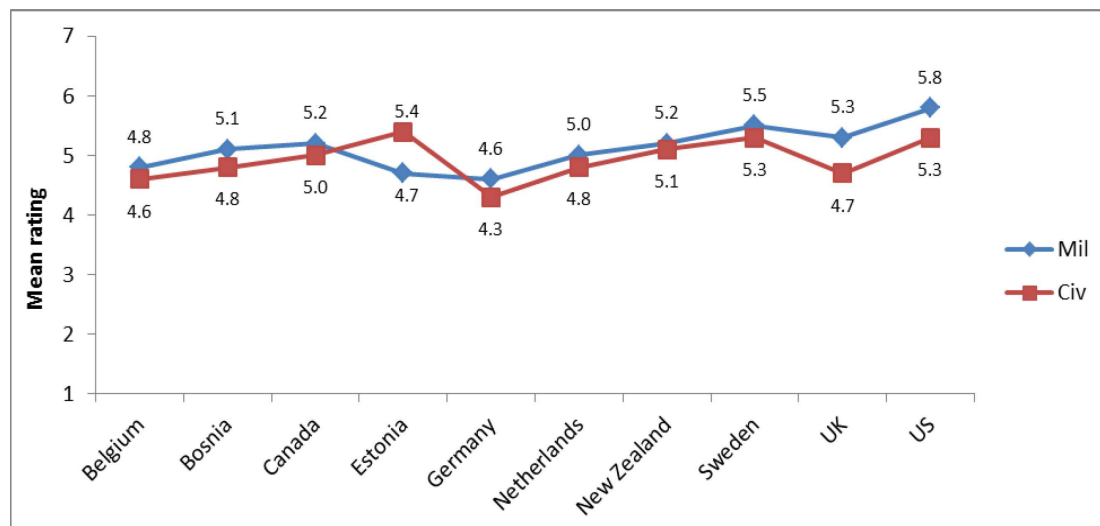
Items	Mil		Civ	
	Agree (%)	se (%)	Agree (%)	se (%)
1. Overall, I'm treated fairly by the defence organisation.	75.0	1.6	67.6	1.4
2. Usually, the way things work in the defence organisation are not fair.	20.7	1.6	26.0	1.5

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Items	Mil		Civ	
	Agree (%)	se (%)	Agree (%)	se (%)
3. In general, I can count on this organisation to be fair.	68.4	1.7	57.5	1.5
4. In general, the treatment I receive around here is fair.	78.8	1.6	70.9	1.6
5. For the most part, the defence organisation treats its employees fairly.	70.6	1.7	60.3	1.5
6. Most of the people who work here would say they are often treated unfairly.	18.7	1.5	26.7	1.5

Mean perceptions of organisational fairness scores for each nation are presented in Figure 12-11.³ Higher scores indicate more positive perceptions of fairness. As shown in the figure, on average respondents from both military and civilian workforces perceived the organisation as fair. To note, on average, civilians from across the nations consistently perceived the organisation to be slightly less fair as compared to their military counterparts (except in Estonia).



1 = strongly disagree, 2 = moderately disagree, 3 = slightly disagree, 4 = neutral, 5 = slightly agree, 6 = moderately agree, 7 = strongly agree.

Figure 12-11: Mean Perceptions of Organisational Fairness by Nation.

(The *SDs* for each group are as follows: US military = .85; US civilians = 1.31; UK military = 1.21; UK civilians = 1.50; Swedish military = 1.16; Swedish civilians = 1.37; New Zealand military = 1.23; New Zealand civilians = 1.19; Netherlands military = 1.10; Netherlands civilians = 1.09; German military = 1.33; German civilians = 1.50; Estonian military = .99; Estonian civilians = 0.94; Canadian military = 1.42; Canadian civilians = 1.48; Bosnian military = 1.33; Bosnian civilians = 1.07; Belgian military = .97; and Belgian civilians = 1.10.)

³ Switzerland did not collect data on Overall Organisational Fairness.

12.6.2 Perceived Organisational Support

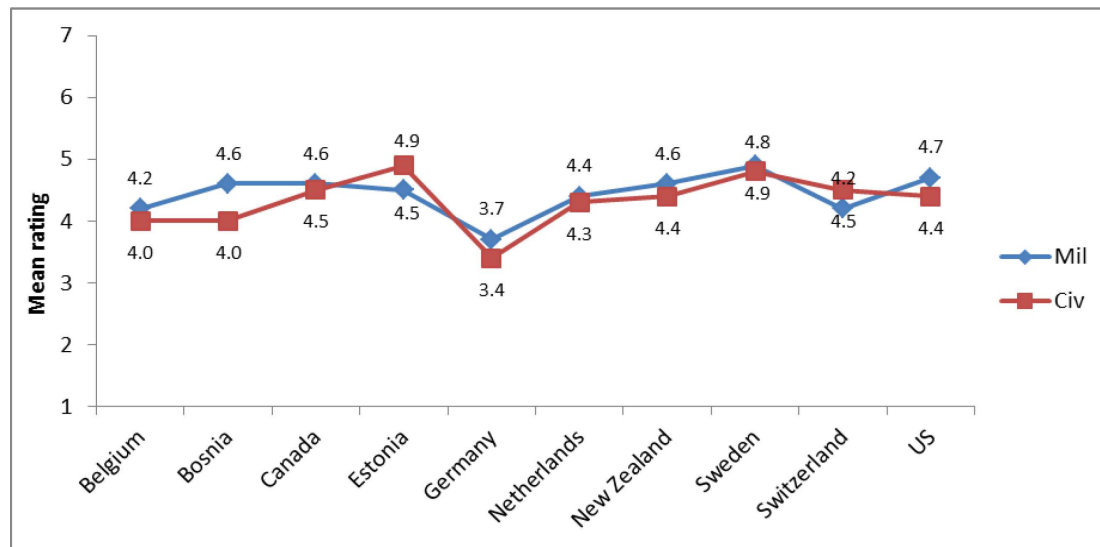
Respondents were asked a series of questions regarding their perceptions of organisational support using a 7-point scale ranging from *strongly disagree* to *strongly agree*. Table 12-16 shows the percentage of military and civilian respondents, across all nations combined, that agreed with each item this scale (i.e., indicated *slightly agree* to *strongly agree*). As shown there, perceptions of organisational support were moderate and there is clearly room for improvement in this regard. Nevertheless, overall, responses of military and civilian personnel were very similar.

Table 12-16: Perceptions of Organisational Support Across Nations.

Items	Mil		Civ	
	Agree (%)	se (%)	Agree (%)	se (%)
1. The defence organisation values my contribution to its well-being.	60.7	2.1	57.6	2.0
2. The defence organisation fails to appreciate any extra effort from me.	33.6	1.7	36.9	1.6
3. The defence organisation would ignore any complaint from me.	30.1	1.6	36.0	1.6
4. The defence organisation really cares about my well-being.	45.1	1.7	42.8	1.6
5. Even if I did the best job possible, the defence organisation would fail to notice.	26.7	1.6	31.3	1.5
6. The defence organisation cares about my general satisfaction at work.	45.7	1.7	44.0	1.6
7. The defence organisation shows very little concern for me.	27.1	1.6	32.4	1.5
8. The defence organisation takes pride in my accomplishments at work.	47.4	1.8	41.8	1.6

Mean perceptions of organisational support for each nation are presented in Figure 12-12.⁴ Higher scores indicate more positive perceptions and negatively-worded items were recoded prior to calculating mean scores. As shown in the figure, on average, military and civilian respondents reported moderate perceptions with regard to the amount of support received from the organisation, with room for improvement in this regard. Across the nations, military respondents tended to perceive slightly greater organisational support as compared to civilian respondents (for 8 out of 10 nations).

⁴ The United Kingdom did not collect data on Perceived Organisational Support.



1 = strongly disagree, 2 = moderately disagree, 3 = slightly disagree, 4 = neutral, 5 = slightly agree, 6 = moderately agree, 7 = strongly agree.

Figure 12-12: Mean Perceptions of Organisational Fairness by Nation.

(The SDs for each group are as follows: US military = 1.34; US civilians = 1.34; Swiss military = 1.40; Swiss civilians = 1.32; Swedish military = 1.22; Swedish civilians = 1.35; New Zealand military = 1.26; New Zealand civilians = 1.34; Netherlands military = 1.17; Netherlands civilians = 1.09; German military = 1.27; German civilians = 1.44; Estonian military = 1.04; Estonian civilians = 1.00; Canadian military = 1.43; Canadian civilians = 1.47; Bosnian military = 1.13; Bosnian civilians = 1.22; Belgian military = 1.04; and Belgian civilians = 1.11.)

12.6.3 Job Satisfaction

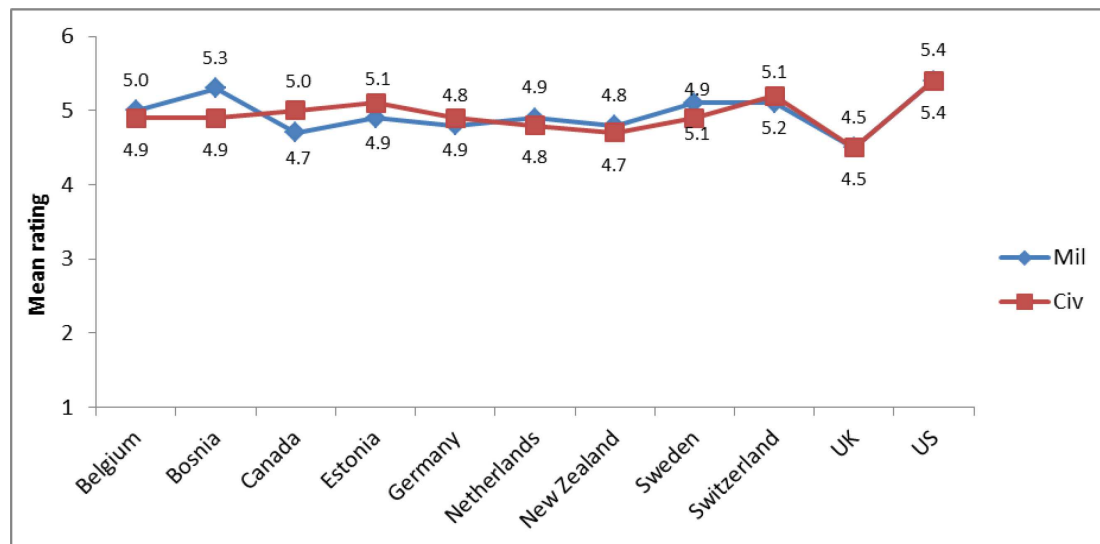
Respondents were asked to rate their job satisfaction on a 6-point scale ranging from *strongly disagree* to *strongly agree*. Table 12-17 shows the percentage of military and civilian respondents, across all nations combined, that agreed with each item on the job satisfaction scale (i.e., indicated *slightly agree* to *strongly agree*). As shown there, both military and civilian personnel indicated high degrees of job satisfaction. Scores between the two groups were similar on this important outcome variable.

Table 12-17: Job Satisfaction Across Nations.

Items	Mil		Civ	
	Agree (%)	se (%)	Agree (%)	se (%)
1. All in all I am satisfied with my job.	90.1	1.0	88.0	0.9
2. In general, I don't like my job.	15.0	1.5	14.7	1.3
3. In general, I like working here.	89.7	1.0	89.7	0.9

Mean job satisfaction scores for each nation are presented in Figure 12-13, with higher scores indicating greater job satisfaction and negatively-worded items were recoded prior to calculating mean scores. As shown in the

figure, respondents across nations reported high levels of job satisfaction, and military and civilian respondents evinced similar levels of job satisfaction within most nations (except Bosnia and Herzegovina). The mean ratings for both UK military and civilian respondents were slightly less positive than the rating of other nations.



1 = strongly disagree, 2 = moderately disagree, 3 = slightly disagree, 4 = slightly agree, 5 = moderately agree, 6 = strongly agree.

Figure 12-13: Mean Job Satisfaction by Nation.

(The *SDs* for each group are as follows: US military = .85; US civilians = .65; UK military = 1.20; UK civilian = 1.28; Swiss military = .85; Swiss civilians = .85; Swedish military = .86; Swedish civilians = 1.07; New Zealand military = 1.00; New Zealand civilians = .98; Netherlands military = .77; Netherlands civilians = .82; German military = 1.15; German civilians = 1.08; Estonian military = .87; Estonian civilians = 0.76; Canadian military = 1.24; Canadian civilians = 1.06; Bosnian military = .75; Bosnian civilians = .78; Belgian military = .77; and Belgian civilians = .82.)

12.6.4 Affective Organisational Commitment

Military and civilian respondents were asked a series of questions regarding their organisational affective commitment using a 6-point scale ranging from *strongly disagree* to *strongly agree*. Table 12-18 shows the percentage of military and civilian respondents, across all nations combined, that agreed with each item on the organisational affective commitment scale (i.e., indicated *slightly agree* to *strongly agree*). As shown there, overall, military indicated slightly greater affective commitment along most items on the scale; overall, both military and civilian respondents indicated moderate affective commitment.

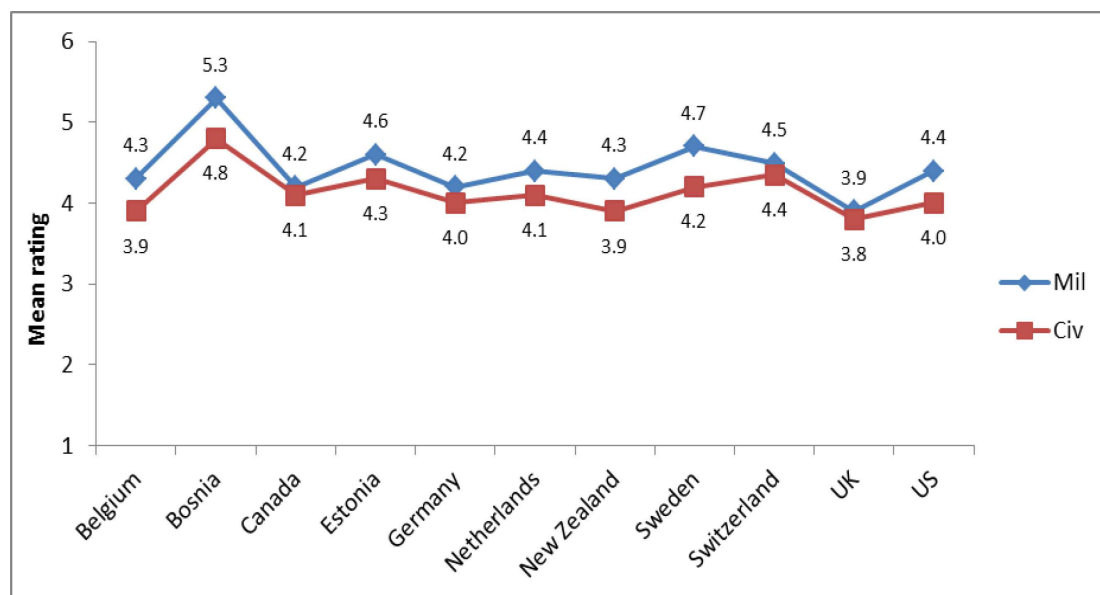
Table 12-18: Affective Organisational Commitment Across Nations.

Items	Mil		Civ	
	Agree (%)	se (%)	Agree (%)	se (%)
1. I would be happy to spend the rest of my career in the defence organisation.	82.7	1.3	82.6	1.1
2. I really feel as if the defence organisation's problems are my own.	54.0	1.7	45.9	1.4

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Items	Mil		Civ	
	Agree (%)	se (%)	Agree (%)	se (%)
3. I do not feel like “part of the family” in the defence organisation.	21.1	1.6	36.0	1.7
4. I do not feel “emotionally attached” to the defence organisation.	28.4	1.8	35.9	1.7
5. The defence organisation has a great deal of personal meaning for me.	83.3	1.2	73.4	1.3
6. I do not feel a strong sense of “belonging” to the defence organisation.	18.4	1.3	28.4	1.3

Mean affective commitment scores for each nation are presented in Figure 12-14. Higher scores indicate greater affective commitment and negatively-worded items were recoded prior to calculating mean scores. As shown in the figure, respondents across nations evinced moderately high affective commitment, although there was a fair degree of variability across nations. However, on average, military personnel reported greater affective commitment as compared to civilian personnel across all nations, particularly in Belgium, Bosnia and Herzegovina, Estonia, New Zealand, Sweden, and the US.



1 = strongly disagree, 2 = moderately disagree, 3 = slightly disagree, 4 = slightly agree, 5 = moderately agree, 6 = strongly agree.

Figure 12-14: Mean Affective Organisational Commitment by Nation.

(The SDs for each group are as follows: US military = .98; US civilians = 1.04; UK military = 1.17; UK civilians = 1.22; Swiss military = .94; Swiss civilians = 1.06; Swedish military = .95; Swedish civilians = 1.20; New Zealand military = 1.02; New Zealand civilians = .99; Netherlands military = .78; Netherlands civilians = .89; German military = 1.08; German civilians = 1.19; Estonian military = .81; Estonian civilians = .88; Canadian military = 1.17; Canadian civilians = 1.17; Bosnian military = .65; Bosnian civilians = .81; Belgian military = .81; and Belgian civilians = .92.)

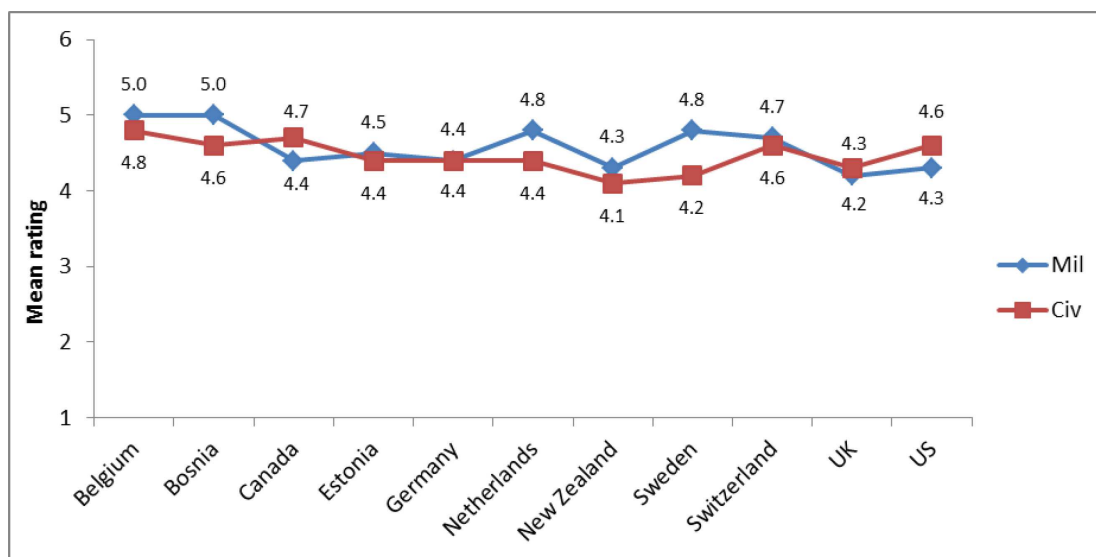
12.6.5 Retention Intentions

Respondents were asked a series of questions regarding their intentions to remain in the organisation using a 6-point scale ranging from *strongly disagree* to *strongly agree*. Table 12-19 shows the percentage of military and civilian respondents, across all nations combined, that agreed with each item on this scale (i.e., indicated *slightly agree* to *strongly agree*). As shown there, the majority of both military and civilian personnel indicated intentions to remain in the defence organisation. In addition, overall, military and civilian personnel indicated very similar retention intentions.

Table 12-19: Retention Intentions Across Nations.

Items	Mil		Civ	
	Agree (%)	se (%)	Agree (%)	se (%)
1. I intend to stay with the defence organisation as long as I can.	75.3	1.4	74.8	1.3
2. I intend to leave the defence organisation within the next two years.	23.0	1.7	25.8	1.5
3. I intend to leave the defence organisation as soon as another job becomes available.	18.1	1.5	19.4	1.4

Mean retention intention scores for each nation are presented in Figure 12-15. Higher scores indicate more positive perceptions of fairness, and negatively-worded items were recoded prior to calculating mean scores. As shown in the figure, the majority of both military and civilian respondents across nations indicated intentions to remain in their respective defence organisations. However, military respondents reported slightly higher retention intentions as compared to their civilian counterparts (in 7 out of 11 nations, particularly Sweden, the Netherlands, and Bosnia and Herzegovina).



1 = strongly disagree, 2 = moderately disagree, 3 = slightly disagree, 4 = slightly agree, 5 = moderately agree, 6 = strongly agree.

Figure 12-15: Retention Intentions by Nation.

(The SDs for each group are as follows: US military = 1.35; US civilians = 1.21; UK military = 1.39; UK civilians = 1.45; Swiss military = 1.28; Swiss civilians = 1.34; Swedish military = 1.18; Swedish civilians = 1.45; New Zealand military = 1.25; New Zealand civilians = 1.28; Netherlands military = .96; Netherlands civilians = 1.04; German military = 1.77; German civilians = 1.82; Estonia military = 1.04; Estonia civilians = 0.96; Canadian military = 1.43; Canadian civilians = 1.30; Bosnian military = 1.18; Bosnian civilians = 1.18; Belgian military = .83; and Belgian civilians = 1.00.)

12.6 SUMMARY

Results of this survey indicate that there is a great degree of interaction between military and civilian personnel in defence organisations. In particular, approximately 90% of civilian personnel indicated that there are military personnel in their workplace, and similar percentages of military personnel indicated that there are civilian personnel in their workplace. In addition, approximately 80% or more of military personnel reported interacting with civilian co-workers on a daily basis, and an even greater proportion of civilians indicated interacting with military co-workers on a daily basis. Further, it is important to note that a third or more of civilians indicated that their direct supervisor was military. The proportion of military personnel supervised by civilians varied a great deal, but was not uncommon in most nations. These findings highlight the high degree of integration between military and civilians in defence organisations across most nations.

The self-report survey results presented in this chapter indicate that military and civilian co-workers have positive inter-group relations at the personnel level. That is, civilian personnel are viewed as being both necessary and important to the success of the defence organisation, both from their own perspective and from that of their military counterparts, and both civilian and military personnel indicated high quality relations, and good communication and perceptions of mutual workplace respect.

However, some areas that could potentially be improved were noted at the supervisory and organisational levels. Of note, many civilians noted negative effects on their work specifically stemming from working in a military context. In particular, many civilian employees across nations indicated that working in a military context has deleterious effects on their career progression and training opportunities, and that their work is disrupted as a result of the military rotational cycle. Moreover, supervision of civilian personnel by military managers (and vice versa, although this occurs much less frequently) was also noted as an area that generally requires improvement. For example, civilian personnel indicated that supervision by military managers and supervisors (and vice versa) may be problematic in that they often do not appreciate their conditions of employment or terms of service and their personnel appraisal systems. They also indicated that military supervisors may not fully appreciate the roles of civilian personnel or fully capitalize on their skills and abilities.