

Mentorship & Women in the Canadian Armed Forces

Many Faces of Diversity Workshop

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Gender & Culture: Considerations in Developing Mentorship of Women in the CAF

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CANADA'S NATIONAL ACTION PLAN ON WOMEN, PEACE AND SECURITY 2017-2022

DEPARTMENT OF NATIONAL DEFENCE AND THE CANADIAN ARMED FORCES

Progress report for fiscal year 2017/18



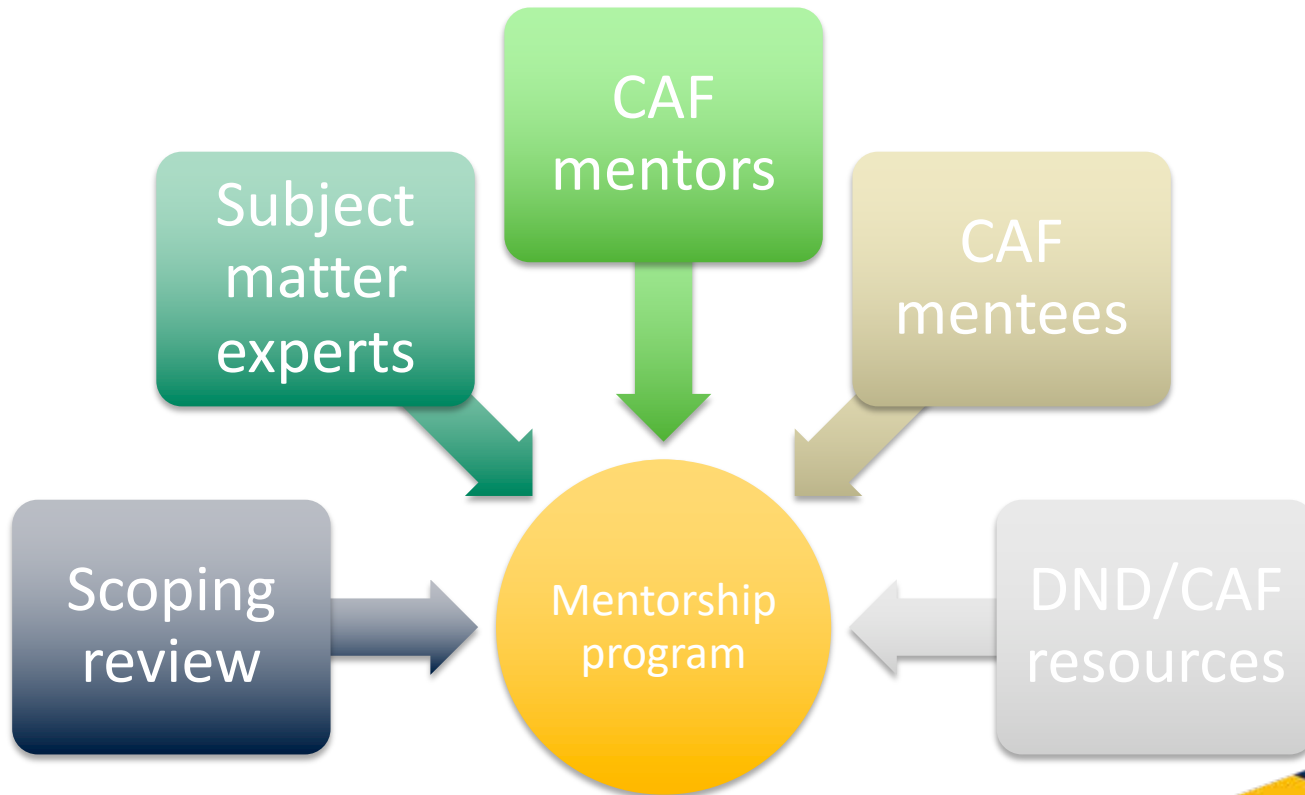
4. RECRUITMENT AND RETENTION

Context: Further to the Chief of the Defence Staff Directive on Recruitment, the CAF will continue to seek to increase the number of women within the CAF, and in turn the number of women available to be promoted to senior positions or for deployment. Recruiting processes including advertising, wait process times, job availability, application procedures, testing, medical and fitness standards are all aspects that affect the decision process of a potential new recruit. In addition, aspects such as family balance, job enjoyment, selection for professional development, velocity of promotion and a safe and harassment free work environment are all factors that contribute to making the CAF an Employer of Choice.

PRIORITIES

**Increase the
recruitment of
women to the CAF**

Target 4.1: Increase the percentage of women in the Canadian military by 1% per year to achieve a desired goal of 25% by the end of FY 2026.



Scoping Review



1. Identifying the research question
2. Identifying relevant studies
3. Study selection
4. Charting the data
5. Collating, summarizing, and reporting the results

(Arksey & O'Malley, 2005)

Scoping Review: Question

How does the literature conceptualize and describe mentorship and mentorship programs in the military, military adjacent, and police services for women?



Scoping Review: Inclusion Criteria



Population

- Military
- Veterans
- Subpopulations in military/veteran (e.g., women)
- First responders (e.g., police, fire)

Phenomena of Interest

- Mentorship and mentorship programs in military and police services
- Peer-reviewed articles (e.g., research, perspective)

Context

- Five Eyes Countries (i.e., Canada, US, UK, Australia, NZ)
- Military, police
- 2001-present (post-9/11 attacks)

Scoping Review: Results

- Total papers included, N=23
 - U.S.A., n=20
 - Canada, n=1
 - U.K., n=1
 - Australia, n=1
- Studies, n=16
 - Survey, n=9
 - Multi-method (survey, focus group), n=1
 - Program evaluation, n=3
 - Case study, n=2
 - Literature review, n=1
- Varied context
 - Army, n=7
 - Air Force, n=1
 - Navy, n=2
 - Military academy, n=6
 - Police, n=4
 - Mil, non-spec., n=1
 - Military healthcare, n=4
- Gender-specific papers, n=6
- Mixed gender papers, n=10

Scoping Review: Results



Specific populations:

- **Officers in training** (Baker et al., 2003)
- **Law enforcement** (Barratt et al., 2014; Jones, 2017; Hassell et al., 2010; Ward & Prenzler, 2016)
- **Air Force instructors** (Barron & Ogle, 2014)
- **Military education** (Allen & Galvin, 2015; Johnson et al., 2001; Katayama et al., 2008; Kofoed & mcGovney, 2019; Latham et al., 2020; McMains et al., 2018; Scott et al., 2019)
- **Military leadership** (Gunn, 2016; Johnson & Andersen, 2015)
- **Health services** (Bonica & Bewley, 2019; Neal, 2015)

Results: Identity



Identity considerations in mentorship:

- **Race and ethnicity** (Cho, 2013; Crapanzano & Cook, 2013)
- **Age** (Crapanzano & Cook, 2013)
- **Gender** (Crapanzano & Cook, 2013; Felix & Thomas, 2020; Jones, 2017; Kofoed & mcGovney, 2019; Nakamura & Nguyen, 2019; Ward & Prenzler, 2016)
- **Sexual orientation** (Barratt et al., 2003)

Results: Culture

Perception of *culture*

- **Military culture** (Allen & Galvin, 2015; Barron & Ogle, 2014; Felix & Thomas, 2020; John & Andersen, 2010)
 - Tendency towards quantitative measures (Allen & Galvin, 2015)
 - “The people make the place” (Barron & Ogle)
 - Hierarchical cultural characterizing military culture (Johnson & Andersen, 2010)
- “Cross-cultural” mentorship- military vs. civilian (Bonica & Bewley, 2019)
- Race/ethnic culture (Cho, 2013)
- Army culture (Crapanzano & Cook, 2013)
- Masculinity as culture (Hassell et al., 2010; Jones, 2017)
- Leadership culture (Johnson et al., 2001)
- Culture of mentorship (Johnson & Andersen, 2015; Neal, 2015)
- Organizational culture (McMains et al., 2018)
- “Work-life balance” culture (Nakamura & Nguyen, 2019; Ward & Prenzler, 2016)



Results: Mentorship



Definition of *mentorship*....*hypothetically speaking*...

- Mentors are guides, role models, teacher, coaches, cheerleaders, confidants, “door openers”, Devil’s Advocates, guides (Baker et al., 2003; Bonica & Bewley, 2019; Crapanzano & Cook, 2017; Johnson et al., 2001; Katayama et al., 2008)
- Mentorship is a voluntary and personal relationship (Baker et al., 2003; Bonica & Bewley, 2019; Crapanzano & Cook, 2017; Felix & Thomas, 2020; Johnson & Andersen, 2010; Kopser, 2002) characterized by:
 - Mutual trust and respect (Crapanzano & Cook, 2017; Johnson & Andersen, 2015)
 - Reciprocal (Gunn, 2016; Payne & Huffman, 2005)
 - Supportive and confidential (Jones, 2017)
 - Trust, friendship, and wisdom (Kopser, 2002)

Results: Mentorship



“The term *mentoring* is used so cavalierly and applied to such a wide array of command programs and initiatives that service members- including program participants- may have little idea what mentors are supposed to *do* and what these dyads are supposed to do” (Johnson & Andersen, 2010, p. 118)

What does mentorship look like?



Conclusions



- Significant support for mentorship in military and police services
- Being used throughout life course of career
- *Tension* between mentorship, in its truest sense, and the culture of the military/police
- Support for mentorship for minority groups because of dominant masculine culture
- Emerging evidence on program development and efficacy

Interviews: Subject Matter Experts



Are you an **expert*** on
mentorship of women?

If so, you may be eligible* to participate in a study to inform the development of mentorship program to support servicewomen in the Canadian Armed Forces.



Interviews: Questions

Questions included....

- Can you tell me about your experience with mentorship?
- Can you share an example of an effective mentorship situation or relationship?
- Can you share an example of challenging/ineffective mentorship situation or relationship?
- What do you think are the benefits and challenges of mentorship for women in CAF?

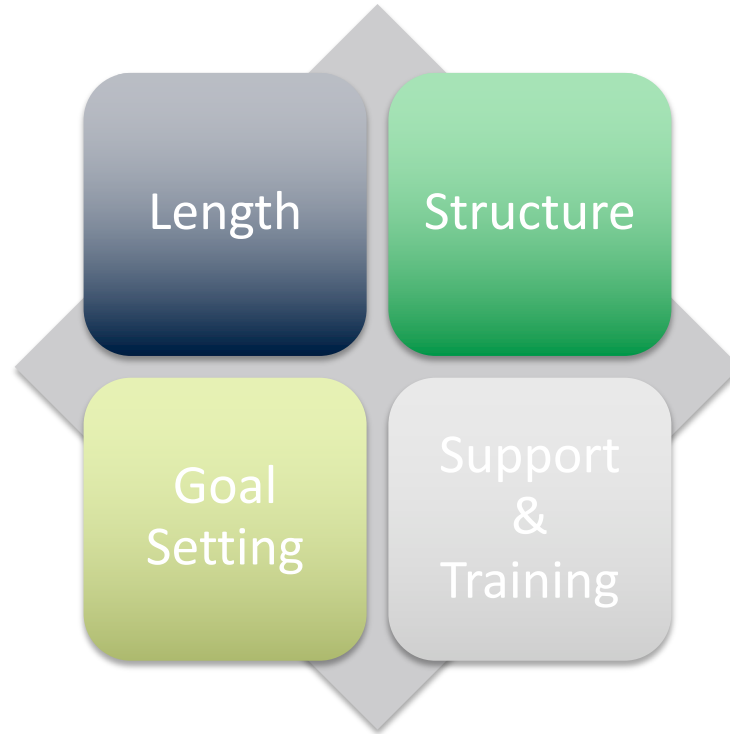


Interviews: Definition of “mentorship”

- Variability in the definition of “mentorship”
- Mentorship = Leadership
- Imbedded within the hierarchical culture
- Mentorship shared similarities with definition in non-military professions and mentorship literature



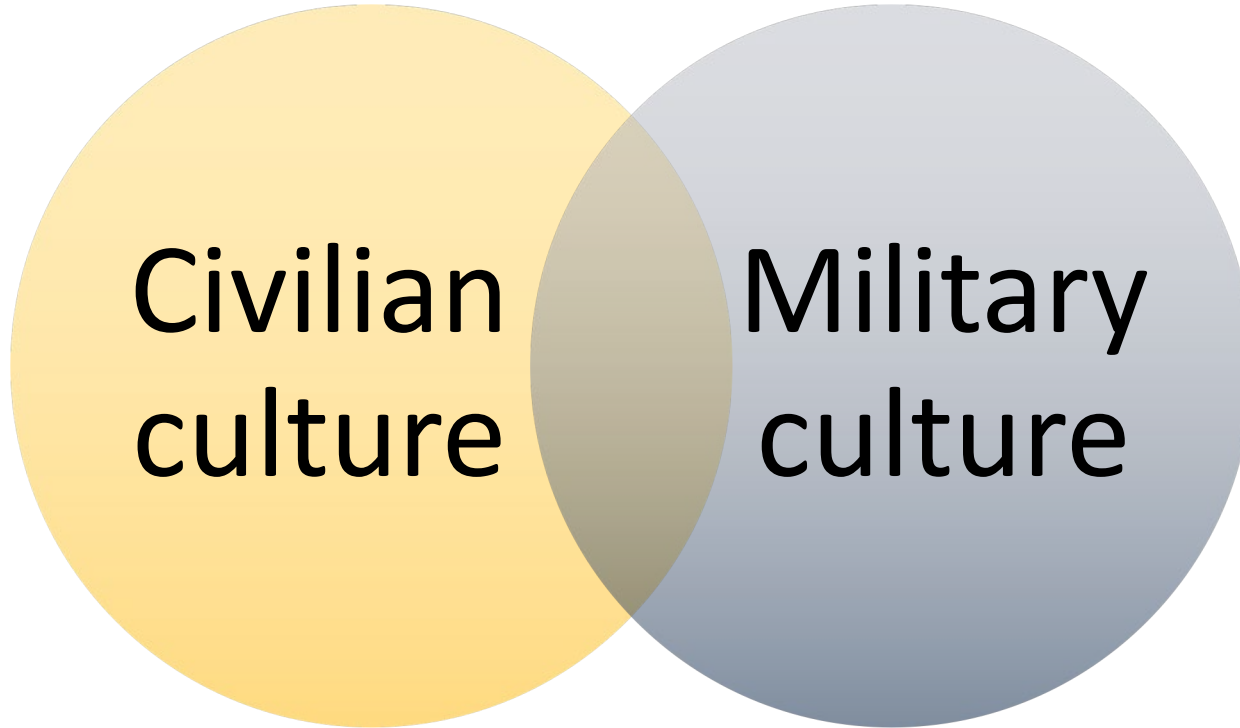
Interviews: Mentorship in the military



Interviews: Mentorship and women in the military



Interviews: Mentorship and culture



Interviews: Gender...impact on mentorship and interview content







Thank you!

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