Training and Education for the Comprehensive Approach to Operations

Evaluation of the Influence Activities Task Force 2012 Civil-Military Seminar

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Abstract

In November 2012, the Influence Activities Task Force (IATF) hosted the third iteration of the Civil-Military Seminar at Canadian Forces Base (CFB) Kingston. Seminar attendees included representatives of the Canadian Armed Forces (CAF), non-governmental organizations (NGOs), and other government partners (GPs) involved in Comprehensive Approach (CA) operations. Objectives of the seminar were (a) to provide an opportunity for NGOs, GPs, and CAF personnel to interact in a CA context, and (b) to establish/reinforce professional networks and relationships between representatives of these organizations. Survey data collected from 21 voluntary seminar attendees—10 CAF and 11 civilians (9 NGOs and 2 GPs)—revealed that the seminar was successful in achieving its objectives. Overall, both military and civilian participants were satisfied with the format and organization of the seminar and perceived it to be a useful professional development activity that provided sufficient opportunities for learning and for relationship building. Although both CAF and civilian participants reported that the seminar impacted their perception and understanding of the CA, the impact (i.e., change in perception) was greatest for civilian respondents, the majority of whom initially indicated having less familiarity with the CA concept. The seminar also appeared to facilitate interorganizational trust, particularly for CAF participants, whose perceptions of civilian organizations improved significantly over the course of the seminar. Suggestions for improving future iterations of the seminar are discussed.

Résumé

En novembre 2012, la troisième édition du Séminaire de collaboration civilo-militaire, organisé par le Groupe de travail sur les activités d'influence (GTAI) a eu lieu à la Base des Forces canadiennes (BFC) Kingston. Parmi les participants au séminaire, on comptait des représentants des Forces armées canadiennes (FAC), d'organisations non gouvernementales (ONG), ainsi que d'autres partenaires gouvernementaux (PG) engagés dans l'approche exhaustive (AE) des opérations. Les objectifs du séminaire étaient : a) de donner l'occasion aux ONG, aux PG et au personnel des FAC d'interagir dans un contexte d'AE, et b) d'établir des réseaux professionnels et des liens entre les représentants de ces organisations, ou consolider les liens existants. Les données du sondage recueillies auprès de 21 participants volontaires [10 des FC et 11 civils (9 ONG; 2 PG)] ont révélé que le séminaire a atteint ses objectifs. Dans l'ensemble, les participants militaires et civils ont été satisfaits de la présentation et de l'organisation du séminaire et étaient d'avis qu'il s'agissait d'une activité de perfectionnement professionnel utile qui a fourni suffisamment de possibilités d'apprendre et d'établir des liens. Bien que les participants militaires et civils aient mentionné que le séminaire avait eu une incidence sur leur perception et leur compréhension de l'AE, celle-ci (c.-à-d. le changement de perception) a été plus grande chez les répondants civils, dont la plupart avaient mentionné initialement qu'ils étaient moins familiers avec le concept d'AE. Il semble que le séminaire ait aussi augmenté la confiance entre les organisations, surtout pour les participants des FAC dont la perception des organisations civiles s'est considérablement améliorée durant le séminaire. On fait des suggestions pour améliorer les éditions futures du séminaire.

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Executive summary

Training and Education for the Comprehensive Approach to Operations: Evaluation of the Influence Activities Task Force 2012 Civil-Military Seminar

Kelly Piasentin; Tara Holton; Megan M. Thompson; Angela R. Febbraro; DRDC Toronto TM 2013-024; Defence R&D Canada, Toronto Research Centre; March 2013.

Background: On November 20–21, 2012, the Influence Activities Task Force (IATF) hosted the third iteration of the Civil-Military Seminar, which took place at Canadian Forces Base (CFB) Kingston. Organizations involved in this seminar included non-governmental organizations (NGOs), the Canadian Armed Forces (CAF), and other government partners (GPs) involved in the Comprehensive Approach (CA) to operations. Objectives of the seminar were (a) to provide an opportunity for NGOs, GPs, and CAF personnel to interact in a CA context, and (b) to establish/reinforce professional networks and relationships between representatives of these organizations.

At the request of the IATF Civil-Military Seminar Coordinator, researchers at DRDC, Toronto Research Centre, collected survey data from voluntary seminar attendees in order to obtain information on the effectiveness of the seminar as an interagency training exercise and on how it could be improved in the future.

Methodology: On the first day of the seminar, prior to any course briefings, seminar attendees were invited to complete a Pre-Seminar Survey, which contained demographic items as well as questions that asked about participants' previous experiences working within a CA context, their familiarity with the CA, their trust in other organizations, their reasons for taking the seminar, and the degree to which they felt adequately prepared for the seminar. A Post-Seminar Survey was administered following the conclusion of the seminar on Day 2 but before any post-seminar debriefing or wrap-up occurred; it inquired about participants' evaluations of the seminar and whether their perceptions of (e.g., trust in) and relationship with other organizations had changed as a result of the seminar.

Participants: Survey respondents included 10 CAF members and 11 civilians representing either an NGO ($n = 9$) or other government department (OGD) ($n = 2$). Participants ranged from 25 to 58 years of age ($M = 42$), and 86% were male. Thirty-seven percent of participants had previously attended one or both prior Civil-Military Seminars, and 59% had previously deployed on a CA mission. Nineteen of the seminar's attendees (11 civilian, 8 CAF) completed the Pre-Seminar Survey, and 18 (9 civilian, 9 CAF) completed the Post-Seminar Survey. Given the small sample sizes, all results should be interpreted with caution and are subject to validation in future research.

Results: Data collected at the beginning of the seminar revealed that the vast majority of respondents were highly intrinsically motivated to attend the seminar and viewed it as an opportunity to learn more about other organizations. Most respondents also reported feeling prepared for the seminar. Although CAF respondents rated their level of preparedness as slightly higher than civilian respondents, this difference was not statistically significant. Having attended

a prior Civil-Military Seminar did, however, appear to have an impact; those with prior seminar experience felt significantly more prepared for the seminar than those who were attending the seminar for the first time.

Understanding of the Comprehensive Approach to Operations. At the beginning of the seminar, most participants reported having at least some familiarity with the CA, with only two respondents (both civilian) indicating that they were not at all familiar with the term. CAF respondents had a significantly higher degree of familiarity with the CA than civilian respondents. Participants who had attended a prior Civil-Military Seminar and those with previous CA deployment experience also reported significantly greater degrees of familiarity with the approach compared to those with either no prior seminar experience or no prior deployment experience. At the end of the seminar, both CAF and civilian participants reported that the seminar impacted their perception and understanding of the CA, with the impact (i.e., change in perception) being greatest for civilian respondents.

Interorganizational Trust. Interorganizational trust was assessed at the beginning and at the end of the seminar by asking respondents about their perceptions of the other organizations with respect to four dimensions of trust: competence, reliability, concern for the best interests of others, and honour. Results revealed that civilian trust in the CAF was higher at the beginning of the seminar than was CAF trust in civilian organizations. Importantly, however, at the end of the seminar there was a noticeable increase in CAF trust in civilian organizations. Civilian perceptions of the CAF remained at their high level from pre- to post-seminar.

Evaluation of the Seminar. CAF and civilian respondents had largely similar ratings of the seminar experience. That is, both groups felt that the seminar adequately reflected input of their organizations and that their respective organizations' approaches (e.g., to planning, procedures, goals, etc.) were taken into account during the seminar. Moreover, perceptions of (a) the usefulness of the seminar, (b) the opportunities for learning, and (c) the appropriateness of the seminar's format, venue, and range/type of participants were essentially equal across both groups. Only one statistically significant difference emerged: CAF respondents were more likely than civilian respondents to feel that their organization was engaged in the seminar's planning process.

Relationship Building between the CAF and Civilian Organizations. Both CAF and civilian respondents indicated that the seminar positively influenced several relational dimensions including (a) contributing to their understanding of other organizations, (b) facilitating their professional networks, and (c) affecting how they will interact with other organizations on future deployments. To a lesser extent, respondents also indicated that their relationship with other organizations and their perceptions of other organizations changed, in a positive direction as a result of the seminar. Although the seminar was rated quite positively by members of both groups, ratings were slightly higher for civilian participants with one exception; specifically, CAF participants felt that that the seminar helped facilitate their professional networks with other organizations more so than did civilian participants.

Summary and Recommendations: Overall, the survey results show that the 2012 Civil-Military Seminar was viewed very positively by both CAF and civilian participants. Qualitative survey responses indicated that the seminar was well-organized, achieved a good balance between briefings and syndicate work, provided good networking opportunities, and allowed for a greater understanding of the role of other organizations involved in a collaborative civil-military

approach. Of particular note is the impact that the seminar appeared to have had on civilian participants, especially with respect to their perception of the CA and their understanding of and relationship with the CAF. Suggestions for improving the seminar include holding future seminars at a different time of year and improving pre-seminar dialogue between seminar organizations and NGO/GP representatives in order to achieve greater representation from these communities. Consideration should also be given to modifying the seminar format (e.g., considering a larger-scale catastrophe, considering scenarios other than natural disasters, and allowing for different aspects of a response to be part of the syndicate interactions, such as coordination meetings) in order to foster greater civil-military engagement and cooperation during future Civil-Military Seminars.

Sommaire

Training and Education for the Comprehensive Approach to Operations: Evaluation of the Influence Activities Task Force 2012 Civil-Military Seminar

Kelly Piasentin; Tara Holton; Megan M. Thompson; Angela R. Febbraro ; DRDC Toronto TM 2013-024 ; R & D pour la défense Canada – Toronto; mars 2013.

Introduction ou contexte : Les 20 et 21 novembre 2012, le Groupe de travail sur les activités d'influence (GTAI) a organisé la troisième édition du Séminaire de collaboration civilo-militaire, qui a eu lieu à la Base des Forces canadiennes (BFC) Kingston. Parmi les organisations qui ont participé à ce séminaire, on comptait des organisations non gouvernementales (ONG), les Forces canadiennes (FAC) et d'autres partenaires gouvernementaux (PG) engagés dans l'approche exhaustive (AE) des opérations. Les objectifs du séminaire étaient : a) de donner l'occasion aux ONG, aux PG et au personnel des FAC d'interagir dans un contexte d'AE, et b) d'établir des réseaux professionnels et des liens entre les représentants de ces organisations, ou consolider les liens existants.

À la demande du coordonnateur du Séminaire de collaboration civilo-militaire du GTAI, des chercheurs de RDDC Toronto ont recueilli les données du sondage auprès de participants volontaires afin d'obtenir des renseignements sur l'efficacité du séminaire en tant qu'exercice de formation interinstitutions, et sur la façon dont on pourrait l'améliorer à l'avenir.

Méthodologie : La première journée du séminaire, avant tout exposé sur le déroulement des activités, on a demandé aux participants de remplir un sondage préalable au séminaire renfermant des données démographiques et des questions sur l'expérience des participants qui avaient travaillé auparavant dans un contexte d'AE, leur familiarité avec l'AE, leur confiance envers les autres organisations, les raisons pour lesquelles ils assistaient au séminaire, et dans quelle mesure ils se sentaient préparés pour le séminaire. Un sondage post-séminaire a été mené à la conclusion de la deuxième journée de celui-ci, mais avant tout compte rendu post-séminaire ou synthèse, on demandait aux participants d'évaluer le séminaire et de mentionner si leur perception (confiance) et leur lien avec les autres organisations avaient changé à la suite de celui-ci.

Participants : Les répondants du sondage comprenaient 10 membres des FAC et 11 civils représentant soit une ONG (*n* = 9) ou d'autres ministères (*n* = 2). L'âge des participants variait de 25 à 58 ans (*M* = 42) et 86 p. 100 étaient des hommes. Trente-sept pour cent des participants avaient déjà assisté à l'un ou aux deux Séminaires de collaboration civilo-militaire qui avaient eu lieu auparavant et 59 p. 100 avaient déjà participé à une mission liée à l'AE. Dix-neuf des participants au séminaire (11 civils, 8 membres des FAC) ont rempli le sondage préalable au séminaire et 18 (9 civils, 9 membres des FAC) ont rempli le sondage post-séminaire. Compte tenu de l'échantillon restreint, tous les résultats doivent être interprétés avec prudence et devraient être validés dans une recherche future.

Résultats : Les données recueillies au début du séminaire ont révélé que la plupart des répondants étaient très motivés intrinsèquement à participer au séminaire et y voyaient la possibilité de mieux se renseigner sur les autres organisations. La plupart des répondants ont aussi mentionné qu'ils se sentaient prêts pour le séminaire. Bien que les répondants des FAC aient évalué leur niveau de préparation légèrement au-dessus des répondants civils, la différence n'était pas importante statistiquement. Le fait d'avoir déjà participé à un Séminaire de collaboration civilo-militaire semble avoir eu une incidence; ceux qui avaient déjà assisté à un séminaire se sentaient beaucoup mieux préparés pour le séminaire que ceux qui y participaient pour la première fois.

Compréhension de l'approche exhaustive des opérations : Au début du séminaire, la plupart des participants ont mentionné qu'ils étaient assez familiers avec l'AE, et seulement deux répondants (civils) ont mentionné qu'ils ne connaissaient pas le terme. Les répondants des FAC étaient beaucoup plus familiers avec l'AE que les répondants civils. Les participants qui avaient déjà assisté à un Séminaire de collaboration civilo-militaire et ceux qui avaient déjà participé à un déploiement lié à l'AE ont aussi mentionné qu'ils étaient plus familiers avec l'AE, comparativement à ceux qui n'avaient jamais participé à un séminaire ou à un déploiement auparavant. À la fin du séminaire, les participants des FAC et les participants civils ont mentionné que le séminaire avait amélioré leur perception et leur compréhension de l'AE; on notait une plus grande amélioration (changement de perception) chez les répondants civils.

Confiance interorganisationnelle : Nous avons évalué la confiance interorganisationnelle au début et à la fin du séminaire, en demandant aux répondants comment ils percevaient les autres organisations selon quatre aspects de la confiance : la compétence, la fiabilité, le souci du meilleur intérêt des autres et l'honneur. Les résultats ont révélé qu'au début du séminaire, la confiance des civils envers les FAC était plus grande que celle des militaires envers les organisations civiles. Il est important de noter, cependant, qu'à la fin du séminaire, la confiance des membres des FAC envers les organisations civiles avait augmenté de façon notable. La perception des FAC des organisations civiles est demeurée élevée avant et après le séminaire.

Évaluation du séminaire : La notation de l'expérience du séminaire était à peu près semblable chez les répondants militaires et civils. C'est-à-dire que les deux groupes étaient d'avis que le séminaire reflétait adéquatement l'apport de leur organisation et qu'on avait tenu compte des approches respectives des organisations (c.-à-d. la planification, les procédures, les objectifs, etc.) durant le séminaire. En outre, la perception de : a) l'utilité du séminaire; b) des possibilités d'apprentissage; et c) de la pertinence de la présentation, du lieu et de l'éventail/type de participants au séminaire était semblable dans les deux groupes. Une seule différence importante sur le plan des statistiques : les répondants militaires avaient davantage le sentiment que leur organisation était engagée dans le processus de planification du séminaire que les répondants civils.

Établissement de relations entre les FAC et les organisations civiles : Les répondants militaires et civils ont mentionné que le séminaire avait influencé positivement plusieurs dimensions relationnelles, notamment a) en leur permettant de mieux comprendre les autres organisations, b) en favorisant le réseautage professionnel, et c) en influençant la façon dont ils vont interagir avec les autres organisations lors de déploiements futurs. Dans une moindre mesure, les répondants ont aussi mentionné que leur lien avec les autres organisations et leur perception de celles-ci avaient changé de façon positive, à la suite du séminaire. Bien que le séminaire ait été noté positivement

par les membres des deux groupes, la notation des participants civils était légèrement plus élevée, à une exception près : plus précisément, les participants militaires avaient davantage le sentiment que le séminaire avait favorisé le réseautage professionnel avec les autres organisations, comparativement aux participants civils.

Sommaire et recommandations : Dans l'ensemble, les résultats du sondage révèlent que les participants militaires et civils ont évalué de façon très positive le Séminaire de collaboration civilo-militaire de 2012. Les réponses au sondage qualitatif indiquent que le séminaire était bien organisé, a assuré un bon équilibre entre les exposés et les travaux en atelier, a fourni de bonnes possibilités de réseautage et a permis une plus grande compréhension du rôle des autres organisations engagées dans une approche de collaboration civilo-militaire. Il faut mentionner plus particulièrement l'incidence que semble avoir eue le séminaire sur les participants civils, surtout en ce qui a trait à leur perception de l'AE, ainsi qu'à leur compréhension des FAC et à leur lien avec celles-ci. Parmi les suggestions visant à améliorer le séminaire, notons celles-ci : on propose de tenir les séminaires futurs à un autre moment de l'année et d'améliorer le dialogue préalable au séminaire entre les organisations du séminaire et les représentants d'ONG/PG pour assurer une plus grande représentation de ces derniers. Il faudrait aussi songer à modifier la présentation du séminaire (c.-à-d. discuter d'une catastrophe à une plus grande échelle, de scénarios autres que des catastrophes naturelles, et faire en sorte que l'on aborde divers aspects de l'intervention dans les discussions en atelier, comme des réunions de coordination) afin de permettre un plus grand engagement et une plus grande coopération civilo-militaire durant les futurs séminaires de collaboration civilo-militaire.

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1   Introduction

1.1 The Comprehensive Approach to Operations

Due to the changing nature of international conflict, military operations have become increasingly complex and multifaceted. This security environment requires that the Canadian Armed Forces (CAF) assume a more coordinated, holistic, and comprehensive approach to operations than was common in the past. For instance, military functions have expanded beyond the traditional military combat role to include counterinsurgency operations, humanitarian assistance, disaster relief, stabilization and reconstruction missions, and peacekeeping. These contemporary operations require complex solutions involving security, governance, and development (Wendling, 2010)—solutions that cannot be attained through the use of military power alone (Leslie, Gizewski, & Rostek, 2008). Indeed, "the scope of crises faced by the international community is often of such a scale that no single agency, government or international organization can manage it on its own" (de Coning, 2008, p. 3).

The Comprehensive Approach to operations (herein referred to as CA) has become widely recognized as essential for achieving complex mission objectives of lasting stability and security. The CA is defined by the *Canadian Forces Joint Publication 3.0 Operations* (2010) as

> the application of commonly understood principles and collaborative processes that enhance the likelihood of favourable and enduring outcomes within a particular situation. The Comprehensive Approach brings together all the elements of power and other agencies needed to create enduring solutions to a campaign. These may include: military (joint and multinational forces), Canadian government departments and agencies (whole of government), foreign governments and international organizations (e.g. NATO and UN) and publicly funded organizations (e.g. NGOs). (p. GL-3)

Within the past decade, the CA has been endorsed not only by the CAF,[1] but also by numerous other international organizations and governments including the North Atlantic Treaty Organization (NATO),[2] the United Nations (UN), the European Union (EU), and many of Canada's allies (e.g., the United States, Australia, France, and the United Kingdom). Although there are some differences in definitions in the various terms used to describe a CA (e.g., "integrated approach," "multidimensional approach," "Joint, Interagency, Multinational, and Public" (JIMP), and "whole of government (WoG) approach"[3]), each term conveys the same principal idea of better harmonization and coordination of key players in the mission area in order to maximize operational effectiveness and responsiveness (Wendling, 2010). Key players involved in a CA include national and international military organizations, civilian government

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[1] *Canada's International Policy Statement* (2005) endorses the CA as most appropriate to address the complexity of modern operations (Leslie et al., 2008).

[2] In November 2010, NATO's new strategic concept was adopted, which called for a CA involving political, civilian, and military instruments (NATO, 2010).

[3] The WoG concept is a component of the CA and was adopted by the Government of Canada to capture the integrated and collaborative effort required of its various departments and agencies in order to effectively achieve national goals in international operations.

departments and agencies (referred to as government partners or GPs[4]), as well as a range of international organizations (IOs) and non-governmental organizations (NGOs). A CA will also include the members of the local population where the crisis is occurring as well as members of the home populations of contributing militaries (i.e., in an alliance or coalition force).

Effective implementation of a CA requires that all players contribute "in a concerted effort, based on a shared sense of responsibility, openness and determination, taking into account their respective strengths, mandates and roles, as well as their decision-making autonomy" (NATO, 2012). An assumption of the CA is that a more coherent system-wide effort will lead to greater agility and responsiveness to changing needs on the ground and, ultimately, to a more effective, enduring solution (de Coning, 2008; Leslie et al., 2008; Thompson, Febbraro, & Blais, 2011). However, numerous barriers to effective coordination and collaboration within a CA context exist. For example, organizational differences in values, goals, political agendas, communication styles, decision-making frameworks, and organizational structures and cultures may result in misunderstandings, stereotypes, inadequate coordination (e.g., due to lack of information sharing and overlapping or duplication of efforts), competition for resources, and even animosity between the different players (Thompson, Febbraro, & Holton, 2012; Thomson, Adams, Hall, Brown, & Flear, 2011).

One particular challenge pertains to the development and maintenance of positive civil-military relations. Given that militaries are increasingly taking on roles in humanitarian aid, disaster relief, and development—fields traditionally belonging to civilian organizations—there is a need to better understand the factors that help and hinder collaboration between military personnel and civilian GPs and NGOs who will be called to work together in CA missions. Historically, when civilian and military personnel have been concurrently involved in peace operations, interactions between the two groups have been characterized by avoidance or, worse, antagonism (Winslow, 2002). Past research has shown that stereotypes and misunderstandings about the roles, responsibilities, capabilities, and intentions of militaries and civilian organizations have influenced the willingness of civilians and military personnel to collaborate in theatre (Holton et al., 2010; Thomson et al., 2011). A common sentiment among civilians is that militaries tend to overstep their jurisdiction and "take over" in the mission area, ignoring civilian input and expecting civilians to adopt military procedures. Civilian representatives of NGOs have also expressed concerns over safety, impartiality, and neutrality when contemplating engagements with the military (Holton et al., 2010). On the other hand, military personnel have expressed views that members of civilian organizations are often disorganized and cannot make timely decisions (Thomson et al., 2011).

As Spence (2002) noted, "If … the operational effectiveness of civil-military interaction is to be improved, then there is a need for actors to be familiar with each other prior to taking to the field" (p. 6). Indeed, past research suggests that stereotype reduction can occur simply by having members of different organizations interact with one another and by learning about each organization's values, intentions, operational objectives, and goals (see Thomson et al., 2011). Moreover, joint education and training opportunities are thought to be an effective way of

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[4] GPs are commonly referred to as Other Government Departments (OGDs) or Other Government Agencies (OGAs); however, members of this group tend to prefer the term "GPs" because it reflects a more equal status to the military within WoG missions.

improving civil-military relationships by fostering understanding and mutual respect between the different organizations (Jenny, 2001).

In recent years, the CAF has recognized the need for integrated civil-military training opportunities to help mitigate some of the challenges that can hinder effective coordination in CA missions. To date, various efforts have been made to achieve more effective civil-military engagement and to help prepare these diverse players for working in a CA context (see Thompson et al., 2011; Thompson & Gill, 2010). One such training effort pertains to the CAF's development and implementation of the Civil-Military Seminar.

1.2 Civil-Military Seminar

Within the CAF, the Formation Operations Centre of Excellence (Fmn Ops CoE)[5] held an inaugural Civil-Military Seminar in March 2011 at the Canadian Army and Command Staff College in Kingston, Ontario. The seminar was conceived as a result of discussions between Fmn Ops CoE and other GPs—including the Assistant Deputy Minister (Policy), the Department of Peacekeeping Policy, the Department of Foreign Affairs and International Trade (DFAIT) and the Canadian International Development Agency (CIDA), as well as members of the Policy Action Group on Emergency Response (PAGER)[6]—on how to create an opportunity for these groups to interact in a meaningful way (Thompson et al., 2012). The goal of the seminar was to enhance mutual understanding between civilian GPs/NGOs and the CAF with a view to improving interactions during overseas operations. Upon its inception, the seminar was created as a two-day professional development activity consisting of overview briefs by representatives of all attending organizations, followed by a hypothetical crisis response exercise whereby participants worked in joint civil-military syndicates.

Feedback collected (via survey) from 10 civilian (NGO/GP) and 15 CAF attendees of this pilot seminar revealed that the seminar was viewed as a useful training exercise by civilian and military personnel alike (see Thompson et al., 2012). Specifically, seminar attendees felt that the seminar helped to improve each group's understanding of the other (i.e., civilian understanding of the military and vice versa) and facilitated networking. Overall, the data suggested that this type of training may serve as important preparation for comprehensive missions.

The second Civil-Military Seminar, which took place in October 2011, was held by Fmn Ops CoE in conjunction with PAGER, DFAIT, and CIDA.[7] Survey data collected from 15 civilian (NGO/GP) and 13 CAF participants in this seminar revealed similar findings; the seminar was

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[5] Fmn Ops CoE resides within Land Force Doctrine and Training System (LFDTS) and is responsible for integrating civilian agencies, including NGOs, into training activities that it conducts for the Canadian Army.

[6] PAGER is an informal, flexible, and responsive forum of operational Canadian humanitarian agencies whose mandate involves responding to humanitarian emergencies worldwide. Its membership includes representatives from NGOs, international organizations (IOs), CIDA, and DFAIT. PAGER was created to fill a perceived gap between operational realities and policy making and to promote greater information sharing and co-ordination between agencies concerned with humanitarian action. PAGER is the only forum to provide this interface in Canada.

[7] Modifications to this seminar included a reduction in the time and length of introductory presentations given by representatives of the various organizations attending the seminar as well as an increase in time devoted to working through a natural disaster response scenario. In addition, for this second seminar, participants were not separated into syndicates.

perceived as very useful to both civilian and military participants and improved each group's understanding of the other.

In November 2012, the Influence Activities Task Force (IATF) hosted the third Civil-Military Seminar, which was held at Canadian Forces Base (CFB) Kingston. Seminar attendees included representatives from PAGER NGOs, the CAF, and GPs involved in CA operations, including CIDA and DFAIT. Similar to previous iterations of the seminar, the objectives of the 2012 seminar were (a) to provide an opportunity for personnel to interact in a CA context, (b) to improve the CAF's ability to interact with NGOs/GPs that they were likely to encounter during CA missions, and (c) to establish/reinforce professional networks and relationships between NGOs, GPs, and CAF personnel.

Based on feedback from participants of the previous two seminars, some format changes were made to the 2012 seminar. Specifically, the cluster approach was introduced in order to create a more realistic scenario.[8] According to the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), clusters pertain to groups of humanitarian organizations (UN and non-UN) working in the main sectors of humanitarian action (e.g., health, protection, food security, and emergency shelter). The cluster approach is used when there are clear humanitarian needs within a sector, when there are numerous players within sectors, and when national authorities require coordination support (UN/OCHA, n.d.). The goal of the cluster approach is to achieve greater predictability, coordination, and accountability in international responses to humanitarian crises by formalizing the roles of various organizations, by clarifying the division of labour, and by strengthening partnerships within the key sectors of the response (Logistics Cluster/WFP, n.d.).

During the seminar, attendees worked in the cluster system in order to be consistent with current best practice in humanitarian relief work and to coordinate their efforts in response to a humanitarian disaster scenario. Specifically, after the organizational briefings, attendees were divided into two clusters: (1) Health, and (2) Water and Sanitation (WASH). Each cluster comprised a mix of CAF and NGO/GP representatives who worked together through rescue, relief, and recovery phases of the mission. Each group was tasked with conducting a needs assessment, identifying the resources available to its cluster, and outlining the contributions of each cluster member.

1.3 Current Study

Consistent with the first two Civil-Military Seminars, the IATF seminar organizers wished to evaluate the 2012 seminar in terms of its effectiveness as an integrative training exercise and how it could be improved in the future. At the request of the IATF Civil-Military Seminar Lead, Defence Research & Development Canada (DRDC), Toronto Research Centre, researchers collected data (via survey) from voluntary seminar attendees at the beginning and end of the two-day seminar.

The current study was designed to augment the research findings from the first two serials of the Civil-Military Seminar (see Thompson et al., 2012). It sought to document the perceptions of

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[8] The second author, who attended the second Civil-Military Seminar, observed that the NGO representatives informally created their own clusters in order to work through the scenario during the seminar; however, use of the cluster approach was not explicitly used until the third Civil-Military Seminar.

military and civilian seminar attendees with respect to their understanding of the CA (and whether this understanding changed as a result of the seminar), their perceptions of the usefulness of the seminar (e.g., as a learning opportunity), and their perceptions of other organizations in the CA (and whether these perceptions changed as a result of the seminar).

In addition to the survey questions asked in the previous two Civil-Military Seminars, the current study explored two new areas of inquiry: (a) interorganizational trust, and (b) participants' experiences within their clusters. Trust can be generally defined as a willingness to be vulnerable to another based on the confident expectation that the other will behave in a manner that will meet, or at least not betray, our needs (Holmes, 1991; Mayer, Davis, & Schoorman, 1995). Previous research has identified that there are a number of interorganizational issues that may act as barriers to interorganizational trust and that *lack of trust* is one of the largest barriers to effective cooperation (Krishnan, Martin, & Noorderhaven, 2006; Lewicki & Bunker, 1996; Mishra, 1996). For instance, Holton et al. (2010) conducted a qualitative analysis of the challenges and tensions that exist between the CAF and NGOs and found that, although both groups acknowledge the inevitability, and often necessity, of working together in theatre, trust between the different organizations remains an ongoing issue. Speaking to this issue, Jenny (2001) concluded that

> Training should be thought of as one of the most important factors for the success of future [interagency] actions…Indeed, training is arguably the best way to foster understanding…bridging the culture gap and…fostering mutual respect. In turn, this facilitates a clear division of labour and helps create channels of communication which will prove of great help should any possible misunderstanding arise during the mission. (p. 31)

In order to better understand how trust might be influenced by participants' experience at the Civil-Military Seminar, the current study assessed interorganizational trust at the beginning and end of the seminar. Specifically, participants were asked about their perceptions of the other organizations with respect to four dimensions of trust (see Gill, Thompson, & Febbraro, 2011):

- *competence* (belief in another's level of knowledge, skill, or ability),
- *reliability* (belief in the predictability of another's reactions and behaviours),
- *benevolence* (concern for the best interests of others), and
- *honour* (beliefs about another's integrity and adherence to high principles).

Given the new addition of a cluster approach to the Civil-Military Seminar, the current study also inquired about participants' experiences within their clusters in terms of the extent to which group members worked effectively (e.g., achieved situational awareness, shared information, and made collaborative decisions) during each phase of the scenario (i.e., rescue vs. relief vs. recovery).

As with the previous Civil-Military Seminar evaluations, the current study sought to determine if civilian and military participants differed in any systematic way. This report presents the findings of the survey data.

2   Method

2.1 Participants

Twenty-one individuals who attended the 2012 Civil-Military Seminar, which took place on November 20–21 at CFB Kingston, participated in this study: 10 CAF members and 11 civilian employees representing either an NGO ($n = 9$) or GP ($n = 2$). Nineteen of the seminar's attendees (11 civilian, 8 CAF) volunteered to complete a Pre-Seminar Questionnaire, and 18 volunteers (9 civilian, 9 CAF) completed a Post-Seminar Questionnaire.[9]

Participants ranged from 25 to 58 years of age with a mean age of 42.4 years. The majority of participants (86%) were male (18 males and 3 females[10]). Two civilian participants reported that they had previously worked for the CAF, whereas one CAF participant reported having previously worked for a civilian GP.

Approximately one-third of the participants ($n = 7$) had previously attended one or both of the previous Civil-Military Seminars.[11] In addition, 10 of the 21 respondents indicated that they had previously deployed on a prior CA mission, either domestic or overseas.[12] Of these respondents, the number of tours varied widely, ranging from 1 to 20 ($M = 4.4$, $SD = 5.9$). CAF participants were more likely than civilian participants to have previously deployed (75% vs. 44%, respectively). However, civilian participants had a greater range in the number of deployment experiences than CAF participants (0 to 20 tours for civilians vs. 0 to 7 tours for CAF participants).[13]

2.2 Procedure

Two of the four authors/members of the research team attended the Civil-Military Seminar. On the first day of the seminar, prior to any course briefings, a research team member provided a short overview to all seminar attendees on the objectives and purpose of the study and questionnaires. Attendees were informed that their participation in the study was voluntary and that they could end their participation at any time and skip any question that they preferred not to answer. The Pre-Seminar Questionnaire (Survey I) was completed by interested participants at this time and handed back to a research team member prior to the beginning of the seminar. It took approximately ten minutes for participants to complete Survey I.

The Post-Seminar Questionnaire (Survey II) was completed following the conclusion of the seminar exercise on Day 2 but before any post-seminar debriefing or wrap-up occurred, in order to obtain each individual's thoughts and perceptions on the seminar prior to any group discussion of the seminar. Participants were asked to hand back their questionnaires to a research team

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[9] Sixteen participants completed both questionnaires, whereas three participants completed only the first questionnaire, and two participants completed only the second questionnaire.

[10] All three female participants were civilian representatives.

[11] Two participants did not indicate whether they had attended a previous Civil-Military Seminar.

[12] Four participants did not indicate whether they had previously deployed on a CA mission.

[13] Note that military and GP/NGO deployment lengths can vary substantially, ranging from months to over one year.

member when completed. It took approximately 15 minutes for participants to complete Survey II. Survey responses were kept anonymous, and the pre- and post-seminar data for each participant were linked via a participant-generated identification code. Prior to the study, the questionnaires and study procedures were reviewed and approved by the DRDC Human Research Ethics Committee.

2.3 Materials

2.3.1 Survey I

Survey I contained demographic items (e.g., age, gender, current employer, and number of previous deployments—see Section 2.1) as well as questions about (a) participants' prior experiences working within a CA context, (b) their familiarity with the term "CA," (c) their trust in other organizations (i.e., civilian trust in the military and CAF trust in NGOs/GPs), (d) their reasons for attending the seminar, and (e) the degree to which they felt adequately prepared for the seminar. Survey I also contained several open-ended questions asking participants to provide their definition of a CA as well as describe what they found to be useful preparation for the seminar and what they wished to learn from the seminar (see Annex A for Survey I).

2.3.2 Survey II

Survey II included items assessing participants' evaluations of the seminar in terms of the extent to which

(a) the seminar provided sufficient information and contributed to their understanding of other organizations;

(b) their understanding of the CA improved as a result of the seminar, and their learning needs were met;

(c) their organization was engaged in the planning process for the seminar;

(d) the seminar reflected the input of their organization and took into account their organization's approach (to planning, procedures, etc.); and

(e) the seminar as a whole and the hypothetical scenario exercise specifically were useful experiences.

Questions also assessed the degree to which respondents felt that the format of the seminar, the range and type of participants, and the venue selected for the seminar were appropriate. The latter question was posed because the seminar was being held at a military venue, and there was some concern that civilian attendees might prefer an organization-neutral venue (see Holton et al., 2010). Survey II also inquired about participants' post-seminar trust in other organizations (in order to assess the extent to which interorganizational trust improved over the course of the seminar). A final set of questions focused on the relationship and interpersonal aspects of the seminar, such as

(a) the type of collaboration that participants experienced within their cluster,

(b) whether perceptions of and relationships with members of other organizations changed as a result of the seminar,

(c) whether the seminar affected how participants would interact with members of other organizations in the future, and

(d) the degree to which the seminar facilitated professional networks with the other organizations.

As was the case with Survey I, space was provided for participants to expand upon their answers if they so chose (see Annex B for Survey II).

3 Results

3.1 Survey I

3.1.1 Prior Experiences Working within a CA Context

Participants with prior CA deployment experience (4 civilian, 6 CAF) were asked to select the term that best described the level or type of collaboration their organization experienced during the CA mission(s).[14] As can be seen in Figure 1, the most common response, chosen by 44% of participants (2 civilian, 2 CAF), was "coordinated" (i.e., their organization actively sought and received information from the rest of the CA team and was actively included by the rest of the CA team in the information process). Three participants (33% – 1 civilian, 2 CAF) selected the term "cooperated" (i.e., their organization provided or received information that influenced its own plans). In addition, one CAF participant (11%) selected "integrated" (i.e., their organization was fully integrated into planning, operational execution, information sharing, situational updates, etc.), and one CAF participant (11%) selected the term "informed" (i.e., their organization was involved at the information level only).
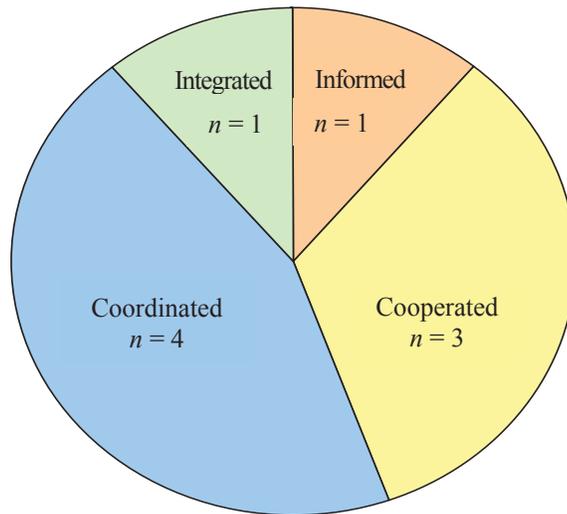
Figure 1: Collaboration with other organizations during previous deployments (N = 9).

Participants with prior CA deployment experience also rated the degree to which they interacted with members of other organizations (i.e., NGOs/GPs or the CAF) during these deployments. Ratings were made on a 5-point scale (1 = *not at all*; 2 = *a little*; 3 = *somewhat*; 4 = *a great deal*; 5 = *extensively*). On average, civilian participants indicated that they interacted "a little" with the CAF during previous deployments ($M = 2.3$; $SD = 1.9$), whereas CAF participants interacted "somewhat" with civilian organizations ($M = 3.1$; $SD = 0.9$). For CAF participants, however, civil-military interactions were more likely to occur with GPs ($M = 3.8$) than with NGOs ($M = 2.3$).

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[14] One civilian participant who had previously deployed on a CA mission did not respond to this question.

3.1.2 Pre-Seminar Understanding of the Comprehensive Approach

Participants rated their level of familiarity with the CA using a 5-point scale, where 5.0 indicated complete familiarity. On average, participants reported being "somewhat" familiar with the term ($M = 3.5$; $SD = 1.3$). Of the 18 participants who responded to this question, two participants (both civilian) indicated that they were "not at all" familiar with the CA, while one participant (a civilian) reported being "a little" familiar. The majority of participants, however, were either "somewhat" familiar (5 civilian, 1 CAF), "a great deal" familiar (1 civilian, 3 CAF), or "completely" familiar (1 civilian, 4 CAF).

As Table 1 shows, CAF participants ($M = 4.4$) had a significantly higher degree of familiarity with the CA than civilian participants ($M = 2.8$), t (16) = 3.18, $p = .006$. Not surprisingly, participants who had previously attended the Civil-Military Seminar ($M = 4.4$) also reported significantly greater familiarity with the term than those who had not previously attended the seminar ($M = 2.9$), t (16) = 2.91, $p = .01$, as did participants who had prior deployment experience ($M = 4.2$) compared to those with no prior deployment experience ($M = 2.6$), t (16) = 3.18, $p = .006$.

Table 1: Group differences in familiarity with the Comprehensive Approach to Operations.

How familiar are you with the term the Comprehensive Approach to Operations?	*M (SD)*	*t*	*p*
CAF (*n* = 8)	4.4 (0.7)	3.18	.006
Civilian (*n* = 10)	2.8 (1.2)		
Previous Civil-Military Seminar Experience (*n* = 7)	4.4 (0.8)	2.91	.01
No Previous Civil-Military Seminar Experience (*n* = 11)	2.9 (1.2)		
Deployment Experience (*n* = 10)	4.2 (0.8)	3.18	.006
No Deployment Experience (*n* = 8)	2.6 (1.3)		

Note. Ratings were made on a 5-point scale: 1 = *not at all*; 2 = *a little*; 3 = *somewhat*; 4 = *a great deal;* 5 = *extensively*.

Table 2 presents participants' definitions of the CA. Generally speaking, participants indicated that a CA is one in which a variety of actors/agencies work together toward a common goal. Some participants provided definitions that included only GPs, while others included civilians/NGOs in their definition. A few participants also indicated that efficiency and effectiveness are important components of a CA. Two participants indicated that a CA entails responding in an educated manner, an approach in which those who are a part of a CA have been trained to respond in the best manner possible. Interestingly, this general understanding of the CA as one in which different actors/agencies work together toward a common goal was consistent, regardless of whether the participant was "a little," "somewhat," "a great deal," or "completely" familiar with the CA.

Table 2: Definitions of the Comprehensive Approach to Operations.

Participants who were "a little" familiar with the term CA
Civilian: Looking at as a whole, not separate components in isolation.
Participants who were "somewhat" familiar with the term CA
Civilian: An approach whereby all of the government departments work together towards common goals and outcomes.
Civilian: An organizational approach that combines the abilities of various governmental and non-governmental organizations towards a single problem/scenario so that resources are not wasted, specialties used appropriately, and redundancy reduced. Essentially, a coordinated approach to deliver the best to those that need it the most, without standing on each others' toes.
Civilian: An informative approach using all that is available to best be prepared for the upcoming operation. Educating to have the tools needed to accomplish your goals.
Civilian: CAF, NGOs, OGDs all working synchronizing towards accomplishment of common goals.
Civilian: Otherwise referred to as whole-of-government approach.
CAF: The interaction and integrated nature of activities and operations.
Participants who were "a great deal" familiar with the term CA
Civilian: A way to respond or operate that is educated, pre-planned, taking into consideration all who are affected by the situation. Putting people's needs and safety as priority.
CAF: Multiple agencies (military, OGD, IO, NGO) working together, usually towards a common goal.
CAF: An approach to operations which includes military, government and civilian approach to a common end state.
CAF: The complete and total commitment of all assets required to conduct an operation. All organizations are managed, controlled and orchestrated to the completion of the task.
Participants who were "completely" familiar with the term CA
Civilian: Whole of government approach that incorporates humanitarian and development actors to achieve governmental objectives.
CAF: The ability of different groups (OGD, CAF, NGO, IO) to work together to achieve a goal.
CAF: Considering all relevant actors (civil and military) in planning and conduct of operations.
CAF: A synchronized approach which maximizes the effectiveness of government and non-governmental actors during operations.

Note. Six participants did not provide a definition of CA.

3.1.3 Pre-Seminar Interorganizational Trust

Interorganizational trust was assessed by asking respondents about their perceptions of members of other organizations (i.e., CAF perceptions of NGOs/GPs and civilian perceptions of the CAF) with respect to the four dimensions of trust: *competence*, *reliability*, *benevolence*, and *honour*. Ratings were made on a 5-point scale with higher ratings indicating greater trust. While both groups assessed their counterparts to be trustworthy (i.e., all means were above the mid-point of the scale[15]), civilian participants had significantly higher trust in the CAF than did CAF participants regarding their civilian organization counterparts, with overall mean ratings of 4.7 versus 3.6, respectively, $t(16) = 5.10$, $p < .001$.

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[15] For each group (i.e., civilians and CAF), the mean ratings for each dimension of trust were similar; therefore, these ratings were aggregated to form an overall trust rating.

3.1.4 Reasons for Attending the Seminar

Participants were asked about their motivations for attending the seminar. As Table 3 shows, a desire to learn more about the other organizations was rated as the chief rationale for attending the seminar, with an average rating of 4.5 out of a possible score of 5.0. This suggests a strong intrinsic motivation for attendance as opposed to an extrinsic motivation—reflected in the items "my supervisor instructed me to" or "rations and quarters were free," which each received an average rating of 1.6. Other reasons for attending the seminar (indicated by open-ended responses) revealed that some participants viewed the seminar as an opportunity to broaden their experience, to assist with future planning and coordination, or to develop professionally. There were no statistically significant differences between civilian and CAF participants in their motivations for taking the seminar.

Table 3: Group differences in reasons for attending the Civil-Military Seminar.

I am taking this seminar because…	Civilian (*n* = 10)	CAF (*n* = 7)		
	M (*SD*)	*M* (*SD*)	*t*	*p*
My supervisor instructed me to.	1.7 (0.9)	1.5 (1.2)	0.31	ns
I want to learn more about the other organizations.	4.3 (0.7)	4.7 (0.5)	1.39	ns
Rations and quarters were free.	1.6 (0.7)	1.6 (1.5)	0.03	ns

Note. Responses were made on a 5-point scale: 1 = *not at all*; 2 = *a little*; 3 = *somewhat*; 4 = *mostly*; 5 = *completely*.

Participants were asked to comment specifically on what they wished to learn from the seminar (see Table 4). In general, the majority of civilian participants indicated that they wanted to learn how to interact with the CAF—in particular, Civil-Military Cooperation (CIMIC) Operators—and the other organizations at the seminar (NGOs, GPs). Some participants indicated that they wanted more information on civil-military interaction and on how to interact with other organizations during disasters. Some civilian participants noted that they would like to learn more about the other organizations at the seminar or how other organizations function in theatre, and one participant wished to learn about their different organizational perspectives/knowledge. While fewer CAF participants responded to this question than civilian participants, the general theme of their responses indicated that they were interested in learning more about the other agencies at the seminar, in building relationships with these agencies, and in understanding how they work and think. One participant was also interested in knowing what a coordinated effort might look like.

Table 4: Qualitative responses to "what do you wish to learn from the seminar?"

Civilian (*n* = 9)	CAF (*n* = 5)
As much as possible from other organizations involved. Many bases of reference, knowledge, viewpoints, and perspectives.	Build relationships and more about civilian organizations in Canada.
How to interact with other OGDs and CAF.	Increased knowledge of coordination. Cluster meeting.
How various military units, NGOs, and government departments function in a disaster response context.	How the groups think when preparing to support/help people in a disaster.
I wish to gain a better relationship with other NGOs and CAF.	What a coordinated effort will look like in a humanitarian operation.
More about CIMIC and other NGOs.	More about our civil partners.
More about Civ-Mil coordination and action.	
More information on interaction between other government agencies and NGOs.	
Network with other actors.	
To learn more about how to interact with other organizations during disasters.	

3.1.5 Preparation for the Civil-Military Seminar

Participants rated the extent to which they felt adequately prepared for the seminar using a 5-point scale, with 5.0 indicating complete feelings of preparedness. The mean rating across participants was 3.7 (*SD* = 0.8). Overall, participants felt "mostly" prepared (*n* = 9; 47%), with fewer participants feeling "somewhat" prepared (*n* = 6; 32%), "completely" prepared (*n* = 3; 16%), or "a little" prepared (*n* = 1; 5%).

Table 5 presents the average of participants' self-reported levels of preparedness, by group. There were no statistically significant differences in mean ratings between civilian and CAF participants, nor were there significant differences between participants with and without deployment experience. However, participants who had previously attended the Civil-Military Seminar felt significantly more prepared than those who were attending the seminar for the first time (*M* = 4.3 vs. *M* = 3.4), *t* (17) = 2.61, *p* = .018.

Table 5: Group differences in level of preparedness for the seminar.

Do you feel adequately prepared for this seminar?	*M* (*SD*)	*t*	*p*
Civilian (*n* = 11)	3.6 (0.8)	1.23	ns
CAF (*n* = 8)	4.0 (0.8)		
Previous Civil-Military Seminar experience (*n* = 7)	4.3 (0.5)	2.61	.018
No previous Civil-Military Seminar experience (*n* = 12)	3.4 (0.8)		
Deployment experience (*n* = 10)	4.0 (0.8)	1.56	ns
No deployment experience (*n* = 9)	3.4 (0.7)		

Note. Responses were made on a 5-point scale: 1 = *not at all*; 2 = *a little*; 3 = *somewhat*; 4 = *mostly*; 5 = *completely*.

Participants were asked to comment specifically on what they found useful as preparation for the seminar (see Table 6). Several participants (both civilian and military) who were involved in the organization of the seminar indicated that they found the preparation meetings/conference calls

and information provided as a result of these meetings to be helpful preparation for the seminar. Three participants indicated that their previous experience had prepared them for the seminar, while two other participants suggested that they had done additional research on the various groups attending in order to prepare for the seminar.

Table 6: Qualitative responses to "what preparation did you find useful?

Civilian (*n* = 8)	CAF (*n* = 5)
Additional research into Disaster Assistance Response Team (DART) abilities and mandate.	Reading about the different groups (from their websites) that would be present.
Conference call. Email.	Information put out by IATF and pre-briefings.
Job experience.	Military and personal experience.
Knowing what the seminar was about and that it included my section of my NGO.	Organizing the seminar.
Logistics, administrative arrangement.	Experience.
PowerPoint presentation, readings from different toolkits.	
Prep meeting.	
The phone conference.	

3.2   Survey II

3.2.1 Evaluation of the Seminar

Civilian and CAF respondents had largely similar ratings of the seminar experience (see Table 7). That is, both groups felt that the seminar adequately reflected input of their organizations and that their respective organizations' approach to planning, procedures, goals/objectives, values, mandates/roles, communication style, and terminology were taken into account during the seminar. Moreover, perceptions of (a) the usefulness of the seminar, (b) the opportunities for learning, and (c) the appropriateness of the seminar's format, venue, and range/type of participants were essentially equal across both groups. Indeed, the average ratings were all above the scale mid-point for both groups and often close to (or higher than) a score of 4 out of 5, indicating strong positive endorsement of these aspects of the seminar. Only one statistically significant difference emerged: CAF respondents were more likely than civilian respondents to feel that their organization was engaged in the planning process for the seminar, with average ratings of 4.6 vs. 3.2, respectively, $t\,(16) = 2.68$, $p = .016$.

Table 7: Group differences in evaluation of the seminar.

	Civilian (n = 9)	CAF (n = 9)		
	M (SD)	M (SD)	t	p
Do you feel that your organization was engaged in the planning process for this seminar?	3.2 (1.2)	4.6 (0.9)	2.68	.016
Do you feel that this seminar adequately reflected the input of your organization?	4.3 (0.9)	4.7 (0.5)	1.00	ns
Do you feel that the seminar took into account your organizations approach to…				
… planning	3.8 (0.8)	4.1 (0.8)	0.88	ns
… procedures	3.7 (1.0)	4.0 (0.7)	0.82	ns
… goals and objectives	4.1 (0.9)	4.3 (0.7)	0.57	ns
… values	4.2 (1.0)	4.1 (0.6)	0.29	ns
… mandates or roles	3.9 (1.1)	3.8 (0.7)	0.27	ns
… communication style	3.4 (1.3)	3.9 (0.6)	0.91	ns
… terminology	3.2 (1.2)	4.0 (0.7)	1.67	ns
Was this the appropriate venue for the seminar?	4.8 (0.4)	4.6 (0.5)	0.97	ns
Was the hypothetical scenario useful?	4.2 (0.7)	3.8 (0.8)	1.25	ns
Was this seminar a useful experience?	4.4 (0.5)	4.6 (0.6)	0.45	ns
Was the format of the seminar appropriate?	4.6 (0.5)	4.3 (0.5)	0.92	ns
Was the range/type of participants appropriate?	3.9 (0.8)	3.9 (1.1)	0.00	ns
Did you learn what you had hoped to at the beginning of the seminar?	4.2 (0.7)	4.3 (0.7)	0.34	ns

Note. Responses were made on a 5-point scale: 1 = *not at all*; 2 = *a little*; 3 = *somewhat*; 4 = *mostly*; 5 = *completely*.

In addition to quantitative evaluations of the seminar, some participants provided qualitative feedback. Regarding the usefulness of the seminar, the majority of civilian participants who provided qualitative feedback indicated that they found the seminar to be a good learning experience that allowed for greater understanding of the role of other organizations involved in a collaborative civil-military approach (see Table 8). Two CAF participants also indicated that the seminar provided them with a better understanding of civilian organizations, while three other CAF participants emphasized the usefulness of being able to network with others around the table.

Table 8: Qualitative responses to "was this seminar a useful experience?"

Civilian (*n* = 7)	CAF (*n* = 6)
A greater understanding of inter-agency/departmental collaboration during large scale events.	A good opportunity to liaise and get an understanding of how other people work.
Definitely got to learn a lot about the different actors and how they proceed on the field. Very good simulation as well.	Allowed for information exchange and networking.
I am new to this kind of thing and this was a great intro to the terms and methods of thinking.	Important to get together /network to share ideas.
I have definitely benefited from it. Learned a great deal about each organization, gov't, CAF. Networking is a big bonus. Going through the case scenario allows you to see different perspectives on executing programs.	More NGO variety and role play would be ideal.
I learned a lot about the capacity of the CAF to support a large disaster response and I found the networking opportunities to be very good. I felt the engagement of CIDA and DFAIT was too limited. The involvement of OCHA was very helpful.	Provided better understanding of OGD and Whole of Government and NGOs.
Opened my eyes to other IO, NGO, CAF as to what they have as a role and how everyone helps one another.	Understanding of thought processes and capabilities of NGOs.
This was my first experience with the disaster response scenarios even though I have been associated with the NGO for 10 years. Very interesting and informative.	

Comments regarding whether or not the format of the seminar was appropriate suggested that many participants found it to be a well-organized seminar, with a good balance between lecture and syndicate work (see Table 9). Three participants also indicated that the format allowed for good discussions and learning opportunities. A number of participants also made suggestions for the improvement of the seminar, including a more detailed briefing of the scenario, a pseudo command center with inputs to the team, and more emphasis on lectures/briefings from NGOs.

Table 9: Qualitative responses to "was the format of the seminar appropriate?"

Civilian (*n* = 7)	CAF (*n* = 6)
Excellent learning/sharing government.	Good balance of lectures and syndicate work.
Good balance between theory and practical.	Good discussions.
I feel that the scenario design, and not have very detailed information, contributed to a better discussion about the problem.	Well planned – important to start with a basic understanding.
It achieved a lot of good discussion and learning about each other's capacities and operational realities. I do feel it could do a better job of exploring the more complex issues of civil-military engagement.	Simple. More emphasis on lecturers to include NGOs.
It is what we do.	It was well organized all along.
It was a very good format. Perhaps a more detailed briefing for the case scenario for next time.	Worked. Pseudo command centre with inputs to team would help.
The group discussions and presentations were perfectly suited to the information presented.	

Finally, comments regarding the appropriateness of the range/type of participants indicated that the majority of participants felt there needed to be more representation from the NGO community at the seminar (see Table 10). Three participants also indicated that more representation from CIDA, DFAIT, and Army planners would have been appropriate. Of note, with regard to NGO participation in the seminar, discussion with NGO participants at the seminar revealed that November is a very busy month for the NGO community due to grant writing for funding and, as a result, it may be difficult for potential participants to travel during this time.

Table 10: Qualitative responses to "was the range/type of participants appropriate?"

Civilian (*n* = 8)	CAF (*n* = 6)
Broader spectrum of NGOs and OGDs would have been more beneficial.	A good mix; have more PAGER NGOs.
Everyone is in this same job helping.	A great foundation to build on. Inclusion of CIDA is key.
Found the NGO sector was not well represented.	Need greater participation from other PAGER members
Good speakers for all topics.	Sufficient civil, government and military presence.
I think more representatives of other NGOs would have afforded better depth, but overall very satisfied.	Would have liked to have a broader representation from the NGO community.
More NGO participation would have been helpful as well as from the UN and also the Red Cross Movement, if possible.	Would hope for more NGO/OGD range of participants as well as more actual army planners.
There is a need for more NGO engagement and for stronger engagement and input from DFAIT and CIDA.	
Would have expected more NGO representatives.	

3.2.2 Post-Seminar Interorganizational Trust

Based on their experience at the seminar, participants rated other organizations on the four dimensions of trust: *competence*, *reliability*, *benevolence*, and *honour*.[16] As was the case with Survey I findings (reported in Section 3.1.3), civilian participants reported significantly greater trust in the CAF than CAF participants reported having in civilian organizations, with overall mean ratings of 4.8 versus 4.1, respectively, t (16) = 3.65, p = .002.

In order to learn whether trust in members of the other organization changed over the course of the seminar, ratings completed by participants before and after the seminar were compared using paired samples t-tests. Civilian trust in the CAF remained essentially the same (i.e., strong and positive) from pre- to post-seminar, with an overall mean rating of 4.7 at the beginning and 4.8 at the end of the seminar, t (8) = 0.8, ns. For CAF participants, however, trust in civilian organizations increased significantly over the course of the seminar, with an overall mean rating of 3.6 at the beginning of the seminar and 4.1 at the end, t (5) = 2.56, p = .05.

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[16] Again, mean ratings on the four dimensions of trust were similar for each group; therefore, an overall trust rating was used.

3.2.3 Relationship Quality

Six items assessed the extent to which respondents believed that their participation in the seminar affected aspects of their current and future relationships with members of the other organizations. As Table 11 shows, both CAF and civilian respondents indicated that the seminar provided sufficient information about the other group (i.e., CAF of civilian and civilian of CAF). Furthermore, all respondents felt that the seminar positively[17] influenced several relational dimensions, including contributing to an understanding of the other group, facilitating their professional network with the other group, and affecting how they will interact with the other group on future deployments. To a lesser extent, respondents also indicated that their relationship with the other group and their perceptions of the other group improved as a result of the seminar. Although all ratings were quite positive for both groups, mean ratings tended to be slightly higher for civilians compared to CAF respondents and were significantly higher for one item in particular—that is, the extent to which the seminar contributed to understanding the other group. Note, however, that CAF respondents were slightly more likely than civilian respondents to indicate that the seminar helped facilitate their professional networks with the other group, although this difference was not statistically significant.

Table 11: Group differences in relationship with other group.

	Civilian (*n* = 9)	CAF (*n* = 9)	
	M (*SD*)	*M* (*SD*)	*t*
Do you feel that this seminar contained sufficient information about the other group?	4.2 (0.4)	3.9 (0.6)	1.14
Did this seminar contribute to your understanding of the other group?	4.3 (0.7)	3.5 (0.8)	2.36*
Has your relationship with the other group changed as a result of this seminar?	3.6 (1.1)	2.9 (0.7)	1.36
Has this seminar helped to facilitate your professional network with the other group?	4.1 (0.6)	4.4 (0.5)	0.97
Will this seminar affect how you interact with the other group on future deployments?	3.8 (1.4)	3.8 (0.8)	0.00
Have your perceptions of the other group changed as a result of this seminar?	3.2 (1.5)	2.9 (1.3)	0.5

Note. Responses were made on a 5-point scale: 1 = *not at all*; 2 = *a little*; 3 = *somewhat*; 4 = *mostly/a great deal;* 5 = *completely*. * *p* = .03.

3.2.4 Changes in Perceptions and Understanding of the Comprehensive Approach to Operations

Table 12 presents the results of the quantitative responses to two questions related more specifically to the CA to operations. The first asked to what degree respondents' perceptions of the CA had changed as a result of the seminar. The second question asked to what degree participants felt that the seminar had contributed to their understanding of the CA. The results showed that, while both groups felt the seminar impacted their perception and understanding of the CA, civilian participants were significantly more likely than CAF participants to indicate that

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[17] The authors of this report have made an assumption that participants' self-reported change in their perceptions of and relationship with the other group was in a positive direction.

their perception had changed as a result of the seminar ($M = 3.8$ vs. $M = 2.6$), t (16) = 2.22, $p =$ .041. This result is not entirely surprising given that, prior to the seminar, civilian participants had an initially lower level of familiarity with the CA than did CAF participants.

Table 12: Group differences in perceptions and understanding of the Comprehensive Approach.

	Civilian ($n = 9$)	CAF ($n = 9$)		
	M (SD)	M (SD)	t	p
Has your perception of the CA changed as a result of this seminar?	3.8 (1.0)	2.6 (1.3)	2.22	.041
Did this seminar contribute to your understanding of the CA?	3.9 (0.9)	3.3 (1.3)	1.03	ns

Note. Responses were made on a 5-point scale: 1 = *not at all*; 2 = *a little*; 3 = *somewhat*; 4 = *mostly;* 5 = *completely*.

3.2.5 Perceptions of Cluster Effectiveness

Participants rated the extent to which their cluster achieved various outcomes at each phase of the scenario (i.e., rescue, relief, and recovery). As shown in Tables 13 and 14, participants' ratings were similar across all three phases. On average, respondents felt that their cluster achieved "some" or "a great deal of" situational awareness, information sharing, cooperation, and collaborative decision making and that there was a clear distinction in the roles/functions of civilian and military. There were no significant group differences between the Health and WASH cluster, nor between civilian and military participants (see Table 15).

Table 13: Experiences during each phase of the scenario, by cluster.

Rate the extent to which your cluster achieved each of the following:	Rescue		Relief		Recovery	
	Health ($n = 9$)	WASH ($n = 8$)	Health ($n = 9$)	WASH ($n = 8$)	Health ($n = 9$)	WASH ($n = 8$)
	M (SD)	M (SD)	M (SD)	M (SD)	M (SD)	M (SD)
Situational awareness	3.8 (0.7)	3.8 (0.4)	3.8 (0.7)	3.8 (0.4)	3.5 (0.9)	3.8 (0.4)
Information sharing	3.8 (0.9)	4.0 (0.5)	3.6 (0.5)	3.9 (0.6)	3.5 (0.9)	4.0 (0.5)
Cooperation	4.0 (0.9)	4.3 (0.5)	3.9 (0.8)	4.3 (0.5)	3.9 (0.8)	4.2 (0.7)
Collaborative decision making	4.0 (0.8)	4.3 (0.7)	4.0 (0.8)	4.1 (0.8)	3.9 (0.6)	4.1 (0.8)
Clear distinction in roles/ functions of civilian and military	3.6 (0.9)	4.1 (0.6)	3.8 (0.5)	4.1 (0.6)	4.1 (0.8)	4.1 (0.6)

Note. Responses were made on a 5-point scale: 1 = *none*; 2 = *a little*; 3 = *some*; 4 = *a great deal;* 5 = *completely*.

Table 14: Experiences during each phase of the scenario, by group.

Rate the extent to which your cluster achieved each of the following:	Rescue		Relief		Recovery	
	Civilian ($n = 9$)	Military ($n = 8$)	Civilian ($n = 9$)	Military ($n = 8$)	Civilian ($n = 9$)	Military ($n = 8$)
	M (SD)	M (SD)	M (SD)	M (SD)	M (SD)	M (SD)
Situational awareness	3.9 (0.6)	3.6 (0.5)	3.9 (0.6)	3.6 (0.5)	3.9 (0.6)	3.4 (0.7)
Information sharing	3.9 (0.9)	3.9 (0.4)	3.8 (0.7)	3.8 (0.5)	4.0 (0.7)	3.5 (0.8)
Cooperation	4.2 (0.7)	4.1 (0.8)	4.1 (0.6)	4.1 (0.8)	4.0 (0.7)	4.1 (0.8)
Collaborative decision making	4.3 (0.7)	4.0 (0.8)	4.1 (0.8)	4.0 (0.8)	4.1 (0.8)	3.9 (0.6)
Clear distinction in roles/ functions of civilian and military	4.0 (0.7)	3.8 (0.9)	4.0 (0.5)	3.9 (0.6)	4.2 (0.7)	4.0 (0.8)

Table 15: Group differences in experiences, averaged across the three scenario phases.

Rate the extent to which your cluster achieved each of the following:	Health (*n* = 9)	WASH (*n* = 8)	Civilian (*n* = 9)	Military (*n* = 8)
	M (*SD*)	*M* (*SD*)	*M* (*SD*)	*M* (*SD*)
Situational awareness	3.7 (0.7)	3.8 (0.4)	3.9 (0.6)	3.5 (0.6)
Information sharing	3.6 (0.7)	4.0 (0.5)	3.9 (0.7)	3.7 (0.5)
Cooperation	3.9 (0.8)	4.3 (0.5)	4.1 (0.6)	4.1 (0.8)
Collaborative decision making	4.0 (0.7)	4.2 (0.7)	4.2 (0.7)	4.0 (0.7)
Clear distinction in roles/functions of civilian and military	3.8 (0.7)	4.1 (0.6)	4.1 (0.5)	3.9 (0.7)

Note. Responses were made on a 5-point scale: 1 = *none*; 2 = *a little*; 3 = *some*; 4 = *a great deal;* 5 = *completely*.

Participants also rated the term that best defined the collaboration of their organization within their cluster. The most common response, chosen by eight participants (47% – 5 civilian, 3 military), was "coordinated" (i.e., their organization actively sought and received information from the rest of the CA team, and was actively included by the rest of the CA team in the information process). Five participants (29% – 3 civilian, 2 military) selected the term "integrated" (i.e., their organization was fully integrated into planning, operational execution, information sharing, situational updates, etc.), and four participants (24% – 1 civilian, 3 military) selected the term "cooperated" (i.e., their organization provided or received information that influenced their own plans).

Interestingly, the dominant term used to describe the type of collaboration that occurred during the seminar was different for each cluster. Specifically, members of the Health cluster were more likely than members of the WASH cluster to choose "coordinated" (63% vs. 33%), whereas members of the WASH cluster were more likely than members of the Health cluster to choose "integrated" (13% vs. 44%). Of course, any underlying reason for these apparent differences—whether they were due to the nature/focus of each cluster, the people comprising the cluster, or simply an anomaly due to the small sample size—would be purely speculative at this time.

At the end of Survey II, participants were encouraged to provide additional comments regarding the seminar. Relatively few participants responded to this question, but, in general, responses were positive (see Table 16). For example, two civilian participants indicated that the seminar was a good experience for them, while two military respondents indicated that the seminar provided great exposure to civilian organizations and presented an opportunity to work with NGOs, the UN, CIDA, and others. Some participants made suggestions for improvement of the seminar. For example, one civilian participant emphasized the importance of dialogue with NGOs and GPs before the next seminar with regard to the timing of the seminar relative to important NGO yearly deadlines and to ways the seminar can be made more attractive to a wider number of organizations. Another civilian participant suggested changes to the format that would foster more civil-military engagement and cooperation by considering a larger-scale catastrophe and by allowing for different aspects of any given response to be part of the syndicate interactions, such as coordination meetings.

Table 16: Additional comments.

Civilian (*n* = 6)	Military (*n* = 2)
As stated, this was my first experience with this type of seminar and because of this, and the contacts made, I definitely look forward to further opportunities.	A great opportunity to work with NGOS, and UN, CIDA, etc.
Every seminar there is a big percentage of people attending for the first time and therefore the introductions on each of the different organizations are very helpful and important.	Excellent exposure to NGO and OGD for me, well done.
Great course.	
I would encourage a dialogue with PAGER before the next seminar on the timing and how this seminar can be more attractive to a wider number of organizations. I would encourage the same for CIDA and DFAIT.	
I would like to see more women and other NGOs involved.	
If the goal is to practice CIV-MIL engagement and cooperation, perhaps the following could be considered. 1) A larger-scale catastrophe. 2) Different aspects of any given response that allows for active civ-mil engagement such as coordination meetings in phase 2, for example.	

4   Discussion

4.1 Summary of Findings

The results of the survey data suggest that the 2012 Civil-Military Seminar was successful in achieving its objectives. Both civilian and military assessments of the seminar were quite positive across various lines of inquiry, although some response differences between civilian and military participant groups were identified. The key findings are summarized below.

(a) ***Evaluation of the Seminar***. Both CAF and civilian respondents had similar ratings of the seminar experience, with average ratings reaching or exceeding 4 out of a possible score of 5, thus indicating a strong, positive endorsement of various aspects of the seminar. Specifically, participants were largely satisfied with the format and location of the seminar, the type of participants involved in the seminar, the hypothetical scenario used during the seminar, and the opportunities for learning that occurred throughout the seminar. Both civilian and military participants also felt that the seminar adequately reflected the input of their organizations and that their respective organizations' approach to planning, procedures, goals/objectives, values, mandates/roles, communication style, and terminology were taken into account. These findings were particularly useful given that, traditionally, some civilians have expressed concerns that the military tends to take over and disregard the perspective of civilian organizations (Holton et al., 2011). The military has also been concerned that hosting the seminar at a military establishment could be perceived by civilian attendees as an attempt to militarize the seminar (Holton et al., 2011). However, none of the results of this study suggest that civilian participants felt less valued than their military counterparts during the seminar.

There was some indication that at least some civilian respondents felt less engaged in the planning process for the seminar compared to CAF participants, but this finding is inconsistent with results from the first Civil-Military Seminar where civilian and CAF participants showed similar levels of perceived engagement in the planning process. Moreover, civilian participants who were involved in the planning process for this seminar reported that their involvement in preparatory meetings/conference calls was beneficial and helped prepare them for the seminar. All of these findings underscore the importance for training planners of continuing to include NGO/GP representatives in the planning process of interagency training as much as possible.

(b) ***Effectiveness of the Cluster Approach***. As was previously mentioned, this third serial of the Civil-Military seminar adopted a cluster approach in order to improve the realism of the disaster response scenario. The results showed that participants perceived that their cluster was effective at achieving situational awareness and sharing information, that civilians and military personnel had distinct roles and functions in their cluster, and that group members in each cluster cooperated and made decisions collaboratively. These findings were consistent across both clusters (i.e., Health and WASH) and for both civilian and CAF participants. Although it is unclear whether these same positive experiences would have occurred if participants had been organized into traditional syndicates (as per the first Civil-Military Seminar), the change in format to a cluster approach appeared to have been particularly useful for civilian participants. For instance, compared to the first Civil-Military seminar

where civilian ratings of the seminar's format were significantly lower than CAF ratings, in the current study, civilian ratings of the seminar's format were slightly (albeit non-significantly) *higher* than CAF ratings.

(c) ***Understanding of the Comprehensive Approach to Operations***. Both CAF and civilian respondents reported that the seminar impacted their perception and understanding of the CA. This impact (i.e., change in perception) was greatest for civilian respondents, which is not surprising given that civilian participants had significantly less familiarity with the CA than military participants prior to the seminar. The finding is also consistent with the results of the first two Civil-Military Seminars, where civilian participants had less pre-seminar familiarity with the CA but reported greater post-seminar changes in perception and understanding of the CA compared to CAF participants. Interestingly, for the two civilian participants who had no prior familiarity with the CA, post-seminar ratings of their understanding of the CA exceeded those of participants who initially had "some," "a great deal of," or "complete" understanding. Together, these findings suggest that the Civil-Military seminar may provide an effective forum for learning about the CA, especially for individuals who have not had previous exposure to the concept.

(d) ***Changes in Perceptions of Other Organizations***. The survey findings showed that civilian participants tended to have higher trust in the CAF (both before and after the Civil-Military Seminar) than did the CAF of civilian organizations. Importantly, however, at the end of the seminar there was a significant increase in CAF ratings of trust in civilian organizations. These findings suggest that the seminar experience may help to facilitate interorganizational trust, which is thought to be instrumental for the development and maintenance of collaborative relationships (Fisher & Brown, 1988; Lewicki & Bunker, 1996; Mayer et al., 1995).

Note that the relatively high level of ratings of interorganizational trust found in this study is somewhat inconsistent with the qualitative literature concerning interagency collaboration within a CA or JIMP context. This may be explained by the fact that neither the civilian nor the military participants in this study reflect a representative sample of the populations of interest. For instance, the civilian participants were all volunteers who reported that they were attending the Civil-Military Seminar specifically to learn more about other organizations. Moreover, the CAF personnel were drawn from military units that are intended to collaborate with civilian agencies (i.e., CIMIC). As such, there may well be selection, training, and mission differences between participants who attended this seminar and the wider population of civilians and military personnel who work alongside one another during operations. Also, the Civil-Military Seminar was conducted under much less stressful circumstances than would typically occur in humanitarian missions (which often involve time pressure, risk, poor living conditions, etc.). As well, participants in this study received briefings concerning the missions, objectives, roles, and responsibilities of each group, which is unlikely to occur for personnel who are deployed on humanitarian missions. Nonetheless, as was found in this study, being provided with relevant information about other organizations may improve collaboration during interagency operations. Note, however, that to date we do not know of any research that has linked interagency training with interorganizational perceptions during a humanitarian mission, and so this remains an empirical question for future research.

(e) ***Opportunities for Relationship Building***. The results of this study indicate that the Civil-Military Seminar provided an effective opportunity for representatives of different military and civilian organizations to learn about one another and to develop professional networks. Specifically, both CAF and civilian respondents felt that the seminar provided sufficient information about the other organizations, contributed to their understanding of these organizations, facilitated professional networks with their members, and affected how they will interact with them on future deployments. Although civilian participants appeared to attain a greater understanding of the CAF than CAF participants did of civilian organizations (as indicated by their higher ratings to the question "Did this seminar contribute to your understanding of the other group?"), this finding may be explained by the type of participants who were recruited and/or who volunteered for this seminar. Specifically, CAF participants were drawn from units that have a specific focus on working with civilian partners and were more likely to have previously deployed on a CA mission, whereas for many of the civilian participants, the Civil-Military Seminar represented their first exposure to the military. Because the survey did not inquire about participants' pre-seminar understanding of the other group, definitive conclusions cannot be made as to the actual impact of the seminar on participants' understanding of other organizations.

Overall, the survey results show that the fall 2012 Civil-Military Seminar was viewed very positively by both CAF and civilian participants. These results are largely consistent with the findings and themes of previous research conducted in the context of the Civil-Military Seminar (see Thompson et al., 2012). Qualitative survey responses made by participants provide further evidence that the seminar was perceived as well-organized and as having achieved a good balance between briefings and syndicate work, provided good networking opportunities, and allowed for a greater understanding of the role of other organizations involved in a collaborative civil-military approach. Of particular note is the impact that the seminar appeared to have had on civilian participants with respect to their perception of the CA and their understanding of, and relationship with, the CAF.

4.2 Recommendations

Suggestions for improving the seminar (as provided by survey respondents) included holding future seminars at a different time of year (the 2012 seminar fell at a particularly busy time of year for the NGO community) and improving pre-seminar dialogues between seminar organizers and NGO/GP representatives in order to achieve greater representation from the GP and NGO communities. A number of civilian and CAF participants noted that a broader spectrum of NGOs and GPs (particularly CIDA and DFAIT) would be highly beneficial. Comments were also made with regards to ensuring participation from a broader range of NGOs and IOs during future seminars, such as the UN and Red Cross, in order to achieve greater depth.

Considerations regarding format changes to the seminar included

(a) presenting a more detailed briefing of the scenario,

(b) allowing for greater exploration (or providing greater coverage) of the more complex issues of civil-military engagement,

(c) incorporating a larger-scale catastrophe into the scenario,

(d) considering scenarios other than natural disasters, and

(e) allowing for different aspects of a disaster response to be part of the syndicate interactions, such as coordination meetings.

Such modifications may help foster greater civil-military engagement and cooperation during future Civil-Military Seminars.

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Annex A   Survey I

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DRDC Toronto is a human sciences laboratory within Defence Research and Development Canada (DRDC), an Agency within DND. Our current research seeks to identify the key social and organizational issues that affect the interactions of members of the CF, Other Government Departments (OGDs), and Non-Governmental Organizations (NGOs), all of whom must work together in complex missions often referred to as the Comprehensive Approach (CA) to Operations. The results of our research aim to improve the ability of decision makers to address issues based on systematic feedback from the people who do the jobs, and to improve training for these contexts.

With this in mind we wondered whether you might answer a few questions related to your experience in the Civil-Military Seminar and a few questions that describe yourself in general terms. Your answers will be used to improve the seminar, and to assist our research.

Please Note:	
	1. Your participation is completely voluntary and you may skip any questions you prefer not to answer.
	2. Your answers will be assigned a unique identification number, and your answers will be anonymous.
	3. Only authorized researchers will have access to the data and only group results are presented. Note that the Directorate of Access to Information and Privacy (DAIP) would be required to remove any personally identifying information about you prior to releasing information in the unlikely event of an Access to Information request.
	4. There are no right or wrong answers to these questions. People may have differing experiences and we are interested in what your experiences are.
	5. We appreciate your input and ask that you be as honest as possible so that our information accurately reflects your experience and the things that are important to you.

~PLEASE FEEL FREE TO KEEP THIS FIRST SHEET ~

Please create your 10 digit PIN: 1st 3 letters of mother's maiden name: __ __ __ , Your birth year: __ __ __ __ , 1st 3 letters of town where you were born: __ __ __

1. **Cluster:** Health ☐   WASH ☐

2. **Have you attended previous Civil-Military Seminar(s)?** yes ☐   no ☐

3. **Age:** _____

4. **Gender:** Male ☐   Female ☐

5. **I am currently working for:** an OGD ☐   an NGO ☐   the CF ☐

6. **Please indicate the amount of time (in months) that you have previously worked for each of the following:** OGD ____   NGO ____   CF ____

7. **How familiar are you with the term the "Comprehensive Approach to Operations?"**
   Not at all ☐   A little ☐   Somewhat ☐   A great deal ☐   Completely ☐

8. **What is your definition of the Comprehensive Approach to Operations?** (use back of sheet if needed)

   _____

   _____

   _____

9. **How many times have you previously deployed on a CA mission (either domestic or overseas)?** _____

   ~If you have never deployed on a CA mission, please skip questions 10 and 11 and proceed to question 12~

10. **In your prior CA missions, which term best defines the collaboration of <u>your organization</u> within the CA mission?** (please select one)

    ☐ Not informed/included
    ☐ Informed (organization involved at information level only)
    ☐ Cooperated (organization provided or received information that influenced own plans)
    ☐ Coordinated (organization actively sought and received information from rest of CA team, and was actively included by rest of CA team in information process)
    ☐ Integrated (organization fully integrated into planning, operational execution, information sharing, situational updates, etc.)

    Comments regarding why you chose this term:

    _____

    _____

    _____

11. In your previous deployment(s), to what extent did you interact with members of…

	Not at all	A little	Somewhat	A great deal	Extensively
(a) NGOs?	☐	☐	☐	☐	☐
(b) OGDs?	☐	☐	☐	☐	☐
(c) the CF?	☐	☐	☐	☐	☐

12. Based on my previous knowledge and experience, I would expect members of _____ to…

	1 Not at all		2 A Little		3 Somewhat		4 Mostly		5 Completely	
	NGOs				OGDs				the CF	
(a) be competent.	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
(b) be reliable.	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
(c) act honourably.	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
(d) look out for the best interests of others.	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5

13. I am taking this seminar because…

	Not at all	A little	Somewhat	Mostly	Completely
(a) My supervisor instructed me to.	☐	☐	☐	☐	☐
(b) I want to learn more about the other organizations.	☐	☐	☐	☐	☐
(c) Rations and Quarters were provided free of charge.	☐	☐	☐	☐	☐
(d) Other (please explain) _____	☐	☐	☐	☐	☐

14. Do you feel adequately prepared for this seminar?   Not at all ☐   A little ☐   Somewhat ☐   Mostly ☐   Completely ☐

15. What preparation did you find useful?

_____
_____

16. What do you wish to learn from this seminar?

_____
_____

~ Thank you very much for your participation. Please return your completed survey to one of the DRDC Toronto Representatives ~

Annex B   Survey II

PIN: 1st 3 letters of mother's maiden name: __ __ __ , Your birth year: __ __ __ __ , 1st 3 letters of town where you were born: __ __ __

Cluster: Health ☐   WASH ☐

	Not at all	A little	Somewhat	Mostly	Completely
1. Do you feel that this seminar contained sufficient information about…					
(a) NGOs?	☐	☐	☐	☐	☐
(b) OGDs?	☐	☐	☐	☐	☐
(c) The CF?	☐	☐	☐	☐	☐
2. Did this seminar contribute to your understanding of…					
(a) NGOs?	☐	☐	☐	☐	☐
(b) OGDs?	☐	☐	☐	☐	☐
(c) The CF?	☐	☐	☐	☐	☐
3. Do you feel that your organization was engaged in the planning process for this seminar?	☐	☐	☐	☐	☐
4. Do you feel that this seminar adequately reflected the input of your organization?	☐	☐	☐	☐	☐
5. Do you feel that this seminar took into account your organization's approach to…					
(a) Planning?	☐	☐	☐	☐	☐
(b) Procedures?	☐	☐	☐	☐	☐
(c) Goals and objectives?	☐	☐	☐	☐	☐
(d) Values?	☐	☐	☐	☐	☐
(e) Mandates or roles?	☐	☐	☐	☐	☐
(f) Communication style?	☐	☐	☐	☐	☐
(g) Terminology?	☐	☐	☐	☐	☐
6. Has your perception of the Comprehensive Approach to Operations changed as a result of this seminar?	☐	☐	☐	☐	☐
7. Did this seminar contribute to your understanding of the Comprehensive Approach to Operations?	☐	☐	☐	☐	☐
8. Did you learn what you had hoped to at the beginning of the seminar?	☐	☐	☐	☐	☐
9. Was this the appropriate venue for the seminar?	☐	☐	☐	☐	☐
10. Was the hypothetical scenario useful?	☐	☐	☐	☐	☐

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	1 Not at all					2 A Little					3 Somewhat					4 A great deal					5 Completely				
	NGOs										**OGDs**										**the CF**				
11. Based on this seminar experience, I would expect members of _____ to…																									
(a) be competent.	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
(b) be reliable.	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
(c) act honourably.	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
(d) look out for the best interests of others.	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
12. Has your relationship with _____ changed as a result of this seminar?	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
13. Has this seminar helped to facilitate your professional network with _____?	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
14. Will this seminar affect how you interact with _____ on future deployments?	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
15. Has your perceptions of _____ changed as a result of this seminar?	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5

	1 None					2 A little					3 Some					4 A great deal					5 Completely				
16. Use the scale located to the right to rate the extent to which your syndicate achieved each of the following for each phase of the scenario:	**Rescue Phase**										**Relief Phase**										**Recovery Phase**				
(a) Situational awareness	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
(b) Information sharing	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
(c) Cooperation	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
(d) Collaborative decision making	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
(e) Clear distinction in roles/functions of Civilian and Military	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5

17. Please indicate the term that best defines the collaboration of <u>your organization within your cluster?</u> (please select one)

□ Not informed/included

□ Informed (my organization was involved at the information level only)

□ Cooperated (my organization provided or received information that influenced our own plans)

□ Coordinated (my organization actively sought and received information from rest of CA team, and was actively included by rest of CA team in information process)

□ Integrated (my organization was fully integrated into planning, operational execution, information sharing, situational updates, etc.)

Comments regarding why you chose this term:

_____
_____
_____

18. Was this seminar a useful experience?   Not at all ☐   A little ☐   Somewhat ☐   Mostly ☐   Completely ☐
Please explain.

_____
_____
_____

19. Was the format of the seminar appropriate?   Not at all ☐   A little ☐   Somewhat ☐   Mostly ☐   Completely ☐
Please explain.

_____
_____
_____

20. Was the range/type of participants appropriate?   Not at all ☐   A little ☐   Somewhat ☐   Mostly ☐   Completely ☐
Please explain.

_____
_____
_____

21. Please use the following space to provide any additional comments regarding this seminar.

_____
_____
_____
_____
_____

If you are willing to be contacted in the future by a member of our research team to discuss aspects of the comprehensive approach to operations, please fill out the information below. Note that indicating your name does not commit you to future participation, only that you are willing to be contacted in the future. You are, of course, free to decline to participate at any point in time.

Name: _____

Permanent Address: _____

                        _____

Telephone Number: _____

Email Address: _____

Thank you for your time! Please feel free to contact us with any questions and comments.

Sincerely,

                Dr. Megan M. Thompson, Ph.D., Principal Investigator:
                Organizational Behaviour Group, Defence Research and Development Canada (DRDC) Toronto
                Megan.Thompson@drdc-rddc.gc.ca   416-635-2040

                Co-Investigators: Dr. Tara Holton, Dr. Kelly Piasentin, Dr. Angela Febbraro, Dr. Ritu Gill, DRDC Toronto

Thank you for your participation
Please return your completed survey to one of the DRDC Toronto Representatives

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List of acronyms

CA	Comprehensive Approach
CAF	Canadian Armed Forces
CFB	Canadian Forces Base
CIDA	Canadian International Development Agency
CIMIC	Civil-Military Cooperation
DART	Disaster Assistance Response Team
DFAIT	Department of Foreign Affairs and International Trade
DRDC	Defence Research & Development Canada
EU	European Union
Fmn Ops CoE	Formation Operations Centre of Excellence
GP	Government Partner
IATF	Influence Activities Task Force
IO	International Organization
JIMP	Joint, Interagency, Multinational, and Public
LFDTS	Land Force Doctrine and Training System
NATO	North Atlantic Treaty Organization
NGO	Non-Governmental Organization
OCHA	Office for the Coordination of Humanitarian Affairs
OGA	Other Government Agency
OGD	Other Government Department
PAGER	Policy Action Group on Emergency Response
UN	United Nations
WASH	Water and Sanitation
WoG	Whole of Government

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In November 2012, the Influence Activities Task Force (IATF) hosted the third iteration of the Civil-Military Seminar at Canadian Forces Base (CFB) Kingston. Seminar attendees included representatives of the Canadian Armed Forces (CF), non-governmental organizations (NGOs), and other government partners (GPs) involved in Comprehensive Approach (CA) operations. Objectives of the seminar were (a) to provide an opportunity for NGOs, GPs, and CAF personnel to interact in a CA context, and (b) to establish/reinforce professional networks and relationships between representatives of these organizations. Survey data collected from 21 voluntary seminar attendees—10 CAF and 11 civilians (9 NGOs, 2 GPs)—revealed that the seminar was successful in achieving its objectives. Overall, both military and civilian participants were satisfied with the format and organization of the seminar and perceived it to be a useful professional development activity that provided sufficient opportunities for learning and for relationship building. Although both CAF and civilian participants reported that the seminar impacted their perception and understanding of the CA, the impact (i.e., change in perception) was greatest for civilian respondents, the majority of whom initially indicated having less familiarity with the CA concept. The seminar also appeared to facilitate interorganizational trust, particularly for CAF participants, whose perceptions of civilian organizations improved significantly over the course of the seminar. Suggestions for improving future iterations of the seminar are discussed.

En novembre 2012, la troisième édition du Séminaire de collaboration civilo-militaire, organisé par le Groupe de travail sur les activités d'influence (GTAI) a eu lieu à la Base des Forces canadiennes (BFC) Kingston. Parmi les participants au séminaire, on comptait des représentants des Forces canadiennes (FAC), d'organisations non gouvernementales (ONG), ainsi que d'autres partenaires gouvernementaux (PG) engagés dans l'approche exhaustive (AE) des opérations. Les objectifs du séminaire étaient : a) de donner l'occasion aux ONG, aux PG et au personnel des FAC d'interagir dans un contexte d'AE, et b) d'établir des réseaux professionnels et des liens entre les représentants de ces organisations, ou consolider les liens existants. Les données du sondage recueillies auprès de 21 participants volontaires [10 des FAC et 11 civils (9 ONG; 2 PG)] ont révélé que le séminaire a atteint ses objectifs. Dans l'ensemble, les participants militaires et civils ont été satisfaits de la présentation et de l'organisation du séminaire et étaient d'avis qu'il s'agissait d'une activité de perfectionnement professionnel utile qui a fourni suffisamment de possibilités d'apprendre et d'établir des liens. Bien que les participants militaires et civils aient mentionné que le séminaire avait eu une incidence sur leur perception et leur compréhension de l'AE, celle-ci (c.-à-d. le changement de perception) a été plus grande chez les répondants civils, dont la plupart avaient mentionné initialement qu'ils étaient moins familiers avec le concept d'AE. Il semble que le séminaire ait aussi augmenté la confiance entre les organisations, surtout pour les participants des FAC dont la perception des organisations civiles s'est considérablement améliorée durant le séminaire. On fait des suggestions pour améliorer les éditions futures du séminaire.

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Comprehensive Approach to Operations; Civil-Military

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