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TRANSITIONS: A Study of Military Trades Corresponding to Red Seal Civilian Trades



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Executive Summary

The Department will provide career-long transition assistance to all members of the CF in recognition of their service to Canada, to honour the social contract, and to give them confidence in their future thereby encouraging retention (DND 2002).

Background and Methodology

Background

The Interprovincial Standards Red Seal Program, often referred to as the Red Seal Program, is administered in each province by the Canadian Council of Directors of Apprenticeship (CCDA). The Red Seal Program standardizes the various Canadian provincial and territorial apprenticeship and occupational certification programs.

Workplace Skills Strategy (WSS), a Human Resources and Skills Development Canada (HRSDC) program, CCDA and the Department of National Defence (DND), through the Canadian Defence Academy (CDA), co-chair a federal-provincial working group called the Working Group Committee for the CCDA-DND-HRSDC Aligning Military Trades Initiative (CCDA-DND-HRSDC WG), whose mandate is: to oversee the execution of [an initiative] supporting the mobility of retiring military trade persons into civilian trades occupations through Red Seal certification (CCDA-DND-HRSDC 2008).

In 2006, this working group contracted with consultants to study the correlation between military trades and civilian trades (Don Stewart Trades Training Consulting Service 2007). These studies identified nine military trades as being highly correlated with thirteen Red Seal trades (Annex C). As a follow up to the correlation studies, HRSDC asked CDA to consult military personnel working in the nine highly correlated military trades in order to assess their:

- awareness of the Red Seal program; and
 - interest in obtaining certification in a Red Seal trade corresponding to their current trade.
-

Research Methodology

Information for the study was gathered from a review of relevant reports and documents, as well as during a series of consultations with CF personnel from the nine trades previously identified as being highly correlated with thirteen Red Seal trades. Six consultations were conducted from April to May 2009 with members from the nine CF trades at the following CF bases: Kingston, Trenton, Esquimalt, Edmonton, Halifax and Valcartier. Each consultation

Continued on next page

Executive Summary, Continued

Research Methodology (continued)	had eight to fifteen participants and lasted an average of two hours. Participants completed a written questionnaire (see Annex E - Part I), then took part in the verbal portion of the consultation (see Annex F - Part II). This research is meant to provide a baseline assessment of the opinions of CF members in select trades. The study design is primarily qualitative in nature and thus the sample size is not meant to be statistically representative of the overall population from which it was drawn.
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Key Findings and Recommendations

Findings	The findings presented in the following section represent only the key findings from the study. The comprehensive list of findings by Study Objective can be found in Section III – Summary of Findings.
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CCDA-DND-HRSDC WG	<p>Given the shared responsibilities between DND/CF and HRSDC in terms of the organizations impacted by the study, the recommendations in the report should be reviewed by the CCDA-DND-HRSDC WG for consideration and action.</p> <p>The WG could consider the following:</p> <ul style="list-style-type: none">• expanding its mandate and membership to include branch advisors from the affected CF trades;• reviewing the recommendations in this study leading to an action plan for Chief of Military Personnel (CMP) regarding how best to support CF trades personnel in obtaining Red Seal endorsement; and• further research such as–<ul style="list-style-type: none">– a follow-on study to identify which reserve trades correlate with Red Seal trades; and– an investigation of those retired CF members currently employed in Red Seal trades.
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Key Findings	<p>The report's key findings fall into the following areas:</p> <ol style="list-style-type: none">1. "knowledge gaps" between CF trade knowledge and the information required to pass the Red Seal exam;2. Red Seal exam success can be maximized by providing CF members with the opportunity to–<ol style="list-style-type: none">a. Complete preparatory study, andb. Take the exam as closely as possible to their Qualification Level (QL) 5 certification;
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Executive Summary, Continued

Key Findings (continued)

3. respondents' first awareness of the Red Seal was provided informally by peers;
 4. concerns regarding–
 - a. Obtaining reimbursement for the cost of the Red Seal exam, and
 - b. The personal time required to challenge the exam;
 5. the benefits of using the Red Seal as a recruitment tool.
-

Recommendations The recommendations presented in the following section represent only a summary of the full recommendations from the study. The comprehensive list of recommendations can be found in Section III – Recommendations.

Recommendations – Critical Areas

- The study recommendations address three critical areas:
- Red Seal Exam – preparation, success and reimbursement;
 - communication – web resources, information sessions and Second Career Assistance Network (SCAN) services; and
 - recruitment – incentives and promotional strategy.
-

Conclusion

Transition

The present study revealed that the majority of military personnel consulted in the nine highly correlated military trades were:

- aware of the Red Seal Program; however, the information that they received tended to be second hand, incomplete or inaccurate; and
- interested in obtaining certification in a Red Seal trade corresponding to their current CF trade.

To become an employer of choice, the CF should facilitate members' transition from military trades to certification in Red Seal trades.

This initiative will:

- assist CF recruitment efforts; and
 - improve retention.
-

Section I – Background and Methodology

Overview

Overview

The aim of this section is to:

- Provide a summary of relevant literature as background to the study;
- Outline study goals and objectives; and
- Illustrate the methodology and sampling strategy used for this study.

Contents

This section contains the following parts:

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Corporal (Cpl) Carleton removes the brake shoes off the Canadian Forces Western Star Highway Tracker.

Cpl Shaun P Carleton, Vehicle Technician (00129) with the Electrical Mechanical Engineering Branch (EME) works on the Canadian Forces Western Highway Tracker. Cpl Carleton joined the Canadian Forces, August 17th 1996. He enrolled in Kingston with the Third Royal Canadian Regiment (3RCR) and has changed his trade to Vehicle Technician.

Photo by Private Tina RJ Miller

Background

Red Seal Facts	<p>The Interprovincial Standards Red Seal Program was established in 1952 and is administered in each province or territory by the Canadian Council of Directors of Apprenticeship (CCDA)¹. The Red Seal Program was designed to facilitate the interprovincial mobility of skilled trades workers through the standardization of the various Canadian provincial and territorial apprenticeship and occupational certification programs. Those who qualify by means of examination are issued a Red Seal endorsement to their Diploma of Apprenticeship and/or Certificate of Qualification (CofQ). All Canadian provinces and territories participate in the program, and the Red Seal exam has been adopted as the means for trade certification in most jurisdictions.</p> <p>By 2007, over 450,000 Red Seal endorsements had been issued to qualified trades people, and over 346,000 Red Seal endorsements had been issued to apprentices (HRSDC 2007). In total, there are 49 designated Red Seal Trades, representing over 90 percent of all apprentices (ibid).</p>
CF trades correlated to Red Seal trades	<p>In the 2005 budget, the Workplace Skills Strategy (WSS), a Human Resources and Skills Development Canada (HRSDC) program received funding partly directed towards strengthening apprenticeship systems. Shortly thereafter, HRSDC approached the Department of National Defence (DND) and the Canadian Forces (CF) with the suggestion of a cooperative venture to facilitate the transition of personnel in military trades into civilian trade occupations. Currently, WSS, CCDA and DND, through the Canadian Defence Academy (CDA), co-chair a federal-provincial working group called the Working Group Committee for the CCDA-DND-HRSDC Aligning Military Trades Initiative (CCDA-DND-HRSDC WG) whose mandate is: to oversee the execution of [an initiative] supporting the mobility of retiring military trade persons into civilian trades occupations through Red Seal certification (CCDA-DND-HRSDC 2008).</p> <p>In 2006, the WG contracted with consultants to study the correlation between military and civilian trades (Don Stewart Trades Training Consulting Service 2007). The study indicated that nine of the 39 Regular Force military trades originally assessed are highly correlated with 13 corresponding Red Seal trades (see Annex C). The correlation studies compared the National Occupational Analysis (NOA) of the Red Seal trade to the Qualification Standard (QS) and Training Plan (TP) for the corresponding CF trade. CF and Red Seal trades were considered to be “highly correlated” where there was at least a 90% overlap between the performance objectives (PO) and the skills and knowledge required to perform the tasks outlined in the NOA.</p>

Continued on next page

¹ Please refer to—Annex A - Acronyms and Abbreviations—for the full name/title of all acronyms in the report.

Background, Continued

Transition

As a follow up to the correlation studies, HRSDC (HRSDC 2009) asked CDA to conduct research involving military personnel working in the nine highly correlated military trades to assess their:

- awareness of the Red Seal program; and
- interest in obtaining certification in a Red Seal trade corresponding to their current trade.

Successfully making the transition from military trades to certification in a Red Seal trade would enhance the careers of those leaving the military, as well as, fulfilling the following DND/CF strategic objective:

The Department will provide career-long transition assistance to all members of the CF in recognition of their service to Canada, to honour the social contract, and to give them confidence in their future thereby encouraging retention (DND 2002).

Inter-provincial labour mobility

The Red Seal Program does not represent the only effort by the Canadian government to support labour mobility for Canadians in the skilled trades. In 2008, Canada's First Ministers amended Chapter 7 of the Agreement on Internal Trade (AIT) to ensure that all Canadian workers with recognized provincial or territorial credentials in a trade, profession or occupation will have their qualifications recognized by all provinces and territories (Government of Canada 2009). This amendment facilitates the national labour mobility of workers certified in non-Red Seal trades, by recognizing their certifications *as long as the scope of practice is equivalent* to a Red Seal trade. While labour mobility overall has been greatly facilitated, the Red Seal remains the only endorsement that grants trade workers *automatic recognition* in each and every province and territory in Canada where their trade is regulated.

Continued on next page

Background, Continued

Apprenticeship In addition to their efforts to improve labour mobility for skilled trades, the federal and provincial governments are also attempting to remedy labour shortages in the skilled trades through programs designed to enhance and support education, training and employment in these priority occupations. For example, in Ontario the Ministry of Education Student Success/Learning to 18 Strategy provides pre-apprenticeship and other programs that cater to the diverse needs of students (Ontario Ministry of Education 2009). As part of this strategy, the Ontario Youth Apprenticeship Program (OYAP) allows students to begin training for a career in the skilled trades. Through this program students can:

- earn cooperative education credits;
- register as apprentices to begin their apprenticeship hours; and
- gain work experience in a wide range of trades.

Apprenticeship programs have become increasingly popular in the last several years as skilled labour shortages drive up market demand for these types of workers. Although the number of individuals registering in apprenticeship programs has increased substantially in recent years, the number of people completing apprenticeship programs each year has not changed significantly. A study by Statistics Canada showed that the most common obstacle to program completion was insufficient income or delays in funding (StatsCan 2008).

Impact on CF As an employer, the CF is competing in a difficult labour market and needs to increase its ability to attract, recruit and retain qualified people, including skilled trades personnel, in order to remain operationally viable; thus, it must take into serious consideration labour trends such as those outlined above. As documented in a 2006 Auditor General's Report, the CF is facing recruiting and attrition challenges that jeopardize the planned increase of 5,000 personnel required to meet operational needs. In 2006, shortages were identified in almost half of the Navy, Army and Air Force occupations and in 17 of the common support occupations. Approximately half of Regular Force personnel are currently eligible to leave the CF or will be eligible to leave before long. In short, "*the number of recruits is barely replacing the members leaving*" (Government of Canada 2006).

The shortage of qualified personnel in the skilled trades has placed added pressure on CF recruitment. This point was emphasized in a recent Canadian Broadcast Corporation (CBC) radio newscast that included an interview with a CF recruiter who stated that current recruiting opportunities are extremely limited for infantry occupations; however, the CF needs trades personnel in such areas as the electrical and construction trades (CBC 2009; DND 2008).

Continued on next page

Background, Continued

Impact on CF (continued)

One incentive used by the CF to attract and recruit individuals in the skilled trades is the recruit allowance that provides either monetary incentives and/or rank to qualified applicants based on a Prior Learning Assessment and Recognition (PLAR; DND 2006a). Recruit allowances are intended to attract and enrol individuals with specific skills to CF trades with personnel shortages and reduce the initial occupation training time required for these members to become qualified (DND 2009b). Issue Six of the CF Ombudsman's Special Report (DND 2006b) identifies inconsistencies related to the application and awarding of recruit allowances.

The CF's traditional recruiting pool of young white males is shrinking while the number of women, visible minorities and Aboriginal people joining the Canadian labour force is steadily increasing. Given the changing nature of its target market, the CF may need to rethink whether or not its current promotional campaign emphasizing 'fighting with the CF' will appeal to a more diverse audience. For example, a recent study on the appeal of various promotional messages to individuals in priority occupations (i.e., the skilled trades) commissioned by DND found that the key component of the most popular promotions was an emphasis on career opportunities. In addition, the three promotional elements that the target audience responded to best included: learning opportunities/skills development/lifelong learning; free education/training; and transferable skills (Phoenix Strategic Perspectives, Inc 2009). In short: *"to the extent that participants are willing to consider joining the CF, they are interested in joining as a skilled technical personnel, and not as soldiers or potential combatants"* (Mayeda 2009).

In addition, the DND-commissioned survey found:

For those who indicated any interest in joining the CF, there is a strong preference for the Primary Reserve (72 per cent) over the Regular Force (24 per cent)... Interest in the Regular Force is stronger among men than women, and visible minorities and aboriginal people are slightly more likely than whites to indicate an interest in the Regular Force. (Phoenix Strategic Perspectives, Inc 2009)

Consequently, for the CF to become an employer of choice for a diverse population increasingly interested in joining the Reserve Forces, greater emphasis should be placed on:

- Providing a more flexible training system;
 - Consistent and equitable recognition of civilian credentials; and
 - Broadening the CF outreach strategy to appeal to more diverse groups.
-

Study Goals and Objectives

Study Goals

The goals of this study were to:

1. gather baseline information on CF trades personnel's awareness and interest in pursuing Red Seal trade endorsement; and
 2. identify what these members would require, upon leaving the CF, in order to successfully obtain a Red Seal.
-

Study Objectives

Objectives were developed to guide the data collection process. The specific objectives of the study were to identify CF trades personnel's:

- a. perception of the difference between the competencies/performance required for a military trade versus its civilian counterpart;
 - b. intent to pursue trade certification versus other educational opportunities as part of their career development aspirations;
 - c. awareness of the Red Seal program including the application process and exam;
 - d. interest in pursuing a Red Seal endorsed Certificate of Qualification;
 - e. perception of the value and utility of the process for Red Seal endorsement and suggestions for potential supports/other mechanisms that would facilitate certification in Red Seal trades;
 - f. awareness of alternate equivalency and/or recognition programs that could potentially be beneficial to CF members; and
 - g. perception of the potential for Red Seal endorsement to assist in the retention of skilled CF trades personnel.
-

Private Barrinton Biggs, construction engineer with the Jamaica Defence Force (left) and Corporal Jocelyn Demers, Construction Technician from St-Jean-sur-Richelieu Québec, posted at 17 Wing Winnipeg Manitoba, are finishing the inside walls of a sea container at the Up Park Camp during Exercise Tropical Hammer.

Photo: Sergeant Paz Quillé, Canadian Forces Combat Camera.



Research Methodology

Information gathering and consultation

This study was informed by:

- a literature review of relevant reports and documents; and
- a series of consultations with personnel from nine highly correlated CF trades² in six geographic locations.

The consultations consisted of eight to fifteen available personnel lasting one to two hours and provided a baseline assessment of CF members':

- familiarity with the Red Seal program and its corresponding processes; and
- perceptions of the value of Red Seal endorsement to their future employment.

Consultations were recorded and transcribed and consisted of two parts:

- Part I – written responses to closed- and open-ended questions provided in hard copy at the consultation; and
- Part II – verbal responses to and discussion of open-ended questions presented aloud by the researchers.



Petty Officer Second Class Tony Brooks, a Marine Engineer (MAR ENG) onboard Her Majesty's Canadian Ship (HMCS) Winnipeg, washes the air intake filters of the gas engine turbine. The gas engine turbine is the same engine used in a DC 10 aircraft with propulsion of 22,000 horsepower.

Photo: Warrant Officer Carole Morissette, Canadian Forces Combat Camera

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² In order to solicit as accurate and comprehensive a representation of the nine CF trades as possible, two other trades that fall under the MAR ENG umbrella were included in the study's sampling strategy. In addition to Marine Engineering Technician, the trades of Marine Engineering Mechanic and Marine Engineering Artificer were also included.

Research Methodology, Continued

Sample Population

The sample population for the study was chosen based on an assessment of the geographical distribution of qualified³ personnel from the nine targeted trades:

Geographic Location	Veh Tech	Cook	RM Tech	MAT Tech	Const Tech	ED Tech	PH Tech	MAR EL	MAR Eng
Gagetown, NB	159	41	6	20	17	12	11		
Edmonton, AB	216	69	6	23	12	8	6		2
Esquimalt, BC		85	2	2	3	1	2	19	117
Halifax, NS	22	128	4	4	12	5	4	37	161
Kingston, ON	48	39	1	5	5	4	3		
Petawawa, ON	287	93	8	42	19	12	12	6	6
Trenton, ON	39	18	9	2	8	4	9		
Valcartier, QC	288	78	5	25	11	5	5		
Victoria, BC	4	3	3	3	3	3	3	4	4
Winnipeg, MB	42	18	4	4	7	8	6		

Participation in the consultations was a function of personnel availability and chain of command selection at each location:

Location:	Dates:	Represented Trades:
Kingston	22 Apr 09	Cook, Material Technician, Vehicle Technician
Trenton	30 Apr 09	Construction Technician, Plumbing/Heating Technician, Refrigeration/Mechanical Technician
Victoria	05 May 09	Electrical Technician, Marine Engineering Artificer, Marine Engineering Technician
Edmonton	06 May 09	Material Technician, Plumbing/Heating Technician, Vehicle Technician
Halifax	12 May 09	Electrical Technician, Marine Electrician, Marine Engineering Artificer, Marine Engineering Technician
Valcartier	20 May 09	Construction Technician, Cook, Electrical Distribution Technician, Material Technician, Plumbing/Heating Technician

³ In this study, qualified personnel are assumed to have attained: their QL5; and a minimum rank of corporal.

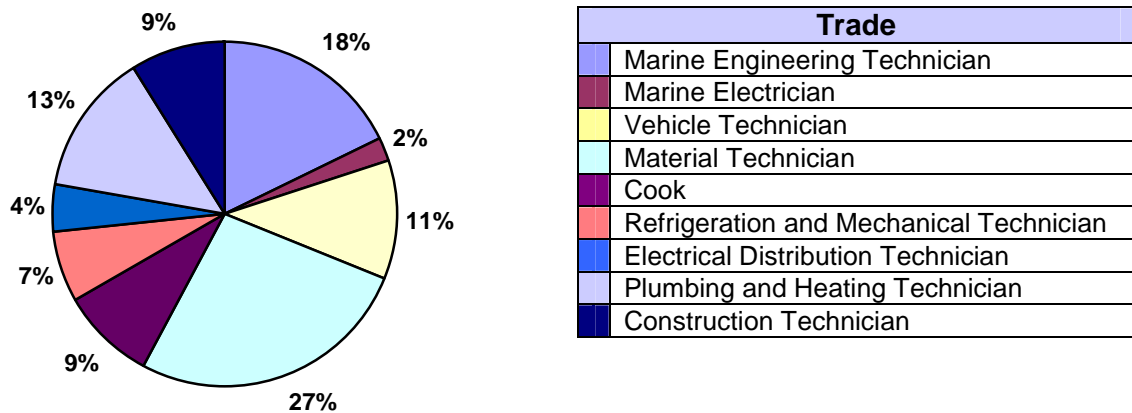
Research Methodology, Continued

Trade Representation

All nine CF trades were represented in the sample (see pie chart below); however, the relative proportions of the nine trades within the sample population⁴ were not intended to replicate those found within the larger CF population.

For additional demographic information see Annex G (questions 14-22).

Distribution of Study Participants by Trade



Study Limitations

This research is meant to provide a baseline assessment of the opinions of CF members in select trades. The study design is primarily qualitative in nature, thus the sample is not meant to be statistically representative of the overall population from which it was drawn. As such, the results provide an indication of participants' views about the issues explored but cannot be generalized to the full population of the nine CF trades at study.

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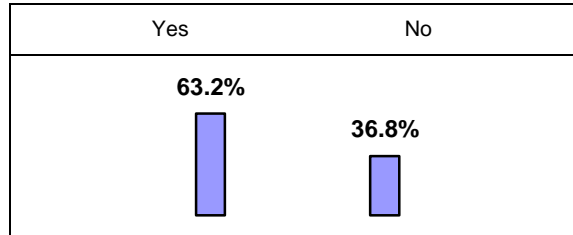
⁴ The sample population included a total of 57 CF trades personnel.

Research Methodology, Continued

Report Legend – Findings

In the Findings section of the report, data is represented as follows:

- quantitative data from closed-ended, written questions:



- qualitative data from open-ended written questions is presented in tabular form with green shading:

Code knowledge
<ul style="list-style-type: none"> <i>To receive a journeyman qualification as an electrician we need to take a code; course and also more transformer theory is required to challenge the exam.</i>

- qualitative data from open-ended verbal questions is presented in tabular form with blue shading:

Additional study (prior to the exam) in order to address any delta in their knowledge
<ul style="list-style-type: none"> <i>I think most tradesmen would be able to but they would have to study. They would have to get a lead. Because I challenged the machinist trade years ago, and from my level of experience at that time and just coming off course...the civilian had all these tools that I'd never even heard of on a test because they were outdated in their tasks [and] there were tools that the modern tradesmen just never see anymore.</i>

Please note:

- The question or discussion theme that corresponds to the data represented in a particular figure, appears immediately above it in **bold** font; and
 - Qualitative data (both verbal and written) contained in the report represent only a portion of the total amount of qualitative data collected (i.e., telling quotes).
-

Section II - Findings

Overview

Introduction

The findings reported in this section are grouped under six theme headings closely matched to the seven study objectives outlined in Section I – Introduction. The theme areas differ slightly from the study objectives due to the overlap between the findings associated with several study objectives and the fact that at least two important study findings warranted their own distinct theme areas. For details as to which consultation questions were matched to particular themes, see Annex D.

Comparative analyses were performed on the data according to trade and consultation location; however, very few substantive differences were found. Where relevant to a particular theme, pertinent findings from the comparative analyses are reported.

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Leading Andrew Byrne, a Marine Engineer System Operator onboard HMCS Summerside, keeps a watchful eye on the ship's Mechanical Electrical Control Board in the Mechanical Control Room of the Maritime Coastal Defence Vessel as the ship makes her way into Halifax Harbour. LS Byrne has been a reservist for the past 7 years and comes from St. John New Brunswick.

Photo by: Warrant Officer Jerry Kean/JTFA Public Affairs



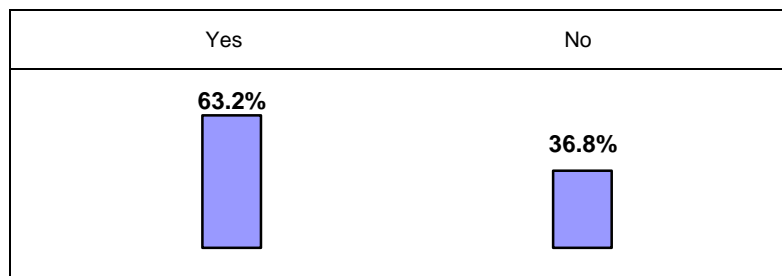
Civilian versus Military Trades

Overview

Outline	<ul style="list-style-type: none">• Skill gaps (military trade skills versus civilian trade skills);• Military trade competence according to civilian trade standards;• Military versus civilian work environments (trades); and• Equivalency/accreditation issues: military (civilian) trade skills as assessed by civilian (military) organizations.
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Competencies Respondents were generally confident that their CF trades training qualified them to practice their trade in both military and civilian environments.

Do you feel that you possess the skills required to practice your current trade in a civilian context without further (trades) training?



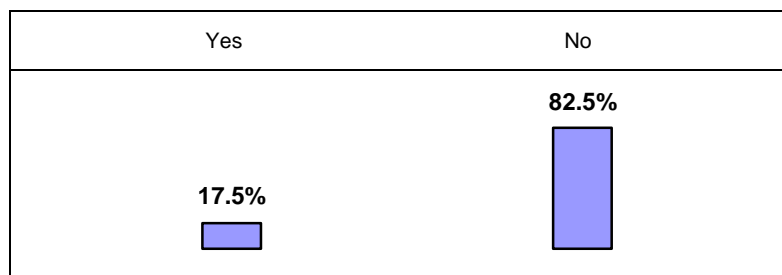
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Civilian versus Military Trades, Continued

Competencies (continued)

Almost 20 percent of respondents possessed a civilian trade certification prior to CF enrolment; however, they did not identify any significant differences between their civilian and CF trades training.

Prior to entering the CF, did you have a Certificate of Apprenticeship (or Qualification) in a civilian trade comparable to your current CF trade?



Competencies (continued)

Despite the fact that most respondents felt confident in their ability to work in a civilian trade context, they were still able to identify potential discrepancies or “skill gaps” in their competencies that might affect their performance in a civilian environment. These “skill gaps” are organized by theme below:

What are the skill gaps (between your skills and those required in order to practice your trade in a civilian context)?

Knowledge of Electrical Code
<ul style="list-style-type: none"> • <i>To receive a journeyman qualification as an electrician we need to take a code; course and also more transformer theory is required to challenge the exam. I did mine in '92, so I am unsure if many changes have occurred.</i> • <i>Total lack of general code knowledge for my trade (electrician).</i>
Trade knowledge specific to the civilian context
<ul style="list-style-type: none"> • <i>Because of the vast skills set needed for both ELE and PH, our trades have various civilian trade equivalences. Therefore, training is required so that the military are qualified in all aspects of the trade</i> • <i>We don't do the same training and testing as is done in the civilian world. Mat Tech - we use different electrodes and do different weld positions than what are used to test for a journeyman certificate.</i>
Exposure to advanced technologies available in a civilian context
<ul style="list-style-type: none"> • <i>With newer vehicles and the latest tech on the market, we need to have training and hands on.</i>

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Civilian versus Military Trades, Continued

Competencies (continued)

Respondents also identified potential interventions to address the “skill gaps” described above that can be categorized as follows:

How do you think that these skill gaps can be addressed?

Updated military trades training
<ul style="list-style-type: none"> • <i>New [Qualification Level 3] QL3/QL5 training in Borden. This is for newer members of Trade. For retiring members--community college.</i> • <i>Acquire surface and cylindrical grinding machinery and then incorporate training into current QSP.</i>
Develop common standards for both military and civilian trades training
<ul style="list-style-type: none"> • <i>More focus on industrial electrical equipment; comparable to civilian programs</i> • <i>At the lowest level of training—QL3—all my previous training was geared towards the ship board industry, nothing to do with the "real world". Start teaching general code and trade practice.</i>
Provide outside (civilian) training
<ul style="list-style-type: none"> • <i>Many of these training gaps would result in a more effective, safe and healthy worker if they were addressed.</i> • <i>Mandatory trade training at the school or in the local area, such as community college. Once a year all techs should have this to better serve the military at home and abroad.</i>

Trade competence

Some respondents stated unequivocally that they could challenge an exam testing advanced civilian trade competence successfully. For example, all consultation participants at Canadian Forces Base (CFB) Trenton felt that they would be able pass a Red Seal Exam. Most respondents qualified their comments by stating that their success was dependent on:

- their being given the opportunity to complete additional study prior to challenging the exam; and
- the opportunity to challenge the exam as soon as possible upon completion of their [Qualification Level 5] QL5 training, in order to ensure that what they had learned was fresh in their mind.

Respondents felt that they might require additional study or preparation in the following Red Seal exam topics:

- code awareness;
- understanding of certain civilian trade processes or procedures; and
- manufacturers and brands of tools and equipment used in civilian trades.

Continued on next page

Civilian versus Military Trades, Continued

Trade
competence
(continued)

Would you feel confident that you could pass an exam (70% pass mark) designed to test the trade skills of a competent civilian journeyperson in your trade?

Additional study (prior to the exam) in order to address any delta in their knowledge	
<ul style="list-style-type: none"> <i>I think most tradesmen would be able to, but they would have to study... I challenged the machinists trade years ago and from my level of experience at that time and just coming off course and everything else, the civilian had all these tools that I'd never even heard of... there were tools that modern tradesmen just never see anymore.</i> 	
<ul style="list-style-type: none"> <i>Marine engineer. I know this for a fact [that an individual needs to do additional study to successfully challenge the exam] because I've done three of them now ... I wouldn't be able to go in and write one tomorrow and get 70%. Neither would any civilian. Everybody needs to grab a book, upgrade...did I take it all in my 5's? I sure did. Do I remember half of it? No. So what I did, I got their trade specific book. I didn't get the whole \$1,700.00 worth of books. I just got the \$180.00 book, went though it. This is all stuff I'd done in my 5's, my 4's, my 3's.</i> 	
Areas most likely to require further study:	
<u>Code</u> <ul style="list-style-type: none"> <i>I've looked at it before [the Red Seal exam] .. a lot of it is based on the industry products...and basically outside civilian industry standards and everything based on the electrical code ... there was not much in there that I felt comfortable to answer.</i> <i>I'm pretty much [not confident that I could pass a Red Seal exam in my trade] for the same reasons. Just not enough exposure to the electrical code in what we do.</i> 	
Processes/procedures specific to civilian context	
<ul style="list-style-type: none"> <i>Possibly [the practice questions were from a provincial certification exam]... Very specific to the industry. I wouldn't be able to answer a quarter.</i> <i>I don't think so because I feel... we don't have to know a certain way. We get trained on like variations like ancillary, auxiliary, equipment stuff, we have a very wide spread of knowledge that we can't be specified into a bundle or a branch ...So I don't think I could pass it because they start using...names of pumps that we don't use...they have just a different code that they work by and that's what I feel is 70% of why I couldn't pass theirs, because they talk a different talk.</i> 	

Continued on next page

Civilian versus Military Trades, Continued

Work environments

The following table presents respondents' perceptions of the relative strengths and weaknesses of practicing one's trade in a civilian versus military context:

What advantages would you have to offer if you were to work in your trade in a civilian context?

Wider breadth of knowledge
<ul style="list-style-type: none"> • <i>As a Const Tech, we have the knowledge to do all aspects of carpentry from design to finished product. As well, we have knowledge in other construction trades due to cross training with other trades and working so closely together to complete projects.</i> • <i>Ability to work in all conditions. Experience taken from work in both shop and MRT scenarios. Ability to do a wide range of tasks: repairing small engines, heavy equipment, heavy trucks, recovery.</i>
Leadership skills
<ul style="list-style-type: none"> • <i>In the CF I have been given supervisory roles in many different projects; therefore, I would be able to act as a lead hand or supervisor if required by my employer. I am well-disciplined, therefore, I do as I am told. I would always be on time for work.</i> • <i>Extensive training, both trade-related and leadership experience, working in adverse/less than ideal work condition.</i>
Troubleshooting skills (i.e., flexibility, adaptability)
<ul style="list-style-type: none"> • <i>Adaptability to work environment; do more with less; more of an ability to improvise repair.</i> • <i>Dedication and the experience of working in a non-traditional environment. We work on an unstable platform which tends to cause very unique problems with the electrical equipment. Plus, our training in dealing with emergency situations develops unique experience as well.</i>
Discipline
<ul style="list-style-type: none"> • <i>The ET [Electrical Tech] trade offers a diverse skill set: control systems, pneumatics, troubleshooting, PLC controllers, as well as, the discipline only seen in the CF.</i> • <i>We are used to dealing with strict deadlines, and must follow established procedures.</i>
Extensive on-the-job experience
<ul style="list-style-type: none"> • <i>We have experience with all types of welding procedures, machining, auto body repair, painting, fibre glass repair and sewing. We also have knowledge in metallurgy. With all of this knowledge and experience, we could do any part of fabrication or repair from start to finish.</i> • <i>Well rounded background: my experience (training) in the military is extensive from mechanical, technical to machinist training.</i>

Continued on next page

Civilian versus Military Trades, Continued

Work
environments
(continued)

What advantages do you think a civilian trades person would have to offer if they were to work in your trade in the CF?

Different perspective (on the trade, how to perform duties, etc.)
<ul style="list-style-type: none"> • <i>Diversity, knowledge, different viewpoint and different training.</i> • <i>A civilian would bring in his expertise of his particular trade. Civilians usually do one type of job and they do it very well. They seem to be able to also bring in ideas from the civilian work force, such as a different way of doing their work.</i>
Experience
<ul style="list-style-type: none"> • <i>Experience. They have a lot more experience. They know all the short cuts (the good ones) and a lot of knowledge.</i> • <i>They would be able to come into the CF and not have to be supervised as would a person who was unskilled. They would be able to offer trade experience to their peers.</i>
Specific knowledge/skills related to the civilian context
<ul style="list-style-type: none"> • <i>The civilian would be more specialized in the field of equipment they work on. [They would] likely, be faster in their field.</i> • <i>Civilians [are] trained more directly on specific equipment classes (e.g., more diesel, but less gas turbine). Civilian trades person[nel have] mastered 1 or 2 items to a high level, but weaker in other areas.</i>
Exposure to more advanced technologies
<ul style="list-style-type: none"> • <i>Cutting edge techniques. Knowledge of industry leading materials and technology -maintenance techniques evolved and driven by industry. Machinery operating techniques evolved and driven by industry.</i> • <i>Experience with newer equipment and technology.</i>

During the consultations, respondents also made some overall observations regarding civilian versus military work environments that are illustrated below:

Theme: Civilian versus Military Work Environment

Civilian work environments are primarily (if not entirely) motivated by profit, whereas military work environments may demonstrate multiple guiding principles (i.e., promoting mentorship, more value placed on people)
<ul style="list-style-type: none"> • <i>You're looking at two different outlooks. You're looking at a civilian person that is there; he's gonna get the job done... look at a military person doing the same thing and he has a mentor, the supervisor role kicks in. Because then you're spending more time letting the student or the apprentice do it because that's your role now... your level now is that of," okay now it's time for me to pass on that information". So now, instead of the civilian side just getting the job done and then watching and doing things the odd time; the military is okay I've done this, it's your turn, let me see what you can do.</i> • <i>Oh yeah [it's more acceptable to make mistakes in the CF versus civilian trades]. Loss of profit in the civilian side. The military doesn't get any; we're non-profit.</i>

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Civilian versus Military Trades, Continued

Work
environments
(continued)

Theme: Civilian versus Military Work Environment (Continued)

Civilian trade training is restricted to skills/knowledge required to practice their specific trade, whereas military training includes non-trade specific skills/knowledge (i.e., discipline, leadership)

- *First you need to learn the military way of life and trade. We're soldiers first. Soldiers come before trades people and, unfortunately, they need to know the soldier skills before they fall into the trade skills.*
- *We're going to military school, we're getting all our stuff so that we can advance in our career and that just doesn't happen to fall into any of those little notches. Because it's one of those things...yes the knowledge of the trade is there... We have to get the military standard, the civilian standard and all the other military skills to advance... We're going to school for the entire time we're doing our career... So in between that schooling, you're working. And in between the working, you're doing other stuff whether it be going overseas or exercise. That's one of the biggest differences is that we're always learning. When a civilian is done his schooling, he's done and he's doing his job.*

The strong mentorship culture that is integral to the military work environment rewards and promotes personnel's troubleshooting skills by emphasizing the need to "make mistakes" in order to learn (civilians are often restricted by specific product, cost or output requirements)

- *OJT is pretty much where you're going to learn all your trade practices and all that. So, you're going to make your mistakes more so in that area and usually there's a QL5 or higher double-checking your work. At least that's the safeguard. ... that's why the second guy is there mentoring and watching the person there while they are going to be in that area where they make mistakes. ... There are still mistakes that slip through there. It's just that in the army, it's like most of the time its okay yeah, you screwed up, fix it. The civilian side, you're pretty much going to get hammered for it.*
- *It's just how to use the drill sharpener. A lot of guys don't know how to use it. They just go, " oh it's dull" and grab another one. Then they dull that one...but for me, teaching in the trade, I like to give...them a job to do and instead of holding your hand showing them how to do it, give them a job, like fabricating job and just do it. Let's see how you come up with it. Let's see how you think. And if I see a problem, I'll straighten him out. But you know, they do it on their own and it gives them self confidence, ' cause our job here is to get the guys trained and on their own. Because they'll be going to first line units where there's going to be nobody really to rely on. They're going to have to, if there's gonna be a problem, then they have to fix it. And there's no one there to ask how to do it. You've got to fix it and you've got to fix it now because this vehicle has to roll.*

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Civilian versus Military Trades, Continued

Work environments (continued)

Theme: Civilian versus Military Work Environment (Continued)

The significance of the above theme is reinforced in CF Professional Development System:

Protection from unwarranted criticism is the responsibility every leader has to his subordinates and the smoothing over of errors should not be required if, as recommended in Canadian Officership in the 21st Century: Officer Professional Development 2020, the CF “develop(s) an environment tolerant of mistakes” (p. I-34)...Errors resulting from negligence should not be smoothed over or accepted. Mentors who smooth over negligence are not supporting the organization (DND 2002a).

Troubleshooting was a significant theme in the data; those respondents in the Vehicle and Material Technician trades and those who attended the Edmonton consultation were particularly emphatic about the issue.

Family (CF trades provide a good, stable income for supporting a family but the demands of being a CF member often take time away from family)
<ul style="list-style-type: none"> • <i>[ten years in the military] I've got a huge family and I just have no time for that. I didn't have time for what I did in the military, but I'm in the military and I had to do it anyways right. So to do it again, no, I wouldn't be interested right now[in challenging the Red Seal].</i>
<ul style="list-style-type: none"> • <i>Well I'm not sure what I want to get to [how long I want to stay in the CF in years] but [I'm] sure I want to get to a point in the military where I'm comfortable and my kids are out of the house.</i>
<ul style="list-style-type: none"> • <i>You actually believe that you deserve the shore time because it gives you a bit of a break. But you get to the school here,” okay, for a couple of years I've got to make some plans. Here's what we're going to do as a family over the summer or in the fall or you know”... every day you're coming up and we need a person to go here and a person to go there so you're not untouchable when you're supposed to be in your non-operational unit.</i>

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Civilian versus Military Trades, Continued

Civilian versus military equivalency/ accreditation

The general discussion during Part II of the consultations elicited a great deal of commentary about respondents' CF trade credentials. Respondents were concerned about how their military training and experience were recognized by civilian employers and educational institutions. Alternatively, a number of respondents described the problems experienced by individuals joining the military with civilian trade credentials.

Theme: Recognition of CF trade credentials by civilian organizations:

CF trades personnel need a Red Seal to demonstrate that they are qualified
<ul style="list-style-type: none">• <i>Guys are spending 25 years in uniform and if they don't [get their Red Seal], when they get out and they want to get a job, then they're just starting off as an apprentice. They're starting off working at Walmart or whatever...so they should almost be pushed, like required to do it, like on the 5's or after an OSQ.</i>• <i>There's jobs in the job market right now but unless you have a Red Seal and qualified civilian side... you're probably quite capable of doing the job but in that job spec when they're looking for qualifications, it's... Cert 3, Cert 4 or Red Seal, machinist, millwright... Still gotta have that Red Seal, so you can't even really apply for those jobs based on just military qualifications. So, in my opinion, you have to have it if you want to do the same type of work based on what you're doing in the military.</i>

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Civilian versus Military Trades, Continued

Civilian versus
military
equivalency/
accreditation
(continued)

Theme: Recognition of civilian trade credentials by the CF (Continued)

CF trades and civilian trades/certifications are structured differently—a single CF trade may correspond (in whole or in part) to either: more than one civilian trade/certification, or none at all.

- *[There are countless other trade certification programs or tickets] Because you can be a basic mechanic, or you can be a basic mechanic with your truck and coach—which is your buses—or you can be a heavy duty mechanic, which means you have all three. And there are three different codes. I can only speak for Ontario, but there's three different codes for those three different licenses. But I think only one is Red Seal and the other two are like add-ons. Because you can work as a mechanic without the other two, you just can't work on that type of equipment unless you've got the little box checked off.*
- *There's a lot of different...weapons techs have to fix stoves and everything else. They don't have certification for it as far as I understand. I've got a lot of friends where it's just part of their job. They work in hydraulics and everything else. These guys can fix anything ...you give them something and they'll fix it. But there's not a Red Seal qualification for it. There's just so much more.*

Individuals joining the CF who possess prior civilian trade certifications and/or training may or may not have these credentials recognized when they join

- *Yeah [there's a gap typically between civilian and CF trade skills]. But the problem [there] being again that you have a standards rep at our school that gets posted in every two years or moved around every three years. The new guy comes in or he's on vacation so someone else reviews the file, so he sets a different standard for that file. Hence getting two guys with the same qualifications, same guys coming in at the same time, but this guy is giving him more than this guy. Same with the bonuses; some are getting \$20,000.00, some are getting \$10,000.00; some aren't getting it at all and they're coming in certified.*
- *They originally told me that he [another participant who joined with civilian trades certification] would become a technician because of his qualifications, but as soon as he got in the door, they look at his ticket and they did not recognize any part of it.*

Alternate Trade Certification and Education/Training Programs

Overview

Outline	<ul style="list-style-type: none"> • Respondents' awareness of and intention to pursue trade certification and education/training programs besides the Red Seal Program; and • Examples of alternate certification and education/training opportunities.
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Trade certification, education and training opportunities

Respondents were asked about alternative certification, educational and training opportunities in at least two of the questions during Part I of the consultations. Responses were categorized as follows:

Topic	Theme
What other educational, training or work opportunities would you pursue?	<ul style="list-style-type: none"> • Other trade certifications (provincial, interprovincial, Red Seal) • Other trades training (e.g., upgrading skills) • Safety training • Certificate programs (trades)
Do you know of any other certification/recognition programs besides Red Seal that are available to your trade/occupation? i. If so, please list them.	<ul style="list-style-type: none"> • Provincial government certification programs (e.g., Department of Transport, Ministry of Tourism) • Other education/training (not trade-related)

The majority of respondents intended to pursue further trades certification and trades training opportunities rather than educational opportunities. Only a few respondents described educational opportunities that they might pursue for professional development. Respondents appeared to be reasonably well informed about alternate certification/recognition programs available to their trade.

Awareness of the Red Seal Program

Overview

Outline	<ul style="list-style-type: none"> • Awareness of the Red Seal Program; • Perceptions of both the Red Seal Program and the process of obtaining a Red Seal; • Respondents' observations as to how they had first heard of the Red Seal Program; and • Areas of apparent confusion or misinformation regarding the Red Seal Program (i.e., the Red Seal Exam).
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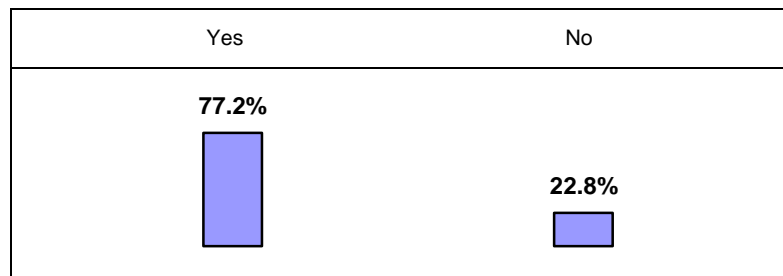
Overall awareness of the Red Seal Program

Data on participants' awareness of the Red Seal Program was collected during the written question and answer portion of the consultations.

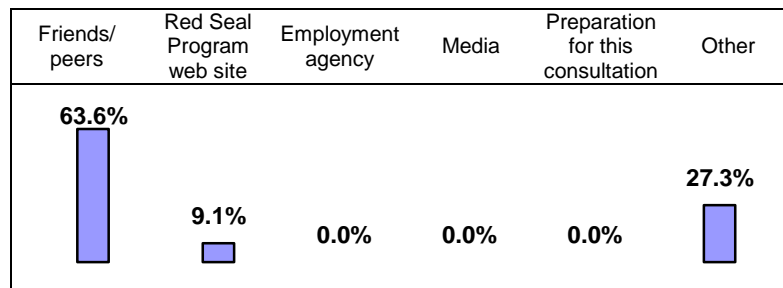
The majority of respondents:

- were aware of the Red Seal Program prior to this study;
- had first heard about the Red Seal Program from their friends/peers; and
- felt that their co-workers were aware of the Red Seal Program.

Question: Have you ever heard of the Canadian Interprovincial Standards Program, commonly referred to as the Red Seal Program?



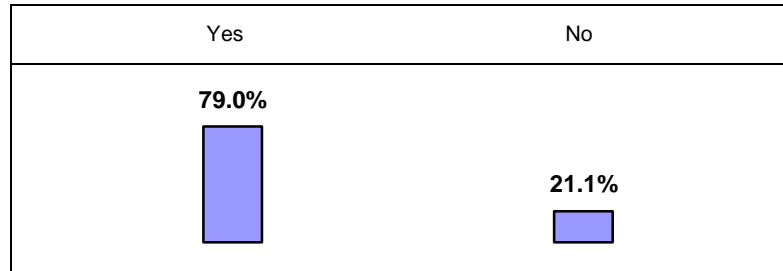
Question: How did you first find out about the Red Seal Program?



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Awareness of the Red Seal Program, Continued

Question: Do you think that your co-workers (in the same occupation) are aware of the Red Seal Program?



Overall awareness of the Red Seal Program
(continued)

A number of respondents commented during Part II of the consultations that they had first heard about the Red Seal Program from peers and/or their supervisors. Additionally, a few respondents indicated that they were first informed of the Red Seal through their military training provider or school.

Just over 50% of Valcartier respondents had prior knowledge of the Red Seal, compared with between 67% and 100% of respondents at other consultation locations.

Theme: How respondents first heard about the Red Seal Program

Peers and/or supervisors
<ul style="list-style-type: none"> • <i>They always told us if you have certain levels in our career, you should go write your civilian ticket now... You're now qualified to write a certificate, you should go maybe try that. Well 99% of the people don't, and I just figured I'd go try it and the worst I could do is fail.</i> • <i>It's basically our peers and supervisors showing and telling as they're teaching it... this is the benefit to this trade when you get these hours, when you do this and if you do well, this is what you can accomplish [Red Seal/other certifications].</i>
Training Provider or school
<ul style="list-style-type: none"> • <i>But they used to have the apprenticeship rep come to the school. And on the day of your graduation, or the day after your graduation [from your QL5s], anyone who wanted to pay the fee and write the exam, challenge the exam, the opportunity was there. Because the schooling, the knowledge that was passed on according to the civilian apprenticeship board, was sufficient enough that they were allowed to do that.</i> • <i>They [the schools] actually sometimes have someone from the trade—like I know in New Brunswick—come talk to you and they'll let you know exactly how many hours are, when you can write it after your QL5... [the person who comes is from the] Department of Labour.</i>

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Awareness of the Red Seal Program, Continued

Detailed knowledge of the Red Seal Program

Respondents' detailed knowledge of the Red Seal Program was assessed during the consultation where they were asked:

Question: Describe the following:

a. What the Red Seal represents?

Trade skills and/or knowledge
<ul style="list-style-type: none"> • <i>Equivalent standard of knowledge or training.</i> • <i>It represents a milestone in training and experience and allows for recognition for those holding it; that they have applied themselves toward the trade and have proven their capabilities within it.</i>
Interprovincial mobility
<ul style="list-style-type: none"> • <i>It represents the freedom to work anywhere in Canada.</i> • <i>Not provincial, allows one to work anywhere in Canada.</i>
Ability to practice one's trade in a civilian context
<ul style="list-style-type: none"> • <i>A recognition of the skills/qualifications that are transferable to the civilian sector.</i> • <i>Stamp of approval from civilian authority that endorses your qualification to work in the civilian sector for the trade in which you qualify. I believe most Red Seal trades are interprovincial.</i>
Certification in a trade
<ul style="list-style-type: none"> • <i>Trades certification.</i> • <i>A certification in an engineering trade.</i>

2. The process of obtaining a Red Seal:

A certain number of hours practicing the trade is required
<ul style="list-style-type: none"> • <i>Hours of training—on the job, school—certified personnel to sign off time.</i> • <i>Validating my current hours by my boss and filling out the application.</i>
A practical demonstration of competence in the trade is required
<ul style="list-style-type: none"> • <i>Follow approved apprenticeship program and continuous mentorship from qualified supervisor.</i> • <i>It is a combination of technical training and experience accumulated in the trade.</i> • <i>It requires dedication and commitment learning your trade to surpass this benchmark.</i>
Certain skills must be acquired
<ul style="list-style-type: none"> • <i>Being a skilled enough tradesman to first obtain a journeyman certificate in my trade and then challenging the Red Seal.</i> • <i>Complete schooling, doing an apprenticeship, gathering the hours and training to become fully qualified in the trade.</i>
An exam must be written
<ul style="list-style-type: none"> • <i>Challenge provincial exam and a high enough score earns you a Red Seal.</i> • <i>Challenging the civilian exam.</i>
A test must be written
<ul style="list-style-type: none"> • <i>Writing or challenging trade test [and] scoring a certain % on the test (75%?).</i> • <i>Passing a qualified test.</i>

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Awareness of the Red Seal Program, Continued

Red Seal Exam – Potential confusion or misinformation

Respondents gave a number of different answers when they commented on the following issues regarding the Red Seal exam, indicating that some confusion or misinformation may exist concerning specific aspects of the Red Seal Program:

- the grade required to pass the exam;
 - the difference between provincial, interprovincial and Red Seal exams; and
 - the minimum number of hours of work in one's trade required in order to be eligible to challenge the Red Seal exam.
-



Vehicle technician Corporal Heather Skaling of the National Support Element repairs the alternator in a LAV III light armoured vehicle at Kandahar Airfield.

Photo by Cpl Simon Duchesne, JTF Afg Roto 4

Perceived Value/Utility of the Red Seal

Overview

Outline	<ul style="list-style-type: none"> • Respondents' interest in challenging the Red Seal exam; and • Respondents' perceptions of the benefits to be derived from obtaining Red Seal endorsement (including intent to continue in trade following release/retirement from the CF).
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Intent to pursue a Red Seal

Question: Would you be interested in pursuing [Red Seal endorsement]?

Topic	Theme
Yes (I would like to get my Red Seal)	<ul style="list-style-type: none"> • The majority of respondents did want to pursue Red Seal endorsement
No (I would not like to get my Red Seal)	<ul style="list-style-type: none"> • The majority of respondents who did not want to pursue Red Seal endorsement, did not intend to continue practicing their current trade once they left the CF

One consultation presented an exception to the overall findings of a clear majority in favour of Red Seal endorsement. Only a very few Valcartier respondents expressed a definitive “yes” or “no” to the question, whereas most respondents were evenly distributed in terms of positive and negative comments about obtaining a Red Seal. The majority of Valcartier respondents who did not believe that pursuing a Red Seal would be an advantage indicated that they were not interested in obtaining the endorsement because “the Red Seal is not recognized in Quebec”; however, this assumption is incorrect:

- *I have a question...The Red Seal is irrelevant. We don't have a Red Seal in Québec, it's a different system. [translated from French]*
- *You would have to work in Ontario; [the Red Seal] it's not valid in Québec. [translated from French]*

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Perceived Value/Utility of the Red Seal, Continued

Red Seal Challenges

Question: Have you attempted a Red Seal exam in your current trade?

i. If so, were you successful?

ii.If not, why not?

A few respondents (15.5%) had already challenged the Red Seal Exam and six of the nine were successful. The very few respondents (3.5%) who had failed the Red Seal Exam⁵ indicated that they believed that information on their test had either been outdated or obscure. This finding is surprising, given that Red Seal Exams are developed by trades people based on their experiences of what skills and knowledge are required to perform in their trades, rather than by reference to textbooks or other sources.

Some respondents were not convinced that the Red Seal Exam was a true measure of trade competence. The following sample comments are representative of the discussion regarding the effectiveness of the Red Seal exam as a measure of trade competence:

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⁵ One respondent was awaiting the result of his Red Seal challenge.

Perceived Value/Utility of the Red Seal, Continued

Theme: the Red Seal exam as a measure of trade competence

Information tested on Red Seal exam is obscure
<ul style="list-style-type: none"> <i>I can talk about the millwright Red Seal because I challenged the exam and 70% is a pass. I got 61% and I failed...the exam was the hardest. It was obscure questions. I had the millwright book. Me and a friend went through the book, we did our cheat notes ...wrote the exam and we went, "wow". Some of the questions were so obscure.</i> <i>So does that prove your competency? No. That proves that you can read a book. I'm not saying you're not qualified or you're not an actual tradesman; I'm just saying there's that potential... if you put your nose in a book and you read it, you could. No I would suggest that 99% of the people that write the exam are competent and well versed but there is that potential...</i>
The ability to perform one's trade is the true test of competence
<ul style="list-style-type: none"> <i>We do our welding exams, it's a hands-on. You run your route...and there's a welding inspector checking along as you go and evaluating it. So, you can't really fudge that one.</i>
Not enough "hours" in job to challenge exam
<ul style="list-style-type: none"> <i>Oh probably not [I probably don't have enough hours to challenge the exam now]. I honestly don't know how many I have and I don't really know how I would kind of break down as to how many I have because we do so much in our trade that I'm not really...</i>
Exam preparation and challenge required the individual's own time
<ul style="list-style-type: none"> <i>As a tradesman in the military, you are not required to have your Red Seal to do your job. We can work on any base in our trade, so they're not going to grant us the time because we don't need the certification. It's up to you to use your personal time.</i>
The opportunity to challenge the exam as close as possible to finishing QL5 training
<ul style="list-style-type: none"> <i>For plumbing...coming out of school [QL5], Red Seal ticket should be absolutely, you should get high marks, you should get 90's because that's the level we're taught at...The only thing is getting the knowledge of whatever province you're writing in because they'll add provincial questions in their interprovincial tests... But yeah, I'm confident coming out of the engineer school as a plumber, and I could go write the tickets.</i> <i>The [Red Seal exam] for me right now, it's good and I recommend it. And I know these guys were told this before, that as soon as you're done your QL-5...everything is fresh in your mind. I mean for me, who's been away from the refrigeration trade for the last three or four years, I've no doubt I'll have a challenge because of the new laws implemented and new technologies. So I'm behind the eight ball if I were to go write a Red Seal exam right now.</i>

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Perceived Value/Utility of the Red Seal, Continued

Benefits of a Red Seal/Work in trade after leaving CF

The majority of respondents stated that they intended to pursue Red Seal endorsement because they believed that it would be beneficial to them. Their perceptions were captured as follows:

Question: Describe in your own words the benefits of being certified in a Red Seal trade / Why or why not [would you be interested in Red Seal endorsement]?

Increased job opportunities
<ul style="list-style-type: none"> • Ability to find employment in your trade in any province. • Future employment, more chances of being hired,[and] meet the criteria for employment postings.
Interprovincial mobility
<ul style="list-style-type: none"> • Interprovincial recognition of ability. A bare minimum for any type of position in industry above basic labourer or apprentice. • Can work anywhere in Canada without having to do additional training or courses.
Money
<ul style="list-style-type: none"> • Pay scale appropriate to a fully qualified and experienced tradesman. • Better income and positions possible on release from the CF.
Recognition of trade skills/qualification
<ul style="list-style-type: none"> • Having a standardized, portable skill set which most potential employers can recognize. • Being recognized for the skills and knowledge you have to offer an employer.
Trade knowledge
<ul style="list-style-type: none"> • Having professional trade knowledge and status that is at an acceptable standard in industry Canada-wide. • The student will have a standard of knowledge and will have good experience at the end of the process resulting in a "seasoned" journeyman.

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Perceived Value/Utility of the Red Seal, Continued

Benefits of a Red Seal/Work in trade after leaving CF (continued)

Theme: Respondents' perceptions of the benefits of a Red Seal

Increased job opportunities (potentially in higher level positions)
<ul style="list-style-type: none"> • <i>There's a thousand people who all tend to be welders and when you throw the Red Seal, that gives them... You know what? They know what they're doing and you're going to look at them on a resume ahead of someone who just says "yeah I welded at Bob's garage." So job opportunities I mean it definitely opens up a lot of doors.</i> • <i>I've completed my 20 years. I've been looking to take the uniform off but I'm not gone yet...My options are open now. Now I can apply for jobs because they want my Red Seal...I'm not a carpenter unless I have my Red Seal.</i>
Recognition of trade skills and/or that one is qualified in one's trade
<ul style="list-style-type: none"> • <i>With the Red Seal it's also different between being the guy on the floor and being the supervisor. You know a Red Seal will definitely push you up the ladder, whereas we already got the experience, now we've got the Red Seal to prove it and it ends up with a better paying job.</i> • <i>99% of the people are writing [the Red Seal] because in the end, whoever is certifying you is putting their name on it saying that yeah, this person is good to go.</i>
Security in terms of one's employment options after leaving the CF
<ul style="list-style-type: none"> • <i>[A Red Seal] would be nice to have on your belt should you want to get out of the military. You don't have to scramble to try and find your ticket, you know, you already have it.</i> • <i>A Red Seal for me is security when I get out or if I'm medically released, along those lines. I don't have to go and be in a rush to start a second career and take the first job. I've got this and I can just...</i>

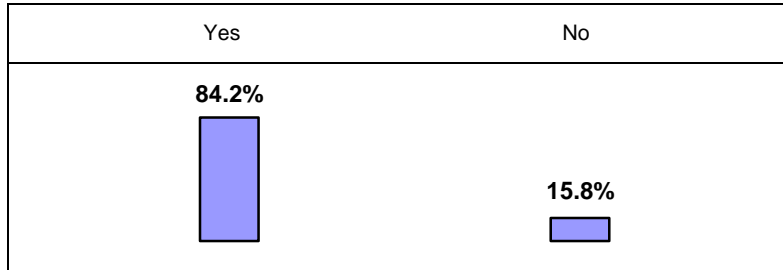
Almost all respondents' comments indicated that Red Seal endorsement would help them in their post-CF pursuit of employment, making respondents' intent to pursue employment in their trade after leaving the CF particularly significant. Two questions in Part I of the consultation assessed whether or not respondents actually intended to pursue employment in their trade following their release from the CF. Most respondents stated that they did intend to continue in their trade after leaving the CF, thus reinforcing the findings that most respondents:

- intended to pursue a Red Seal; and
- felt that the endorsement would benefit them in their career.

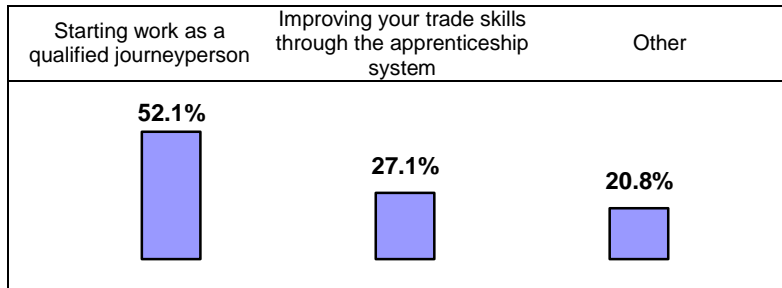
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Perceived Value/Utility of the Red Seal, Continued

Question: If you were thinking of leaving the CF, would you consider pursuing employment in your current trade?



Question: [If you responded 'yes' to Q7] Would you see yourself:



Mentorship

Overview

Outline	<ul style="list-style-type: none">• Respondents' observations regarding the themes of leadership and mentorship; and• The impact of respondents' demographic characteristics on their perceptions of leadership and mentorship.
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Mentorship

Mentorship refers not only to the development of the particular skills and knowledge required to perform one's job, but also to the development of other career and psychosocial elements that are specific to the mentoring relationship⁶.

Developing subordinates is the underlying goal of mentoring. In the CF, this is a supervisory or leadership responsibility and like Ethics and Values it is such a key responsibility that it is one of the 16 performance requirements on the CF Personnel Evaluation Report (Wild 2002).

When asked whether or not they felt that they could mentor and/or provide on the job training, almost all respondents stated not only that yes they could, but further, that all CF members in the trades who had attained their QL5 should be able to fulfil this role. The only reasons given as to why an individual with their QL5 or above would not be able to act as a mentor/trainer to apprentices in their trade, were that he/she had no desire to teach others or did not possess an aptitude for teaching.

Continued on next page

⁶ The nine functions that comprise the mentoring relationship according to Kram, 1986 are: (career) sponsorship, coaching, protection, exposure and challenging assignments; and (psychosocial) role modelling, counselling, acceptance and friendship (Wild 2002).

Mentorship, Continued

Mentorship
(continued)

Question: Do you feel that your CF trades training has prepared you to act as a mentor and/or on-the-job trainer to apprentices in your trade?

Level of CF trades training (QL5)
<ul style="list-style-type: none"> • <i>We have our QL4 package, which gets them ready for their 5's. In that, we actually have a check list for each one of the trades that they have to learn. They do a written exam plus a practical exam which has to be submitted to the school before they can actually go on the 5's course... basically their journeyman qualification. So, most of our 5's yeah, are in a good position to be mentors.</i>
<ul style="list-style-type: none"> • <i>Well, part of being QL5, at least in my trade, is mentoring and training the next guys up and coming.</i>
<ul style="list-style-type: none"> • <i>I can mentor both [CF and non-CF trades people] because our QL5 program is very well done. It's very intense, thorough, jam-packed. Its two years long. There's a lot of academics with it, a lot of baseline.</i>
CF leadership training/experience
<ul style="list-style-type: none"> • <i>I've had the chance to mentor one private in particular; ...I mentored him and I passed on my experience and my knowledge that I've gained thus far as a CF plumber. And I'd be definitely be able to do it again if we were given an interprovincial Red Seal ticket. If I got out of the military at age 45 or 50 or whatever and I went to work for a civilian company, I'd definitely be able to take on that role again.</i>
Mentoring others is “part of the job” in CF trades
<ul style="list-style-type: none"> • <i>If you can't mentor or teach then why are we in our position?</i>
<ul style="list-style-type: none"> • <i>You go into more of a mentoring position or a training ...that's my...job on the ship is to mentor and train the techs coming in and hopefully get them to a position where they can take my job and do the same thing for the next people coming in.</i>
Experience (especially “tricks” and troubleshooting tips)
<ul style="list-style-type: none"> • <i>A lot of the tips and tricks, like there's certain things...Like well in the case of say an LSVW starter, by the book you're supposed to pull the engine out. But you undue a couple of motor mounts; you can tilt the cab and pull the starter out.</i>

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Mentorship, Continued

Mentorship (continued)

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Question: Do you feel that your CF trades training has prepared you to act as a mentor and/or on-the-job trainer to apprentices in your trade?

Experience (especially “tricks” and troubleshooting tips) (Continued)	
	<i>and it takes you two hours instead of three days. So things like that get passed on, ..when we leave, the vehicle is basically either on a wrecker or rolling out and fighting. That's the only two options we have...So it's pretty much the way we have to play and we have to improvise so we get one of those two results.</i>
	<i>• I could definitely see myself training other people. We deal mostly with inspections so we can see where the fault actually lies and diagnosing the problem so it becomes easier over time to just see these faults. And it would be to actually just replace the part because I feel pretty confident doing it. Going back to the mistakes. I love making mistakes because it really does teach you what you did wrong and then broadens your education as far as the application you're working on. But yeah, I feel very comfortable mentoring...</i>
Specific knowledge (may be lacking if military members mentor civilian subordinates)	
	<i>• Yep. Absolutely [feels confident to mentor]... it's a different type of skill set than what they use in the civilian industry, but it's a really good skill set and I don't think that there's one that's necessarily better than the other in a lot of ways... if you have the four-year journeymen electrician coming in and you put him on the board, is he going to be able...he might not have operated systems like that ever. It's not the same kind of job. He's done different ends on different pieces of equipment.</i>
	<i>• For the civilian, I guess it would be the same thing. We just need the uh, for fabricating and stuff and for quick thinking, yes...But I'm pretty sure on civilian welder downstairs, a few years ago they had a program where they'd send in apprentices and he was actually training them through the province and he was showing me the books on that that he had. There were certain criteria he had to go through for that. It was only him because he was a Red Seal certified, Province of Alberta welder. He was the only one that could supervise these guys.</i>

Demographic variables

During analysis it became apparent that several demographic variables assessed during Part I of the consultations were likely to have influenced respondents' answers regarding their ability to mentor/train others in their trade:

- the majority of respondents were MCpl/MS or above, indicating an existing professional expectation based on their military status;
- all respondents had received training to the QL5 level or above, indicating that they had attained a high level of trade mastery;
- the majority of respondents had been in their current position for more than 24 months, which would have made them very comfortable with their tasks and position; and

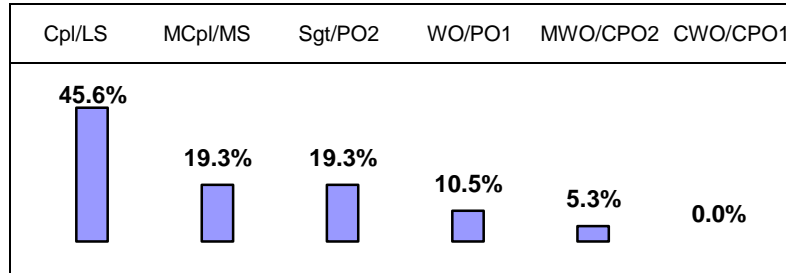
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Mentorship, Continued

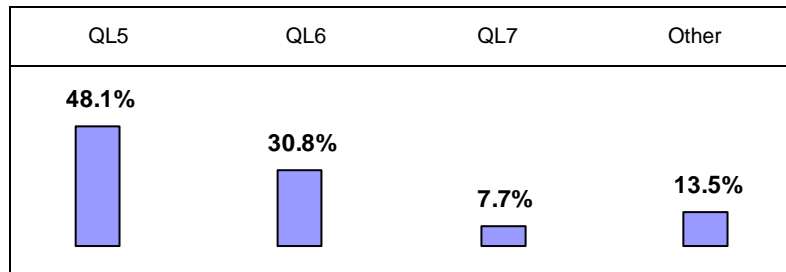
Demographic variables (continued)

- approximately three-quarters of respondents had been in the CF for more than 10 years and, therefore, possessed a great deal of CF and trade experience.

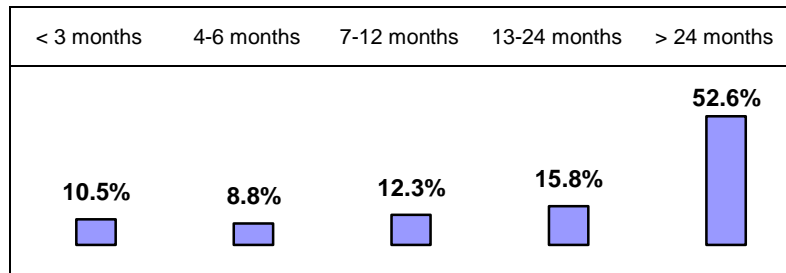
Question: What is your current rank?



Question: What is the highest level of CF trades training that you have received?



Question: How long have you worked in your current position?

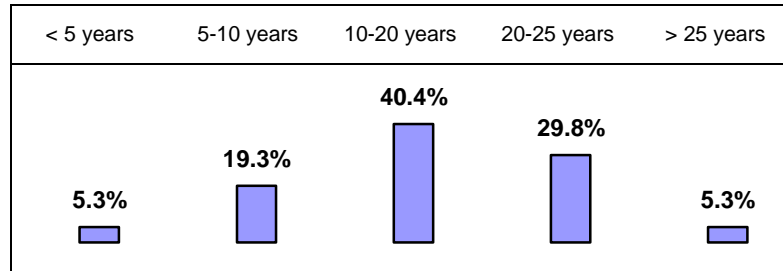


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Transitions

Mentorship, Continued

Question: How long have you been a member of the CF?



HMCS Iroquois, embarked on Saturday April 19, 2008 on a six-month maritime security operation and is currently transiting towards the Caribbean, where it will join its two West Coast counterparts, HMC Ships Calgary and Protecteur, to form up the fourth rotation of Operation ALTAIR, Canada's maritime contribution to Operation ENDURING FREEDOM, the US-lead Campaign Against Terrorism.

Ordinary Seaman (OS) Matthew Welsh, Naval Electrician, replaces night lighting bulbs in the operations room. OS Welsh is from Parrsboro, NS.

Photo: Master Corporal Robin Mugridge, Formation Imaging Services Halifax, Nova Scotia

Recruitment and Retention

Overview

Outline	<ul style="list-style-type: none"> • Respondents' perceptions of the effect of Red Seal endorsement on their intention to remain in the military; and • Respondents' perceptions of the use of Red Seal endorsement as a CF recruitment tool.
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Retention

Red Seal - retention of CF trades personnel

Question: If you were able to obtain a Certificate of Qualification in a Red Seal trade comparable to your current CF trade, would this opportunity encourage you to stay in the CF longer, leave the CF earlier or neither? Please explain why.

More than twice as often, respondents stated that they would not leave the CF earlier. This result was likely influenced by how long respondents had been members of the CF (see p. 41), given that 'time in the CF' was found to be an important factor with respect to an individual's decision to stay or leave the CF upon receiving a Red Seal.

A. Response: (1) respondents would neither stay in the CF longer nor leave the CF earlier; or (2) respondents would stay in the CF longer

CF work environment is better than the civilian work environment (for their trade)

- *It [getting the Red Seal] would push people out if the pay and the workload was not as...if the pay was greater out and the work load was equal to or less, it would push everybody out the door. But for our trades in the CE world, the pay is greater; however your work load is astronomical...unless we're told otherwise. Out at Civy Street, refrigeration mechanics, plumbers, everybody in the CE world and in the construction world put in 80 plus hour work weeks and their walking tickets are given out very easily. What? You want to go take your kid to the hospital? There's you pay cheque, don't come back.*
- *We have guys knocking on our door [civilian trades people wanting to join the CF]...they spent 8 hours working at a Nissan dealer sitting in a chair and a vehicle comes in the shop and three or four of them go running to the truck fighting to get the job because they want to feed their kids. And they have to punch a time clock. They sit there all day and they don't get paid unless a car comes in.*

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Recruitment and Retention, Continued

**Red Seal -
retention of CF
trades
personnel
(continued)**

(Continued from previous page)

A. Response: (1) respondents would neither stay in the CF longer nor leave the CF earlier; or (2) respondents would stay in the CF longer

Likes the CF work environment
<ul style="list-style-type: none"> • <i>About hours, that's the only thing that I'm waiting on ...I don't necessarily want to leave the military; I like what I am. Like what Sergeant said here, it is relaxed. You still get your job done, you don't need this ticket. But I guess it's more of almost a status symbol... it would be nice to have on your belt should you want to get out of the military. You don't have to scramble to try and find your ticket, you know, you already have it...but I'm happy with the military...so I will be pursuing as many hours.</i>
<ul style="list-style-type: none"> • <i>I did my [Red Seal] certification in '93 or '94 and I'm still here, so again, something to fall back on. When I finally do stop having fun...a little bit of security in your pocket.</i>
<ul style="list-style-type: none"> • <i>It would be a pretty good offer on the table right now for me to get out of the military. Okay. I look around this room and I'd be very surprised if someone said right now if they wanted to get out of the military if they had their Red Seal. Because we chose to wear this ... All before trade-related, we are military soldiers first. It's as simple as that. So if any one of these guys want to sit here and say, " yeah, I'd get out tomorrow if I had the Red Seal", why did you join this outfit in the first place? ...I could have ten Red Seals if you like but I'm military for life and that's just the way it is.</i>
Money
<ul style="list-style-type: none"> • <i>Where I working, it was Annapolis Valley, Nova Scotia and by joining the military I gained job security. I gained a pension and I've gained the chance to see the country which I wasn't going to see. Plus, I'm making more money now than when I was in the area that I was in even though the amount that I was making was considered good money for that area.</i>
<ul style="list-style-type: none"> • <i>There are plenty of other factors. And I've heard a lot of people say, " why would I stay in the military and be treated poorly, like a child", when I can go downtown, do that to my boss, flip him off and go get another job if he starts treating me like that and make twice the amount of money. I know plenty of guys who got out. Ticket. See you later...there's other factors involved. You know if you've got a good boss, that's a big thing. That's a huge thing. He's had bad bosses too so he's in the same boat as me.</i>
Quality of life
<ul style="list-style-type: none"> • <i>I'd probably still sign in. Like a lot of it has to do with you know, as with any job, you know, employee satisfaction has a certain amount to do with it. Like if politically if it becomes too much I would leave at the end of it, at the end of my contract, because of the same reason, whether or not I had my Red Seal or not. So if I got it, I don't see it affecting my decision to stay a whole lot.</i>

Continued on next page

Recruitment and Retention, Continued

**Red Seal -
retention of CF
trades
personnel**
(continued)

(Continued from previous page)

A. Response: (1) respondents would neither stay in the CF longer nor leave the CF earlier; or (2) respondents would stay in the CF longer

Quality of life	
<ul style="list-style-type: none"> <i>I have a family; still young kids, 20 years in. What would drive me to want to leave an establishment like I have now other than if I'm fed up and I'm not happy anymore, that's any job. But they're not giving me more money to have this certification. You're not giving me anything else...my point right now in my life, no, I'm not ready to. I feel comfortable.</i> 	
Time in CF	
<ul style="list-style-type: none"> <i>They may not do the 30 year or 35, but the new contracts are 25 years. These guys aren't getting their trades certification until their 10 years in, I'd say the majority of them aren't gonna run. They're gonna stay and get that 25 years.</i> 	
<ul style="list-style-type: none"> <i>For me I think it's past that time. I have almost 25 years in the military so for me, it's not something that's going to encourage me to stay or encourage me to leave. It's neither.</i> 	
<ul style="list-style-type: none"> <i>It would have to be an awfully good job offer when you've only got seven or eight or five or six years left to go. Just because you got your Red Seal...you did this much time, you might as well go for 20 and then look for a job.</i> 	
Possibility of other certifications	
<ul style="list-style-type: none"> <i>I have already spent a fair amount of time in the trade... if I could get a Red Seal based on my qualifications here as a marine technician, definitely. I'm going to stay regardless, but yes, it would definitely be advantageous to make we want to stay longer. Just to see what else I would be able to get, you know, through the military. What other certifications.</i> 	
<ul style="list-style-type: none"> <i>If I was recruiting in, like if I was starting fresh and I knew that I was able to get my Red Seal, I'm pretty sure that would want to make me stay longer. Because if the military was going to do that for me, what other qualifications would I be able to get through them that I could use later on in the civilian life after 20 years. Right. So if they were willing to give me a Red Seal ticket without me worrying to be running out the door, then I'm pretty sure there will be other tickets that I'll be able to get. The more tickets you have, the more employable you are after 20 years, or if you're injured or if you decide to leave for whatever reason.</i> 	

Continued on next page

Recruitment and Retention, Continued

**Red Seal -
retention of CF
trades
personnel**
(continued)

(Continued from previous page)

B. Response: (1) respondents felt that the Red Seal would encourage trades personnel to leave the CF earlier

Respondents' comments regarding the possibility that members would leave the CF earlier if they were given the opportunity to obtain their Red Seal fell into four main categories or themes:

- *Money*—If offered a better salary in the civilian world to ply their current trade, members would leave earlier;
- *Quality of life*—If members were unhappy in the CF in terms of their job satisfaction, they would leave earlier;
- *Time in the CF*—If members had only been in the CF for a few years, they would likely be more tempted to leave the CF to pursue their trade in a civilian environment; and
- *Trade dependent*—Members of certain trades would be more likely to leave earlier given the attractiveness of available civilian opportunities.

Money
<ul style="list-style-type: none"> • <i>If I had a Red Seal, I would still continue my career in the navy. If that's what, if someone has got the power to make it easier for us to obtain Red Seal, if they're a little leery on making that easy for us because more people will get out of the military, therefore I want to say no I won't leave the military if I get a Red Seal. ... if people got a job offer, if you've got three years in and somebody is going to say would you like to go work in a... we'll pay you x amount of dollars, a really good pay Monday to Friday, 8 to 4, it would be hard to pass up if you had a Red Seal, so three years in or 23 years in.</i>
<ul style="list-style-type: none"> • <i>That's a hard one because it depends where you are in Canada. If you get your Red Seal you stay in the military. In Alberta, the money was plentiful. Was. Because everything the economy. So in Alberta it's very difficult to keep people with the Red Seal in the military. The rest of Canada, jobs aren't so plentiful; therefore, Red Seal is more of a self-accomplishment and you continue on.</i>
Quality of life
<ul style="list-style-type: none"> • <i>If I had my ticket I would have gotten out a long time ago. It's not so much having a ticket; it's more about treatment at work. I could have my ticket and stay, as long as I've got a good boss. That's the biggest thing for me.</i>
<ul style="list-style-type: none"> • <i>The military is great. It's a good job. I mean there's a lot of benefits. There's, you can't really knock it. However, there comes a time in life and you've got a family and stuff like that and being strictly navy, you know, sooner or later I'm going to be due for a change. And that change would probably mean being home more, and if I get a Red Seal than I'm that much more employable with a Red Seal. Therefore, it's more attractive for me to get out of the military and put that Red Seal to use.</i>

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Recruitment and Retention, Continued

**Red Seal -
retention of CF
trades
personnel
(continued)**

(Continued from previous page)

B. Response: (1) respondents felt that the Red Seal would encourage trades personnel to leave the CF earlier

Time in CF
<ul style="list-style-type: none"> • 5 years for a vehicle tech or for most of us. You know that [offering the Red Seal too early] might start pushing people out the door.
<ul style="list-style-type: none"> • It's a fine line in general. Because say that you certify a guy that's on his initial five year contract: "I got my Red Seal now, I can go back home. You know, be a fitter or a mechanic."
<ul style="list-style-type: none"> • I tell ya, under 10 years; it [getting a Red Seal] would push him out the door.
<ul style="list-style-type: none"> • If I had five years in and I got offered a Red Seal, see you later. If I had 15 years in, well I'll do my last five and then I'll look into going towards that Red Seal [actually has ten years in the CF].
<ul style="list-style-type: none"> • We're getting a lot of young guys in the...program at St. Johns. They're coming back, spending four or five years and just before they get out they'll go down and write their millwrights, pass it and see you later...because that's the only way we could recruit guys in the trade...I'll tell you right now I just left the ship there. We had two...here, both of them six years in and they've gone...They're leaving next month...It's great, but we're losing more bodies.
<ul style="list-style-type: none"> • All the CE trades: if it's building outside...If you go off the base and there's a boom which there is, even though the state of the economy right now, there's a boom in construction, when a guy is offering you \$80.00 an hour and you're a corporal and you only have so many years invested in the military and you're certified and you're ticketed, they're going to pay you to your ticket.
<ul style="list-style-type: none"> • But if you compare to what the fire fighters are going through right now... as soon as their guys are getting their five qualification, which is their journeyman's, the cities around here are so short fire fighters [that they're] giving them contracts, giving them \$20,000.00 more a year and these guys are getting their courses and they're getting out. And they're hiring new young guys that have only done five years in the military. As a fire fighter, they're getting that course because they have to backfill these guys going out. And they're doing the exact same thing and it's just a recurring thing for them right now. That's where I think we're different because we're so far along toward that pension; we're halfway there, that if you give these guys the Red Seals, they're not going to take off. They're going to wait and get that pension. They may not go for 30 years or 35 years in the military. They may only do their 25 and say, "well, now I'm going to get a job at CE and I'm going to double dip. I'm going to get my pension and get paid as an RM tech".
Trade dependent
<ul style="list-style-type: none"> • Out of the 12 guys that were on my plumbing course, I'm the only one left...They're out. Yep. They got out. Some before their time; some at the 20 year marker and got a job on Civy Street and they're living off life.

Continued on next page

Recruitment and Retention, Continued

**Red Seal -
retention of CF
trades
personnel
(continued)**

(Continued from previous page)

B. Response: (1) respondents felt that the Red Seal would encourage trades personnel to leave the CF earlier

Trade dependent (continued)	
<ul style="list-style-type: none"> • <i>Well I mean that even goes above the hard, hands-on trades. Look at how many doctors we recruit. Put through RMC, put through medical school, they do their 5 or 6 years...</i> 	
<ul style="list-style-type: none"> • <i>And I have a friend of mine that was offered \$100,000.00 by Spar, to go work at Spar. They know what the military has to offer and it's a [military] environment within that. So you get a lot of these high paying jobs that are highly technical. ... if you get like he said, the 18 year olds that are looking at this going, " you know what? I have no wish to join the military, but I can go in as an air tech or whatever, and I can get my ticket and my license, do 5 or 6 years in the military and I can go market myself in Toronto or I can go down to the States and I can make twice as much as what I'm making now and not have to go overseas and not have to do this, not deploy and all that stuff". There's definitely the draw there within the air force world.</i> 	

Those respondents, who discussed the possibility that trades personnel might leave the CF if they were given the opportunity to receive a Red Seal, were referring to their perception that **other** personnel might leave the CF. Conversely, the majority of respondents who stated that they would not leave the CF earlier if they obtained their Red Seal, were speaking about themselves, revealing their own personal intentions.

Continued on next page

Recruitment and Retention, Continued

Recruitment

Offering the Red Seal as a recruitment incentive for the CF

The consultation question set did not include a specific question about using the Red Seal as a CF recruitment tool; however, respondents mentioned this subject often enough to warrant its inclusion as a theme in the report. The majority of respondents who commented on the recruitment issue, felt that the Red Seal represented a positive recruitment opportunity for the CF.

Discussion about the Red Seal as a recruitment incentive was divided into three main themes:

- *Good tool for recruitment*—if the CF promoted the opportunity to obtain a Red Seal as a recruitment incentive, more recruits would join and both the CF and society in general would benefit;
- *Those who join will leave the CF*—individuals who are attracted to the CF by the idea of getting a Red Seal will leave as soon as they obtain the endorsement at a significant cost to the CF; and
- *CF Recognition of civilian credentials*—recruiters provide individuals with civilian trade credentials who join the CF with different messages and potential misinformation regarding how their credentials will be assessed and rewarded upon their joining the CF (also discussed in Theme A).

A few respondents suggested that the opportunity to obtain a Red Seal could be offered as a recruitment incentive with the understanding that in return the trainee would complete some compulsory fixed service.

Theme: Red Seal as a CF recruitment tool

Free training in a trade offered by the CF is a good tool for recruitment

- *Everyone is looking at it as a ticket out the door but I see it more...for the people coming in... who I want to join the military in the trades are the shop kids. And most of the shop kids... some of them have less income, some of them can't afford the student loans to go to trade school ... if we offer them this program with the Red Seal, then those kids can come into the forces and have a trade. Is it a gamble that they're going to get out after six years? Yeah it's a gamble that we're willing to take...we need more workers than we do management right...?*

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Recruitment and Retention, Continued

Offering the Red Seal as a recruitment incentive for the CF
(continued)

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Theme: Red Seal as a CF recruitment tool

Free training in a trade offered by the CF is a good tool for recruitment (continued)
<ul style="list-style-type: none"> <i>In the shop process we might be able to enrol 40 extra students across the country to come in as trades workers. That's how I see it. As a carrot coming in; not as a carrot going out.</i>
<ul style="list-style-type: none"> <i>I agree it would be a very good way to, for lack of a better term, lure the people here as workers, but really, like you said on the loss side, if somebody gets a ticket and they want to go out the door, they're going to go regardless, if the military is not the place for them. Right? They're not going to want to become management in the military, so is it a real loss anyways? No.</i>
<ul style="list-style-type: none"> <i>What you're doing is benefiting society in general because now you've got qualified people, trades people who are going out to the civilian side, who are doing that. And for people like me, and I'm a lifer. I'm here for 35 years or until they kick me out. I love the military and hopefully when I get to a management point, eventually if I stick around long enough, I'll get into a higher rank where maybe I can change some of the problems. But for some that's not their ambition; they don't want to be a C1 and sitting in an office trying to make policy changes and things like that. They don't want to be involved in that. But they want to be workers and get their trades qualification and go.</i>
<ul style="list-style-type: none"> <i>In Alberta there's tons of jobs that they're calling [workers] from different countries to come in. And we're not even using our own people because: a) they can't financially afford the trades training; or b) there's not interest; or c) they're working at McDonald's and there no real direction. And this could be enticing for people to say, "hey, at least if I try it, there's something there and I'm getting something out of it". Because right now, there's a lot of posters saying "Fight, Fight with the Canadian Forces" and all this but they're not seeing what the education benefits are of it. So this might be a draw to say, "hey, I can try it. If I like it, I can stay, if I don't, at least I'd have something that I gained out of the courses".</i>
Some individuals may be attracted by free training and then leave the CF for private industry
<ul style="list-style-type: none"> <i>The thing is you get free training. These guys have to go through university for a couple of years or whatever right, and they need all this training to pay for it. Whereas with us, you get in, you do your initial contract, you got all this training, you're qualified You go downtown to Air Canada. Well you saved yourself a few thousand dollars in certification because the military has paid for it for you. So now you're out the door. So the military has spent all that probably half a million or more, maybe even a million dollars on you between rations, accommodation, everything else, training you and then they've just lost you.</i>
<ul style="list-style-type: none"> <i>There is that potential [for people to take the free education and training that the CF offers and leave]. That's what we're talking about.</i>

Continued on next page

Recruitment and Retention, Continued

Offering the Red Seal as a recruitment incentive for the CF
(continued)

(Continued from previous page)

Theme: Red Seal as a CF recruitment tool

Civilians who join the CF with a Red Seal, may or may not receive credit for it in terms of their contract (salary, rank) and/or the training that they are required to complete once they join

- *It depends on your recruiting centre ... we've got two members ... different cities and they got different accreditation from the different recruiting centres. They both came in at the rank of corporal and a \$10,000.00 signing bonus. One had to do part of the training ... and the other did not. Even though they had equal qualifications on the civilian side--they were both Red Seal plumbers—but it just depends on the recruiting centre and how you negotiate your own contract...*
- *Well, the problem we have, when they do review these civilians entering the trades in the military and going into the equivalent trade, their file is actually sent to our school, the military engineers, for them to review it because the recruiter is not necessarily going to be a PH-tech or a carpenter so they don't understand a lot of that. They see what you've done and they say okay, you're a certified carpenter and then they want to see all the transcripts of what you've done, your apprenticeship book... if you've got a navy type, a boatswain Sergeant recruiting you and you're a carpenter, he's not going to understand whatever that means. So they'll actually put the file together and when it comes to before they're given their contract that they sign to say, "yep, I'm joining the military as a private PH-tech, corporal PH-tech". It goes to our school and the standards rep actually reviews their file and says how much they'll get. Like what qualifications they have what they're missing. Usually it's a confined space course and things like that, that we have above and beyond what the civilians require. So they'll say, "okay, well we're not going to give you your corporal's because you don't have the whole course". So they'll actually have to go and do portions of the courses.*
- *Well it's hard. If you're an infantry man or an artillery man and you're a recruiter, if there is nobody knowledgeable in that specific trade that works in that trade in that office and can't give sufficient advice to that person, they may be giving them the wrong advice.*

Summary of Findings

Study Objective	Findings
a. perception of the difference between the competencies/performance required for a military trade versus its civilian counterpart;	<ul style="list-style-type: none"> • A significant proportion of respondents were qualified/certified in a civilian trade when they joined the CF. • The majority of respondents felt that they could pass the Red Seal exam if they were: <ul style="list-style-type: none"> – given the opportunity to do some preparatory study; and – able to take the exam as close as possible to their QL5s. • Respondents identified a few “knowledge gaps” (between their CF trade knowledge and the information required to pass the Red Seal exam). • Respondents felt that the CF was inconsistent in terms of how it recognized/rewarded recruits’ prior civilian trade qualifications.
b. intent to pursue trades certification versus other educational opportunities as part of their career development aspirations	<ul style="list-style-type: none"> • The majority of respondents intended to pursue further trades certification and trades training opportunities rather than educational opportunities. Only a few respondents described educational opportunities that they might pursue for professional development.
c. awareness of the Red Seal program including the application process and exam	<ul style="list-style-type: none"> • The majority of respondents were aware of the Red Seal Program prior to the study and had first heard about the program, informally, from friends/peers. This finding may account for the confusion among respondents regarding: <ul style="list-style-type: none"> – the minimum grade required to pass the Red Seal exam; – the difference(s) between the Red Seal exam and provincial and interprovincial certification tests; and – the minimum number of hours (in one’s trade) required for the exam.
d. interest in pursuing a Red Seal endorsed Certificate of Qualification	<ul style="list-style-type: none"> • The majority of respondents had definite intentions to pursue their Red Seal: <ul style="list-style-type: none"> – very few Valcartier respondents expressed a definite intent either to pursue, or not to pursue, a Red Seal.

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Summary of Findings, Continued

Study Objective	Findings
e. perception of the value and utility of the process for trade certification associated with Red Seal endorsement and suggestions for potential supports/other mechanisms that would facilitate certification in Red Seal trades	<ul style="list-style-type: none"> The majority of respondents: <ul style="list-style-type: none"> – felt that the Red Seal would benefit them; – believed that the benefits of the Red Seal were related to increased job opportunities; – intended to pursue employment in their trade post-CF – felt that they could successfully challenge the Red Seal exam with some preparation/study. Some respondents expressed concerns about reimbursement and the personal time required to challenge the exam Some respondents felt that they would be more successful if they challenged the exam as closely as possible to finishing their QL5.
f. awareness of alternate equivalency and/or recognition programs that could potentially be beneficial to CF members	Most respondents seemed reasonably well informed about alternate equivalency and/or recognition programs.
g. perception of the potential for Red Seal endorsement to assist in the retention of skilled trades personnel in CF	<ul style="list-style-type: none"> Given the opportunity to receive Red Seal endorsement, respondents were twice as likely to respond that they would <u>not</u> leave the CF earlier. Respondents would not leave the CF earlier for the following reasons: <ul style="list-style-type: none"> – the CF work environment is better than the civilian one; – they wouldn't be able to make as much money; – the higher quality of life offered by the CF; – their investment of time in the CF; and – the possibility of receiving other certifications from the CF. Respondents felt that other trades personnel might leave the CF earlier if: <ul style="list-style-type: none"> – a civilian trade position offered more money; – their job satisfaction in the CF was low; and – they did not have much time in the CF (less than 5-10 yrs).
<i>New theme:</i> Recruitment	<ul style="list-style-type: none"> The majority of respondents who commented on the Red Seal as a possible tool for CF recruitment, felt that the Red Seal would be a good recruitment incentive. Discussion about using the Red Seal as a tool for CF recruitment centred mainly on: <ul style="list-style-type: none"> – the possibility that those who join will leave the CF as soon as they obtain their Red Seal; and – inconsistent recognition of civilian trade credentials by the CF.

Section III –Recommendations and Conclusion

Overview

Introduction This section contains the study recommendations matched with the key findings.

Contents This section contains the following topics:

Topic	See Page
Recommendations	54
Conclusion	56

Recommendations

CCDA-DND-HRSDC WG

Given the shared responsibilities between DND/CF and HRSDC in terms of the organizations impacted by the study, the recommendations in the report should be reviewed by the CCDA-DND-HRSDC WG for consideration and action.

The WG could consider the following:

- expanding its mandate and membership to include branch advisors from the affected CF trades;
 - reviewing the recommendations in this study leading to an action plan for Chief of Military Personnel (CMP) regarding how best to support CF trades personnel in obtaining Red Seal endorsement; and
 - further research such as—
 - a follow-on study to identify which reserve trades correlate with Red Seal trades, and
 - an investigation of those retired CF members currently employed in Red Seal trades.
-

Red Seal Exam

Findings:

- Respondents identified a few “knowledge gaps” between their CF trade knowledge and the information required to pass the Red Seal exam; and
- Respondents felt that they could pass the Red Seal exam if they were—
 - given the opportunity to do some preparatory study, and
 - able to take the exam as closely as possible to their QL5.

Recommendations:

1. Incorporate an assessment of a member’s “knowledge gap” into the Individual Learning Plan (ILP) development process.
 2. Identify Red Seal exam preparatory courses and materials and make them available to personnel.
 3. Offer CF trades personnel the opportunity to challenge the Red Seal exam as soon as possible after completing their QL5s and ensure that they are made aware of reimbursement opportunities available through the Education Reimbursement (ER) program.
-

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Recommendations, Continued

Awareness of the Red Seal Program

Findings:

- The majority of respondents first heard about the Red Seal Program informally from friends/peers which:
 - could account for the confusion among respondents with respect to details of the Red Seal exam; and
 - indicates that insufficient resources exist that provide first hand information on the Red Seal Program.
- There was some concern about:
 - obtaining reimbursement for the cost of the Red Seal exam; and
 - the personal time required to challenge the exam.

Recommendations:

4. CDA web pages related to ILP, equivalency/accreditation, ER and career transition should be more visible and accessible from central DND/CF web sites and link to HRSDC where appropriate.
 5. A CF web site about the Red Seal Program targeted at CF trades personnel should be developed. Direction to this web site (i.e., links) should be placed on main CF web sites and the site should include links to HRSDC and Red Seal Program web sites.
 6. Formal information sessions about the Red Seal Program should be organized for CF trades personnel. These sessions will provide:
 - a. specific resources on the Red Seal program for easy follow up; and
 - b. information on ER.
 7. Expand the scope of SCAN services (see DND 2004) to include sessions on the ILP, equivalency/accreditation, ER program and information on the Red Seal program.
-

Recruitment

Recruitment was not one of the original research objectives of this study, however, some findings related to recruitment support findings from the following sources:

- A DND-commissioned report on advertising(Phoenix Strategic Perspectives, Inc 2009); and
- The DND/CF Ombudsman's Report (see DND 2006b).

Findings:

- A significant proportion of respondents were qualified/certified in a civilian trade when they joined the CF.
-

Continued on next page

Recommendations, Continued

Recruitment (continued)

- Some respondents felt that the CF was inconsistent in terms of its recognition/rewarding of recruits' prior civilian trade qualifications.
- The majority of respondents, who commented on the Red Seal as a possible tool for CF recruitment, felt that the Red Seal would be a good recruitment incentive.

Recommendations:

8. An assessment should be carried out of the progress made to improve the consistency of recruiting incentive awards to recruits, especially those in the skilled trades, as recommended in the 2006 DND/CF Ombudsman's Report.
 9. Recruitment strategies should focus on the promotion of training and education opportunities in the CF including the recognition of skilled trades.
-

Conclusion

Transition

The present study revealed that the majority of military personnel consulted in the nine highly correlated military trades:

- were aware of the Red Seal Program, however, the information that they received tended to be second hand, incomplete or inaccurate; and
- were interested in obtaining certification in a Red Seal trade corresponding to their current CF trade.

To become an employer of choice, the CF should facilitate members' transition from military trades to certification in Red Seal trades. This initiative will:

- assist CF recruitment efforts; and
 - improve retention.
-

GLOSSARY

Mentorship	Mentoring is a professional relationship, in which an experienced person (the mentor) voluntarily shares knowledge and insights with a less-experienced person (the mentee), who wants to benefit from that exchange (DND mentoring program, http://hr.ottawa-hull.mil.ca/hrciv/dglpd/dlpdps/mentoring/en/home_e.asp?reference=111020004&print=true#q3).
National Occupational Analysis (NOA)	An occupational standards document created based on an analysis of a particular occupation by a committee of industry experts in the field, provincial/territorial authorities and specialists in the field. This document describes the tasks or work completed by a qualified member of the occupation and the skills and knowledge required to achieve this level of performance. HRSDC coordinates and facilitates the development process for NOAs
Prior Learning Assessment and Recognition (PLAR)	PLAR is the formal process used to evaluate, accept and recognize prior learning. An evaluation is conducted to establish to what extent the prior learning equates to the learning outcomes and standards of current CF training and education.
Qualification Standard (QS)	A document that describes in operational terms, what the individual must do, the conditions under which the performance must be completed, and the standard to which the performance must conform for a particular occupation.
Training Plan (TP)	A document that describes the manner in which the Individual Training and Education (IT&E) Establishment plans to meet the requirements of the qualification standard (i.e., how individuals will be trained and educated to meet the qualification standards established for a particular occupation).

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ANNEX A – ACRONYMS and ABBREVIATIONS

AIT	Agreement on International Trade
CCDA	Canadian Council of Directors of Apprenticeship
CDA	Canadian Defence Academy
CE	Construction Engineering
CF	Canadian Forces
CFB	Canadian Forces Base
CISP	Canadian Interprovincial Standards Program
CMP	Chief of Military Personnel
CofQ	Certificate of Qualification
Const	Construction
Cpl	Corporal
CPO1	Chief Petty Officer 1 st class
CPO2	Chief Petty Officer 2 nd class
CWO	Chief Warrant Officer
DND	Department of National Defence
EL	Electrical
EME	Electrical Mechanical Engineering
ER	Education Reimbursement
HRSDC	Human Resources and Skills Development Canada
ILP	Individual Learning Plan
LL	Lessons Learned
LS	Leading Seaman
LSVW	Light Support Vehicle Wheeled
MAT Tech	Material Technician
MCpl	Master Corporal
MCTAP	Military Civilian Training Accreditation Program
MRT	Mobile Repair Team
MS	Master Seaman
MWO	Master Warrant Officer
NOA	National Occupational Analysis
OJT	On job training
OSQ	Occupation Specialty Qualification
OYAP	Ontario Youth Apprenticeship Program
PH	Plumbing Heating
PLAR	Prior Learning Assessment and Recognition
PO	Performance Objective
PO1	Petty Officer 1 st class
PO2	Petty Officer 2 nd class
OPI	Office of Primary Interest
QL	Qualification Level
QS	Qualification Standard
RM Tech	Refrigeration Mechanical Technician
SCAN	Second Career Assistance Network
Sgt	Sergeant
SME	Subject Matter Expert
TP	Training Plan

ANNEX A – ACRONYMS and ABBREVIATIONS

Veh Tech	Vehicle Technician
WG	Working Group
WO	Warrant Officer
WSS	Workplace Skills Strategy

ANNEX B – CF INDIVIDUAL TRAINING AND EDUCATION SYSTEM (CFITES) AT-A-GLANCE

CFITES governs IT&E for all CF members. The CFITES is a management system designed to optimize the quality and quantity of IT&E, while minimizing the resources dedicated to IT&E programmes. It is composed of a Quality Control and a Quantity Control Process. Each of these components incorporates Resource Management mechanisms. The word “individual” distinguishes it from issues of collective or team training.

CF members receive the formal Individual Training & Education (IT&E) required to perform their assigned duties in Training Establishments (TEs) and on-the-job. This IT&E is described in Occupation Specifications (OS) and is based on a study of occupational requirements that determine what tasks must be performed by whom and to what level (similar to provincial or territorial trade regulations). When training is deemed essential, to enabling personnel to perform these tasks, an instructional program is designed, developed and delivered.

Performance orientation: IT&E is oriented or focused on performance on the job, that is, tasks to be achieved in training must match operational performance requirements.
(taken from CFITES Vol 1 [A-P9-050-000/PT001])

Qualification Standards (QS) are developed based on Needs Assessments, departmental direction, lessons learned, after action reports, branch/corps advisor input, validations, occupational analysis and approved recognized specifications. The QS writing board members perform a similar role to provincial or territorial advisory committee members. The board members accomplish this mission by reviewing reports, specifications, and other guidance documents, performing task analysis, and writing Performance Objectives (POs) including the standards of performance required on the job. Training Plans (TP) detail the performance and enabling objectives necessary to meet the requirements of the QS and determine how these objectives will be instructed in the most effective and efficient manner.

ANNEX C – HIGHLY CORRELATED TRADES (According to correlation studies contracted in 2007 by the Registrar of Equivalencies and Accreditation, Directorate of Learning and Innovation, Canadian Defence Academy Headquarters)

	MILITARY TRADE		RED SEAL TRADE
1.	313 Marine Engineering Technician	1. 2.	Industrial Mechanic (Millwright) Machinist (for Naval Machinists)
2.	331/332 Electrical Technician/Marine Electrician	3.	Industrial Electrician
3.	411 Vehicle Technician	4. 5. 6.	Automotive Service Technician Heavy Duty Equipment Technician Truck and Transport Mechanic
4.	441 Material Technician	7.	Welder
5.	641 Refrigeration and Mechanical Technician	8.	Refrigeration and Air Conditioning Mechanic
6.	642 Electrical Distribution Technician	9.	Construction Electrician
7.	646 Plumbing and Heating Technician	10. 11.	Plumber Oil Burner Mechanic
8.	648 Construction Technician	12.	Carpenter
9.	861 Cook	13.	Cook

Jurisdictions recognize individuals who have achieved the rank of Corporal with QL5 (or higher) in one of the identified “highly correlated” trades as having met all provincial/territorial eligibility requirements to immediately write the corresponding Red Seal exam, with no further on-the-job hours or technical training to complete. Members will need to provide a copy of the MPRR to the local jurisdiction office as proof of qualifications should they wish to challenge the Red Seal exam.

Where a military trade correlates with more than one Red Seal trade, the individual must choose one Red Seal examination to challenge

Table taken from <http://cda-acd.mil.ca/DLI/engraph/services/accred/mctap/doc/HighlyCorrelatedTrades.doc>

ANNEX D – MATRIX OF CONSULTATION QUESTIONS MATCHED TO TOPICS

Perception of the difference between the competencies/ performance required for a military trade versus its civilian counterpart
<p><u>Part I:</u></p> <ul style="list-style-type: none"> ⇒ Prior to entering the CF, did you have a Certificate of Apprenticeship (or Qualification) in a civilian trade comparable to your current CF trade? ⇒ What are the differences between the training you received in your civilian trade and the training you received in your CF trade? ⇒ Would you feel comfortable practicing your CF trade in a civilian context without further (trades) training? ⇒ What are the skill gaps (between your current training and that required to practice your trade in a civilian context)? ⇒ How do you think that these gaps can be addressed? ⇒ What advantages would you have to offer if you were to work in your trade in the civilian context? ⇒ What advantages do you think that a civilian trades person would have to offer if they were to work in your trade in the CF? <p><u>Part II:</u></p> <ul style="list-style-type: none"> ⇒ Would you feel confident that you could pass an exam (70% pass mark) designed to test the trade skills of a competent civilian journey person in your trade? <p>*In addition, the discussion surrounding other questions in Part II elicited responses related to this study objective.</p>
Intent to pursue trades certification versus other educational opportunities as part of their career development aspirations / Awareness of alternate equivalency and/or recognition programs that could potentially be beneficial to CF members
<p><u>Part I:</u></p> <ul style="list-style-type: none"> ⇒ What other educational, training or work opportunities would you pursue? <p><u>Part II:</u></p> <ul style="list-style-type: none"> ⇒ Do you know of any other certification/ recognition programs besides Red Seal that are available to your trade/occupation? –If so, please list them.
Awareness of the Red Seal program including the application process and exam
<p><u>Part I:</u></p> <ul style="list-style-type: none"> ⇒ Have you ever heard of the Canadian Interprovincial Standards Program, commonly referred to as the Red Seal Program? ⇒ How did you first find out about the program? ⇒ Describe in your own words: <ul style="list-style-type: none"> –What the Red Seal endorsement represents. –The process of obtaining a Red Seal. ⇒ Do you think that your co-workers (in the same occupation) are aware of the Red Seal Program? <p><u>Part II:</u></p> <p>*In addition, the discussion surrounding other questions in Part II elicited responses related to this study objective.</p>

ANNEX D – MATRIX OF CONSULTATION QUESTIONS MATCHED TO TOPICS

Interest in pursuing a Red Seal endorsed Certificate of Qualification / Perception of the value and utility of the process for trade certification associated with Red Seal endorsement and suggestions for potential supports/other mechanisms that would facilitate certification in Red Seal trades
<p><u>Part I:</u></p> <ul style="list-style-type: none"> ⇒ If you were thinking of leaving the CF, would you consider pursuing employment in your current trade? ⇒ [If responded ‘yes’ to Q7] Would you see yourself: <ul style="list-style-type: none"> –Starting work as a qualified journey person? –Improving your trade skills through the apprenticeship system? –Other? ⇒ Describe in your own words: <ul style="list-style-type: none"> –The benefits of being certified in a Red Seal trade. <p><u>Part II:</u></p> <ul style="list-style-type: none"> ⇒ Would you be interested in pursuing this type of certification? Why or why not? ⇒ Have you attempted a Red Seal exam in your current trade? <ul style="list-style-type: none"> –If so, were you successful? –If not, why not? Although no specific question addressed this study objective, responses related to it arose during the discussion surrounding other questions in Part II.
Mentorship/Leadership
<p><u>Part I:</u></p> <ul style="list-style-type: none"> ⇒ What is your current rank? ⇒ What is the highest level of CF trades training that you have received? ⇒ How long have you worked in your current position? ⇒ How long have you been a member of the CF? <p><u>Part II:</u></p> <ul style="list-style-type: none"> ⇒ Do you feel that your CF trades training has prepared you to act as a mentor and/or on the job trainer to apprentices in your trade? <p>* In addition, the discussion surrounding other questions in Part II elicited responses related to this topic.</p>
Perception of the potential for Red Seal certification to assist in the retention and/or recruitment of skilled trades personnel in CF
<p><u>Part II:</u></p> <ul style="list-style-type: none"> ⇒ If you were able to obtain a Certificate of Qualification in a Red Seal trade comparable to your current CF trade, would this opportunity encourage you to stay in the CF longer, leave the CF earlier or neither? Please explain why. <p>* In addition, the discussion surrounding other questions in Part II elicited responses related to this topic.</p>



DND/HRSDC Trades Certification Needs Assessment Plan

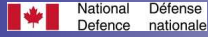
- The Canadian Defence Academy (CDA), in partnership with Human Resources and Skills Development Canada (HRSDC), is conducting a baseline reconnaissance study on potential trades certification requiring input from qualified trades personnel.
- Your input will provide important information on this issue that may be used to develop and shape new opportunities for CF members in trades.
- Information gathered will be aggregated for analysis purposes by the CDA Lessons Learned research team and no linkage between respondents' identity and data collected will be reported.
- Part one of this consultation will consist of an individual, written question and answer session. We estimate that it will take between 10 and 15 minutes for you to answer these 23 questions. Please read the questions carefully and answer all of them as accurately as possible.
- Part two of this consultation will consist of a verbal question and answer group session. We value all participants' feedback and encourage you to be as open and honest as possible in your responses. We estimate that this part of the consultation will take between 1 and 1.5 hours.
- The total consultation will take a maximum of two hours of your time.

Thank you for your time and assistance in completing this research study.

ANNEX E: WRITTEN QUESTION AND ANSWER (ENGLISH)



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A. Perceived difference between the competencies/performance required for a military trade versus its civilian counterpart

1. Prior to entering the CF, did you have a Certificate of Apprenticeship (or Qualification) in a civilian trade comparable to your current CF trade?

- ☐ Yes [Go to question 2]
- ☐ No [Go to question 3]

2. What are the differences between the training you received in your civilian trade and the training you received in your CF trade?

3. Do you feel that you possess the skills required to practice your current trade in a civilian context without further (trades) training?

- ☐ Yes [Go to question 5]
- ☐ No [Go to question 4]

4. a) What are the skill gaps?

ANNEX E: WRITTEN QUESTION AND ANSWER (ENGLISH)



Canadian Defence Academy
Académie canadienne de la défense



National
Défence

Défense
nationale

4. b) How do you think that these gaps can be addressed?

5. What advantages would you have to offer if you were to work in your trade in the civilian context?

6. What advantages do you think that a civilian trades person would have to offer if they were to work in your trade in the CF?



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B. CF members' intentions of pursuing trades certification versus other educational opportunities as part of their career development aspirations

7. If you were thinking of leaving the CF would you consider pursuing employment in your current trade?

- ☐ Yes [Go to question 8]
- ☐ No [Go to question 9]

8. Would you see yourself:

- ☐ starting work as a fully qualified journeyperson
- ☐ improving your trade skills through the apprenticeship system
- ☐ Other _____

9. What other educational, training or work opportunities would you pursue?

C. CF members' awareness of the Red Seal Program including application process and exam challenge

10. Have you ever heard of the Canadian Interprovincial Standards Program, commonly referred to as the Red Seal program?

- ☐ Yes [Go to question 11]
- ☐ No [Go to question 13]

11. How did you first find out about the Red Seal Program?

- ☐ Friends/peers
- ☐ Red Seal Program web site
- ☐ Employment agency
- ☐ Media
- ☐ In preparation for this consultation
- ☐ Other _____

ANNEX E: WRITTEN QUESTION AND ANSWER (ENGLISH)



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National Défense
Défense nationale

12. Describe in your own words:

a) What the Red Seal endorsement represents?

b) The process of obtaining a Red Seal.

c) The benefits of being certified in a Red Seal trade.

13. Do you think that your co-workers (in the same occupation) are aware of the Red Seal program?

- ☐ Yes
☐ No



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D. Demographics

14. What is your current rank?

- ☐ Cpl / LS
- ☐ MCpl / MS
- ☐ Sgt / PO2
- ☐ WO / PO1
- ☐ MWO / CPO2
- ☐ CWO / CPO1

15. What is your first official language?

- ☐ English
- ☐ French

16. What is the highest level of CF trades training that you have received?

17. What is your current level of education?

- ☐ Did not complete high school
- ☐ High School diploma
- ☐ College/CEGEP
- ☐ Post-secondary Diploma/Certificate
- ☐ Bachelor's Degree in Engineering or Science
- ☐ Bachelor's Degree in Arts or other
- ☐ Master's Degree
- ☐ Professional Degree (Law/Medicine/Other)
- ☐ Doctoral Degree (PhD)

18. To which environment do you belong?

- ☐ Air
- ☐ Land
- ☐ Sea
- ☐ Other _____



19. What is your MOSID?

- ☐ MOC: 861 (Cook) Cook (MOSID – 00164)
- ☐ MOC: 411 (Veh Tech) Vehicle Technician (MOSID – 00129)
- ☐ MOC: 441 (MAT Tech) Material Technician (MOSID – 00134)
- ☐ MOC: 641 (RM Tech) Refrigeration and Mechanical Technician (MOSID – 00301)
- ☐ MOC: 642 (ED Tech) Electrical Distribution Technician (MOSID – 00302)
- ☐ MOC: 648 (Const Tech) Construction Technician (MOSID – 00306)
- ☐ MOC: 646 (PH Tech) Plumbing and Heating Technician (MOSID – 00304)
- ☐ MOC: 312 (MAR ENG) Maritime Engineering Mechanic (MOSID – 00121)
- ☐ MOC: 313 (MAR ENG) Marine Engineering Technician (MOSID – 00122)
- ☐ MOC: 314 (MAR ENG) Marine Engineering Artificer (MOSID – 00123)
- ☐ MOC: 331 (E Tech) Electrical Technician (MOSID – 00125)
- ☐ MOC: 332 (MAR EL) Marine Electrician (MOSID – 00126)

20. Where do you work?

- ☐ Operational Unit
- ☐ Headquarters-Formation
- ☐ Training/Education Establishment (as staff)
- ☐ Reserve Unit
- ☐ Currently in training/on course
- ☐ Other _____

21. How long have you worked in your current position?

- ☐ Less than 3 months / Moins de 3 mois
- ☐ 4-6 months / Entre 4 et 6 mois
- ☐ 7-12 months / Entre 7 et 12 mois
- ☐ 13-24 months / Entre 13 et 24 mois
- ☐ More than 24 months / Plus de 24 mois

22. How long have you been a member of the CF?

- ☐ Less than 5 years / Moins de 5 ans
- ☐ 5-10 years / Entre 5 et 10 ans
- ☐ 10-20 years / Entre 10 et 20 ans
- ☐ 20-25 years / Entre 20 et 25 ans
- ☐ More than 25 years / Plus de 25 ans

ANNEX E: WRITTEN QUESTION AND ANSWER (ENGLISH)



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23. Information regarding supervisors of participants in this study is being collected in order to identify areas for further study.

Please be advised that the information provided in this questionnaire will not be forwarded to your supervisor.

a. Name of immediate supervisor (e.g., Bloggins, I.M.)

b. Is your supervisor a CF member or a civilian? [please circle your response]

c. Name of supervisor's unit and location (e.g., CDA/DPD Kingston)

d. Supervisor's rank or level _____

ANNEX F: WRITTEN QUESTION AND ANSWER (English)

Introduction:

Provinces and territories are responsible for training and certifying trades people in Canada. The Red Seal Program gives qualified trades people pan-Canadian recognition for a skilled trade certification obtained in any Canadian jurisdiction. A Red Seal is awarded to experienced journeypersons and apprentices who pass the Red Seal Exam. Exam questions encompass all the tasks that are performed by a competent civilian journeyperson in their trade.

Once a journeyperson achieves their certification, they are considered fully competent in their trade. As such, they can no longer be registered as an apprentice (a classification that involves their being trained via on-the-job mentoring and training with a competent journeyperson, combined with in-school technical training). *Give text to participants to read and also read aloud*

CF members' interest in pursuing a Red Seal endorsed Certificate of Qualification

1. Would you feel confident that you could pass an exam (70% pass mark) designed to test the trade skills of a competent civilian journeyperson in your trade?
2. Would you be interested in pursuing this type of certification? Why or why not?
3. Do you feel that your CF trades training has prepared you to act as a mentor and/or on-the-job trainer to apprentices in your trade?

Perceived value and utility of the trade certification process associated with Red Seal endorsement

4. Have you attempted a Red Seal exam in your current trade?
 - i. If so, were you successful?
 - ii. If not, why not?

If other equivalency and/or recognition programs exist that could potentially be more beneficial to CF members than Red Seal endorsement







5. Do you know of any other certification/recognition programs besides Red Seal that are available to your trade/occupation?
 - i. If so, please list them.

The potential for Red Seal endorsement to assist in the recruitment and retention of skilled trades personnel in the CF




6. If you were able to obtain a Certificate of Qualification in a Red Seal trade comparable to your current CF trade, would this opportunity encourage you to stay in the CF longer, leave the CF earlier or neither? Please explain why.

ANNEX G: FREQUENCY DISTRIBUTION OF RESPONSES TO CLOSED-ENDED QUESTIONS

Perceived difference between the competencies/performance required for a military trade versus its civilian counterpart

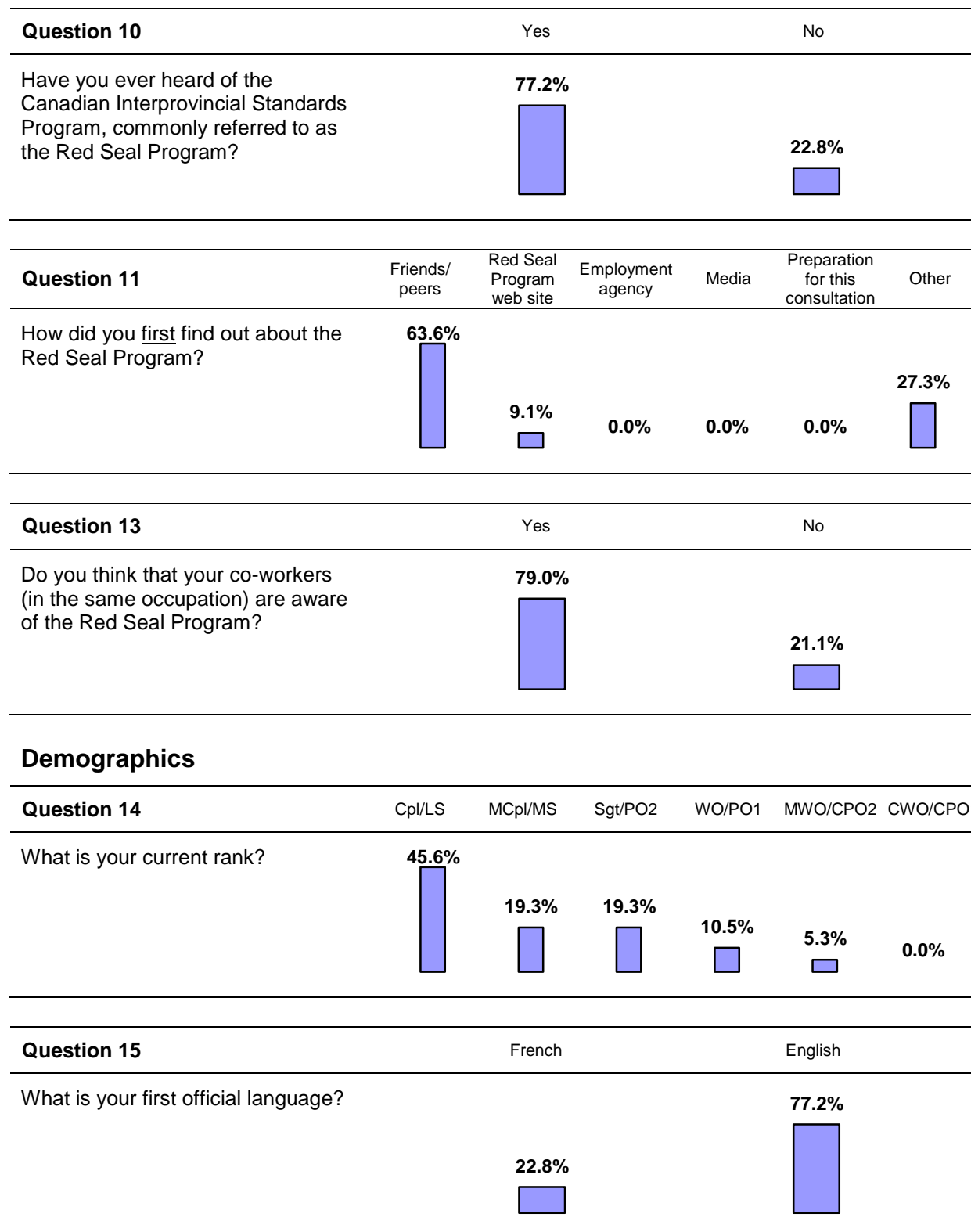
Question 1	Yes	No
Prior to entering the CF, did you have a Certificate of Apprenticeship (or Qualification) in a civilian trade comparable to your current CF trade?	17.5% 	82.5% 
Question 3	Yes	No
Do you feel that you possess the skills required to practice your current trade in a civilian context without further (trades) training?	63.2% 	36.8% 
Question 7	Yes	No
If you were thinking of leaving the CF, would you consider pursuing employment in your current trade?	84.2% 	15.8% 

CF members' intentions of pursuing trades certification versus other educational opportunities as part of their career development aspirations

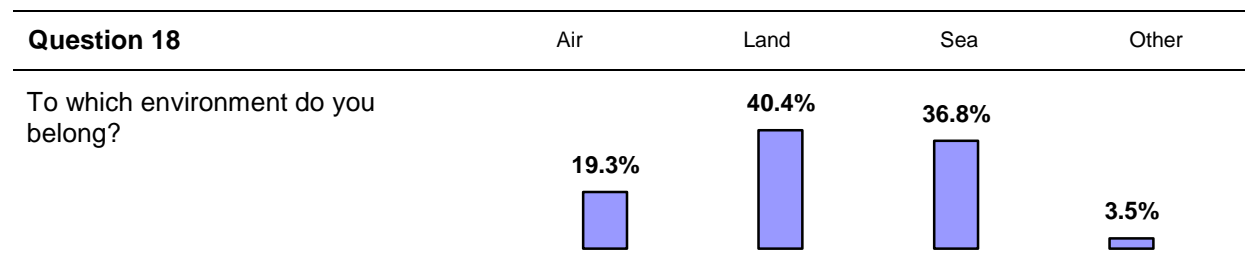
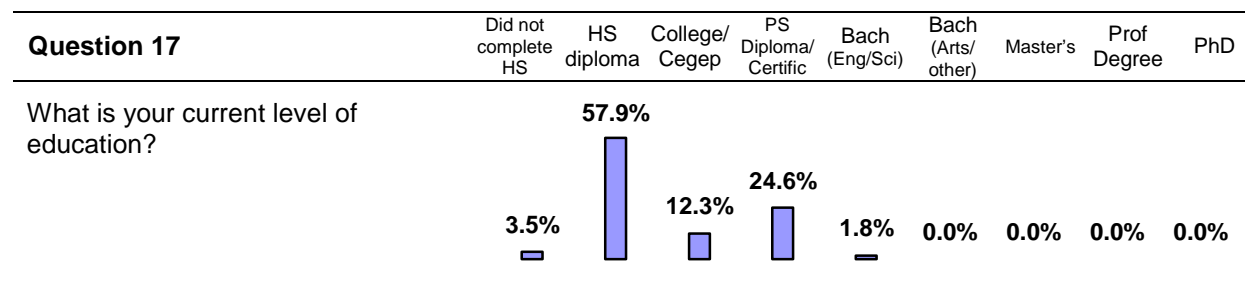
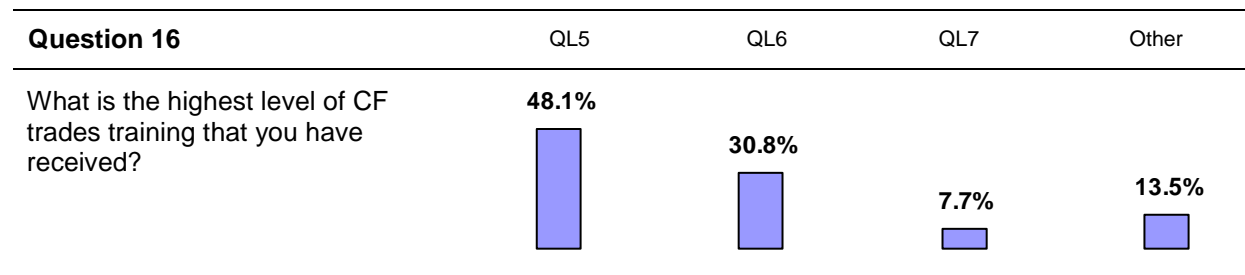
Question 8	Starting work as a qualified journeyperson	Improving your trade skills through the apprenticeship system	Other
[If you responded 'yes' to Q7] Would you see yourself:	52.1% 	27.1% 	20.8% 

ANNEX G: WRITTEN QUESTION AND ANSWER (English) -FREQUENCY DISTRIBUTION OF RESPONSES TO CLOSED-ENDED QUESTIONS

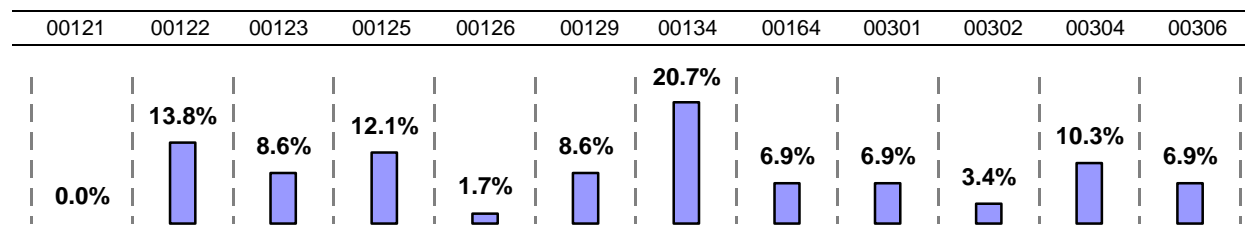
CF members' awareness of the Red Seal Program including application process and exam challenge



ANNEX G: FREQUENCY DISTRIBUTION OF RESPONSES TO CLOSED-ENDED QUESTIONS



Question 19 – What is your MOSID?



MOSID	Description
00121	Maritime Engineering Mechanic
00122	Marine Engineering Technician
00123	Marine Engineering Artificer
00125	Electrical Technician
00126	Marine Electrician
00129	Vehicle Technician
00134	Material Technician
00164	Cook
00301	Refrigeration and Mechanical Technician
00302	Electrical Distribution Technician
00304	Plumbing and Heating Technician
00306	Construction Technician

ANNEX G: WRITTEN QUESTION AND ANSWER (English) -FREQUENCY DISTRIBUTION OF RESPONSES TO CLOSED-ENDED QUESTIONS

