

Appendices

Appendix A

Consultations

Appendix A.1 – Meetings

Date	Meeting Detail
19 October 2011	Chief of Defence Force Action Plan for the Recruitment and Retention of Women Meeting – representatives from each Service, CDF's office and Values, Behaviour and Resolution Branch
20 October 2011	Directorate of Strategic Personnel Policy Research, Department of Defence
20 October 2011	Career Management Agencies: CAPT M. Miller, Director Navy People Career Management Agency COL W. Stothart, Directorate Officer Career Management Army WGCDR K. Ashworth, Directorate Personnel Air Force
24 October 2011	Air Commander Australia AVN M.A. Skidmore AM and Senior Leadership, HQ Air Command
27 October 2011	Commander Australian Fleet RADM S.R. Gilmore, AM, CSC, RAN (2011) Commander Australian Fleet RADM T.W. Barrett, AM, CSC, RAN (2012) and Senior Leadership Fleet Headquarters
2 November 2011	Personnel Policy Senior ADF Representatives: CDRE V. McConachie, Director General Navy People BRIG G. Reynolds, Director General Personnel – Army AIRCDRE R. Rodgers, Director General Personnel – Air Force
4 November 2011	CMDR C. Clarke, Commanding Officer, HMAS <i>Kuttabul</i>
8 November 2011	Forces Commander MAJGEN M. Slater DSC, AM, CSC, and Senior Leadership HQ Forces Command
10 November 2011	WGCDR K. Kooij, Commanding Officer HQ Air Lift Group and Security Police, RAAF Richmond
11 November 2011	AVM M. Staib, CSM, Commander Joint Logistics
14 November 2011	CAPT L. Charles Jones, Commanding Officer HMAS <i>Sydney</i> and Senior Leadership, HMAS <i>Sydney</i>
14 November 2011	Equity and Diversity Officers, HMAS <i>Sydney</i>
16 November 2011	Director General Defence Force Recruiting, AIRCDRE H. Ehlers and Defence Force Recruiting Representatives

Date	Meeting Detail
21 November 2011	Commander Northern Command, AIRCDRE K. Watson and Senior Leadership, HQ Northern Command
22 November 2011	WGCDR A. McNerney, Commanding Officer 322 Expeditionary Combat Support Squadron and Senior Leadership, RAAF Tindal
23 November 2011	BRIG G. McLachlan, AM, ADC, Commanding Officer, 1 st Brigade and Senior Leadership 1 st Brigade, Robertson Barracks
24 November 2011	LCDR P. Ruhl, Staff Officer Capability Patrol Boat Group and Senior Staff HMAS <i>Coonawarra</i>
28 November 2011	MAJGEN C. Williams AM, Commanding Officer 2 nd Division and COL Dean Franklin, Chief of Staff 2 nd Division, Randwick Barracks
30 November 2011	CDRE E. Rushbrook, CSC, Director General Health Capability and Director General Navy Health Service
30 November 2011	ADF Health Professionals
30 November 2011	BRIG I. Spence, Director General Reserves – Army BRIG W. Sowry, Deputy Head Cadets, Reserves and Employer Support Division and Plan SUAKIN Reserve Reform Stream Representatives
30 November 2011	Director General Workforce Planning AIRCDRE T. Needham and Defence Workforce Planning Branch Representatives
30 November 2011	Mr J. Diercks, Director General and Ms E. Swavley, Director Rights and Responsibilities, Values, Behaviour and Resolution Branch (formerly Fairness and Resolution Branch)
6 December 2011	CAPT M. Hill, Commanding Officer HMAS <i>Cerberus</i> CAPT K. Richards (CO Designate) and Senior Leadership HMAS <i>Cerberus</i>
7 December 2011	Defence Force Recruiting Representatives – Melbourne
8 December 2011	Dr G. Dennerstein
14 December 2011	WGCDR G. Johnson, Commanding Officer No. 26 Squadron and Senior Leadership RAAF Base Williamstown
18 January 2012	CMDR A. Morthorpe, CSM, Commanding Officer HMAS <i>Success</i> and Senior Leadership HMAS <i>Success</i>
31 January 2012	CMDR R. Overmeyer, Executive Officer HMAS <i>Stirling</i>
31 January 2012	CAPT M. Potter, Commander Submarine Force and Senior Staff Submarine Force HMAS <i>Stirling</i>

Date	Meeting Detail
1 February 2012	CMDR J. Cupples, Commanding Officer HMAS <i>Dechaineux</i> and Senior Leadership HMAS <i>Dechaineux</i>
1 February 2012	CMDR J. Harrap, Commanding Officer HMAS <i>Collins</i> and Senior Leadership HMAS <i>Collins</i>
2 February 2012	Senior Leadership, Special Air Services Regiment, Campbell Barracks
3 February 2012	LTCOL S. Omari, Commanding Officer Pilbara Regiment and Senior Leadership, 6 th Brigade Pilbara Regiment, Karratha
14 February 2012	Ms Alison Larkins, Acting Defence Force Ombudsman
14 February 2012	Mr M. Callan, Director General Defence Community Organisation and Senior Staff Defence Community Organisation
15 February 2012	BRIG D. Mulhall AM, CSC, Commander 17 th Combat Service Support Brigade and Senior Leadership 17 th Combat service Support Brigade, Randwick Barracks
17 February 2012	CAPT G. Andrew, Commanding Officer HMAS <i>Albatross</i> and Senior Leadership Fleet Air Arm
20 February 2012	Air Force Promotion Board – Observation
22 February 2012	GPCAPT T. Checker, Commandant RAAF College, WGCDR W. Merckx, Commanding Officer No. 1 Recruit Training Unit and Senior Leadership No. 1 Recruit Training Unit, RAAF Base Wagga
28 February 2012	MAJGEN G. Fogarty, AM, Head People Capability
28 February 2012	Mr J. Diercks, Director General Values, Behaviours and Resolution Branch
28 February 2012	Ms A. Desalis, Director Complaints Resolution and Representatives Directorate of Complaints Resolution
28 February 2012	Australian Defence Force Investigation Service Representatives
5 March 2012	CAPT P. Leavy, Director Navy People Policy, CAPT W. Bairstow, Director New Generation Navy, CAPT N. Youseman, Director Navy Category Management, CAPT S. Ottaviano, Director Navy People Career Management Agency and Navy Career and Category Management Representatives
5 March 2012	COL B. Stevens, Director of Workforce Strategy – Army and Army Career Management Representatives

Date	Meeting Detail
6 March 2012	GPCAPT A. Elfverson, Director of Personnel – Air Force WGCDR S. Dorsett, Deputy Director Flexible Employment and Remuneration, WGCDR D. Gibbon, Deputy Director Air Force Workforce Diversity and Air Force Career Management Representatives
6 March 2012	Ms. J. Blackburn, National Convenor, Defence Families Australia
15 March 2012	LTGEN A. Power, AO, CSC, Chief of Joint Operations and Principal Staff Officers, Headquarters Joint Operations Command
15 March 2012	CAPT A. Norris, Director Joint Control Centre, Headquarters Joint Operations Command
16 March 2012	MAJGEN C. Orme, AM, CSC, Commander Australian Defence College, CDRE R. Menhinick CSC, Commandant Australian Command and Staff College and Senior Leadership Australian Defence College
16 March 2012	Defence Housing Australia Senior Staff Representatives
19 March 2012	BRIG G. Bilton, CSC, Commander 7 th Brigade, BRIG G. Lawler, CSC, Commander 16 th Aviation Brigade, BRIG D. Coghlan, AM, Commander 6 th Brigade and Senior Leadership Gallipoli Barracks, Enoggera
19 March 2012	Chiefs of Service Committee Meeting
20 March 2012	BRIG S. Caughey, CSC, Commander 3 rd Brigade and Senior Leadership 3 rd Brigade Lavarack Barracks, Townsville
21 March 2012	GPCAPT G. Harland, Officer Commanding 82 Wing and Senior Leadership RAAF Base Amberley
22 March 2012	COL D. Burke, Commandant Army Aviation Training Centre and Senior Leadership Army Aviation Centre, Oakey
22 March 2012	Army Promotion Board – Observation
23 March 2012	LTCOL B. Sharp, Commanding Officer 7 th Signal Regiment and Senior Leadership 7 th Signal Regiment, Borneo Barracks, Cabarlah
29 March 2012	COL S. Ryan, Commandant Combined Arms Training Centre and Senior Leadership, Combined Arms Training Centre, Bridge Barracks, Puckapunyal
29 March 2012	COL D. Hay, Commandant Army Recruit Training Centre and Senior Leadership, Army Recruit Training Centre, Blamey Barracks, Kapooka
30 March 2012	BRIG A. Creagh, Director General Public Affairs
3 April 2012	Senior Leadership 2 nd Commando Regiment, Holsworthy Barracks

Date	Meeting Detail
3 April 2012	MAJ P. Manuel, Officer Commanding 2 nd Surgical Company 2 nd General Health Battalion, 17 th CSS Brigade, Holsworthy Barracks
10 April 2012	Navy Promotion Board – Observation
16 April 2012	MAJGEN M. K. Hertog, Director, Sexual Assault Prevention and Response Office (SAPRO), United States Army, Washington D.C.
16 April 2012	United States Navy Personnel Office of Diversity and Inclusion, Washington D.C.
16 April 2012	United States Army Surgeon General Office, Women’s Health Taskforce, Washington D.C.
16 April 2012	ADM M. Ferguson, Vice Chief of Naval Operations, United States Navy, Washington D.C.
17 April 2012	Mr M. Applegate, Director Manpower Plans and Policy, United States Marine Corps, Washington D.C.
17 April 2012	Ms H. Hemphill, Chair of the Defence Advisory Committee on Women in the Services (DACOWITS) and COL I. White, Military Director for DACOWITS, Washington D.C.
17 April 2012	United States Department of Veterans Affairs, Washington D.C.
18 April 2012	Mr C. Johnson, Diversity Management and Equal Opportunity, Office of the United States Secretary of Defense, and Military Leadership and Diversity Commission, Washington D.C.
18 April 2012	Ms J. Beyler, Military Personnel Policy, Office of the Secretary of Defense, Washington D.C.
18 April 2012	Mr L. Stubblefield, Deputy Assistant Secretary of the Army for Diversity and Leadership, Washington D.C.
23 April 2012	MAJGEN S. Smith, AM, Commander Joint Task Force 633, Australian Forces Middle East Area of Operations, UAE
23 April 2012	CDRE J. Meade, Commander Combined Task Force 150, UAE
24 April 2012	Chaplain M. Fraser, Al Minhad Air Force Base, UAE
26 April 2012	WGCDR C. Williams, Afghanistan
27 April 2012	BRIG S. Wilkie, Assistant Commander Afghanistan, Kabul, Afghanistan
27 April 2012	Artillery Advisory Team, Kabul, Afghanistan

Date	Meeting Detail
27 April 2012	APS Staff, Kabul, Afghanistan
2 May 2012	LTCOL M. Constable, Commanding Officer School of Infantry and Senior Leadership School of Infantry, Lone Pine Barracks, Singleton
7 May 2012	CAPT M. Shindy, Director FFG System Program Office, Fleet Base East
16 May 2012	COL J. Carignan, Head of Delegation and Chief of Staff, Land Forces Central Area and Canadian Forces Representatives
29 May 2012	CAPT C. McCracken, Directorate Workforce Modelling Forecasting and Analysis
1 June 2012	Ms C. McGregor, Deputy Secretary Defence People Group (formerly People Strategies and Policy Group)
8 June 2012	Chiefs of Service Committee Meeting

Appendix A.2 – Focus groups

The Review met with over 1200 personnel in focus groups which it conducted at each of the military bases visited in Australia, the UAE and Afghanistan. These focus groups were designed to enable the Review to capture a broad cross-section of views within the ADF. The focus groups involved discussions with women, men, senior officers, junior officers, senior NCOs, junior NCOs, mixed gender, mixed rank, tri-service, recruits, trainees, specialised and category specific personnel, and Permanent and Reserve members. Additionally, the Review conducted focus groups for comparative purposes with US and Canadian Defence personnel embedded with Australian members in Afghanistan. Below is a list of the bases visited by the Review.

Focus Group Location	Number of focus groups held at each location
NAVY	
Navy Women's Leadership Program, HMAS <i>Harman</i>	1
HMAS <i>Kuttabul</i> / Navy Fleet Base East	8
HMAS <i>Sydney</i>	4
HMAS <i>Coonawarra</i>	2
HMAS <i>Cerberus</i>	6
HMAS <i>Success</i>	4
HMAS <i>Stirling</i>	3

Focus Group Location	Number of focus groups held at each location
HMAS <i>Collins</i>	2
HMAS <i>Albatross</i>	4
Defence Plaza Sydney	1
ARMY	
1 st Brigade Robertson Barracks, Darwin	5
Victoria Barracks, Sydney	1
SASR Campbell Barracks, Swanbourne	4
Pilbara Regiment, Karratha	2
17 th Brigade Randwick Barracks, Sydney	3
7 th Brigade, 16 th Aviation Brigade and 6 th Brigade Gallipoli Barracks, Enoggera	4
3 rd Brigade Lavarack Barracks, Townsville	4
Army Aviation Centre, Oakey	2
7 th Signal Regiment, Toowoomba	3
Combined Arms Training Centre, Bridge Barracks, Puckapunyal	3
Army Recruit Training Centre, Blamey Barracks, Kapooka	4
2 nd Commando Regiment and 2 nd General Health Battalion, Holsworthy Barracks	6
School of Infantry, Lone Pine Barracks, Singleton	4
AIR FORCE	
RAAF Base Richmond	4
RAAF Base Tindal	4
RAAF Base Williamtown	4
No.1 Recruit Training Unit, RAAF Base Wagga	5
RAAF Base Amberley	4

Focus Group Location	Number of focus groups held at each location
TRI-SERVICE and INTERNATIONAL	
ADF Senior Women's Forum, Russell Offices, Canberra	1
Headquarters Northern Command, Darwin	2
Headquarters Joint Operations Command, Bungandore	4
Australian Defence College	2
Al Minhad Air Force Base, UAE	6
Multinational Base, Tarin Kowt, Afghanistan	7
Kabul International Airport-North, Kabul, Afghanistan	3
Headquarters, International Security Assistance Force, Afghanistan	5
Op ASTUTE, East Timor (via Videoconference)	2

Appendix A.3 – Executive Consultation Group Participants

NAVY			
Fleet Headquarters			
RADM	Steve Gilmore	AM, CSC	Commander Australian Fleet to 21 December 2011
RADM	Tim Barrett	AM, CSC	Commander Australian Fleet from 22 December 2011
CDRE	Steve McDowall	DSM, CSM	Commander Surface Force
CDRE	Andrew Smith		Commodore Support
CAPT	Nicholas Stoker	CSM	Commander Mine Warfare, Clearance Diving, Hydrographic, Meteorological and Patrol Force
CAPT	Nicole Curtis		Fleet Medical Officer
CMDR	Christine Clarke		CO HMAS Kuttabul
CMDR	Letitia Van Stralen	CSC	Fleet Legal Officer

CMDR	Patrick O'Brien		Deputy Training Authority Initial Training Leadership and Management
CMDR	John Wearne		Deputy Director Navy Training Policy
CMDR	Graeme Pedley		Chief of Staff – Minewarfare Clearance Diving
<i>HMAS Cerberus</i>			
CAPT	Mark Hill	CSC	CO
CAPT	Katherine Richards		CO Designate
CMDR	Shane Glassock	CSC	XO
CMDR	Michael Oborn		XO Designate
CMDR	Mark Muir		Head Maritime Warfare-South
Mr	Chris Harrison		Command Equity Advisor
<i>HMAS Success</i>			
CMDR	Ainsley Morthorpe	CSM	CO
CMDR	Adam Birch		Engineering Officer
CMDR	John Metzl		Supply Officer
LCDR	Gerry Savvakis		XO
WO	Deb Butterworth	OAM, CSM	Ship's Warrant Officer
<i>HMAS Stirling</i>			
CAPT	Mark Potter	CSC	Commander Submarine Force
CMDR	James Lybrand		Deputy Commander Submarine Force
CMDR	Brett Westcott		Submarine Escape and Rescue Manager
CMDR	Michael Manfield		Training Authority-Submarines
CMDR	Jason Cupples		CO HMAS Dechaineux
CMDR	James Harrap		CO Crew 3 HMAS Collins
CMDR	Ken Marr		XO Crew 3 HMAS Collins

CHAP	Melissa Baker		Fleet Base West 1 Chaplain HMAS Stirling
LCDR	Allan Dennison		Principal Staff Officer Personnel
LCDR	Garry Williams	CSM	Deputy Chief of Staff Submarine Force
LEUT	Benjamin Vandermeer		Phase 3 Officer, HMAS Collins
LEUT	Johanne Harrap		2IC Submarine Recruiting Team
WO	Jodi Bonney		Ship's Warrant Officer Submarine Force, HMAS Stirling
CPO	Kylie Broughton		Chief of the Boat, HMAS Collins
LS	Kelly Fraser		Medic (Clinical Manager), HMAS Collins
<i>HMAS Albatross</i>			
CAPT	Gordon Andrew		CO
CAPT	Colin Lawrence		Commander Navy Aviation Systems Program Office
CMDR	Carl Capper		XO
CMDR	Matthew Shand		CO 723 Squadron
WO	Brian Collins		Ship's Warrant Officer
<i>Directorate of Navy People</i>			
CAPT	Simon Ottaviano		Director Navy People Career Management Agency
CAPT	Nick Youseman	CSM	Director Navy Category Management
CAPT	Warren Bairstow	CSC	Program Director New Generation Navy
CMDR	Peter Leavy		Director Navy Personnel People
CMDR	Jan Noonan	CSC	Deputy Director Navy Category Management – Warfare
CMDR	Jo Bastian		Senior Project Officer New Generation Navy
CMDR	Roger Fonhof		Deputy Director Navy People Career Management

CMDR	Natasha Burney		Deputy Director Navy Category Management – Aviation
CMDR	Steve Bowater	OAM	Deputy Director Navy Category Management – Engineering and Submarines
LCDR	Debbie Dunchue		Staff Officer Policy Navy People Career Management Agency
Participation via other fora			
CAPT	Angela Bond		Director Military Salary and Allowances Policy
CAPT	Michele Miller		Director Navy People Career Management Agency
CMDR	Fiona Sneath		Staff Officer Legal to CDF
CMDR	Rachel Durbin		Deputy Director Navy Category Management Engineering
CMDR	Jennifer Heymans		Navy Women’s Strategic Advisor
LCDR	Elizabeth Waddell		Aircrew Training Continuum Coordinator
LCDR	Casey Scully-O’Shea		Staff Officer Program Director New Generation Navy
LCDR	Lorraine Grey		Member Support Coordinator-Navy QLD/NT
LCDR	Debra Byrne		Director Navy AOD Services
LCDR	Angeneta Googe		Deputy Director Navy Occupational and Environmental Health
LCDR	Debbie Dunchue		Staff Officer Policy NPCMA
LEUT	Louisa Young		NGN Benefits Manager
LEUT	Jennifer Macklin		Staff Officer Diversity – NPCMA
LEUT	Barbara Butler		Reviews Implementation Officer ADFA
LEUT	Lauren Milburn		Naval Liaison Officer 92WG Headquarters
PO	Trish Muller		Instructor – ADF Physical Training School

LS	Melissa Westley		Aviation Technician Aircraft Maintenance Facility
LS	Trish Dollisson		Directorate Navy Information Warfare
AB	Anita Jenkins		Training Coordinator Mine Warfare Systems
ARMY			
Headquarters Forces Command			
COL	James Burns		Assistant Chief of Staff
COL	Neil Sweeney		Colonel Operations G3
COL	Cameron Purdey	CSC	Colonel Logistics G4
COL	James Roche		Colonel Signals G6
COL	Debra Bradford		Colonel Education Training and Development
COL	Evan Carlin		Command Legal Officer
LTCOL	Shaun O'Leary		Colonel Training G7
LTCOL	Tim Rudd		Staff Officer 1 Headquarters Support
LTCOL	Mona Goldsmith		Staff Officer 1 Personnel Operations
Randwick Barracks			
Headquarters 2nd Division			
MAJGEN	Craig Williams		Commander
COL	Dean Franklin	CSC	Chief of Staff
17 Combat Service Support Brigade			
BRIG	David Mulhall	CSC	Commander
COL	Ed Smeaton		Chief of Staff
LTCOL	Nicole Sadler	CSC	CO 1 st Psychology Unit
LTCOL	Giles Pugh		Staff Officer 1 Operations
LTCOL	Rebecca Talbot		Staff Officer 1 Support

LTCOL	Richard Mogg		Plans Officer
MAJ	Justine Buist		Staff Officer 2 Personnel
MAJ	Hilary Dixon		Staff Officer 2 Health and Wellness
WO1	Martin Lenicka		RSM
WO1	Kym Bishop		Formation Chief Clerk
Taylor Barracks			
Pilbara Regiment			
LTCOL	Saad Omari	DSC	CO
MAJ	Damien Casey		XO
MAJ	Alan Williams		Officer Commanding Training Support Squadron
MAJ	Denis Davey		Operations Officer
MAJ	Anthony Mew		Officer Commanding 1 Squadron
MAJ	William McDade		Officer Commanding 2 Squadron
MAJ	Graham Woodhouse		Officer Commanding 3 Squadron
MAJ	William Phillips		Padre
CAPT	Jared Slansky		Adjutant
CAPT	Christopher Bates		Quartermaster
2LT	Karen Davey		Recruiting Officer
Gallipoli Barracks			
6 Brigade			
BRIG	David Coghlan	AM	Commander
7 Brigade			
BRIG	Greg Bilton	CSC	Commander
LTCOL	Byron Cocksedge		Chief of Staff
LTCOL	David Sweeney		S07 (Senior Medical Officer)

MAJ	Ian Dawes		S2
MAJ	David Guthrie		S3
MAJ	Gabrielle Follett		S4
LT	Jesse Platz		Liaison Officer to Commander 7 Brigade
WO1	Bob Thompson	OAM	RSM
16 Aviation Brigade			
LTCOL	Daryl Campbell		Chief of Staff
Lavarack Barracks CSC			
3 Brigade			
BRIG	Shane Caughey	AM, CSC	Commander
LTCOL	Stephen Moore	CSM	Deputy Commander
LTCOL	Chris Smith	CSC	CO 2 Royal Australian Regiment
LTCOL	Craig Lauder		CO 3 Combat Engineer Regiment
LTCOL	Dan Bennett		CO 3 Combat Signal Regiment
MAJ	Melanie Lenaghan		Senior Intelligence Officer
MAJ	Paul Firth		Senior Logistics Officer 3 Brigade
MAJ	Nathan Ellis		2IC 1 Royal Australian Regiment
MAJ	Dan Gosling		2IC 3 Royal Australian Regiment
MAJ	Darren Rosemond		OC B Squadron 3 rd /4 th Cavalry Regiment
MAJ	David Stables		A/CO 3 Combat Service Support Brigade
WO1	Bruce Walker	OAM	RSM 3 Brigade
Army Aviation Centre Oakey			
COL	David Burke		Commandant Army Aviation Training Centre
LTCOL	Eamon Barton		CO School of Army Aviation
LTCOL	Michael Millar		CO RAEME Aircraft Maintenance School

LTCOL	Robert Boughen		SO1 Plans Training
LTCOL	Douglas Maddocks		SO1 Safety and Standards
MAJ	Bernard Hayes		2IC Army Helicopter School
Borneo Barracks			
7 Signal Regiment (Electronic Warfare)			
LTCOL	Brenda Sharp		CO
MAJ	Philip Lockley		2IC
CAPT	Sarah Isdale		Adjutant
WO1	Peter Quinn		RSM
WO2	Gregory Mathers		Chief Clerk
Blamey Barracks			
Army Recruit Training Centre			
COL	David Hay		Commandant
LTCOL	David Wilton		Deputy Commandant
MAJ	Patricia Hunt		S1/4
WO1	David Galloway		RSM
1 Recruit Training Battalion			
LTCOL	Steven D'Arcy		CO
WO1	Trudy Casey	OAM	RSM
Bridges Barracks			
Combined Arms Training Centre			
COL	Sean Ryan		Commandant
WO1	Paul Tyrrell		RSM
School of Armour			
LTCOL	Tony Archer		CO
WO1	Alby Chirichilli		RSM

School of Artillery			
MAJ	Karl Britton		Operations Officer
WO1	Scott Driscoll		RSM
Lone Pine Barracks			
School of Infantry			
MAJ	Andrew Patterson		2IC
CAPT	Scott Tobias		Operations Officer
CAPT	Thomas Middleton		Adjutant
WO1	Darren Murch	OAM	RSM
Director General Career Management Army			
COL	Brendan Stevens		Director Workforce Strategy Army
COL	Wade Stothart		Directorate of Officer Career Management, Officer Career Manager
LTCOL	Ana Duncan		Directorate of Officer Career Management, Senior Career Advisor
LTCOL	Greg Jenkins		Deputy Director Reserve Solider Career Management
MAJ	Dell Madge		Staff Officer 2 Workforce Strategy Army
MAJ	Narelle Powers		Directorate of Soldier Career Management, SO2 Career Management Group
Participation via other fora			
BRIG	Iain Spence		Director General Reserves – Army
BRIG	Linda Reynolds	CSC	Army Adjutant General
COL	Kath Stewart		Director J6 Plans
COL	Bronwyn Worswick		Director of Military Justice
LTCOL	Elizabeth Khan		Staff Officer Directorate of Workforce Strategy – Army
Mrs	Michelle Hannaford		Leadership Development Coordinator

AIR FORCE

RAAF Base Glenbrook

Headquarters Air Command

GPCAPT	Kathryn Dunn	AM	Director Training Systems
WGCDR	Wilma Tennant	CSM	Personal Staff Officer to Air Commander Australia
WGCDR	Tim Creevey		Deputy Director Air Knowledge Management
WGCDR	Pierre Blais	CSC	Deputy Director Safety and Air Worthiness
WGCDR	Chris Morris		Director Communications and Information Systems / A6
WGCDR	Grant Pinder		Deputy Director Logistics Support and Systems
WGCDR	Nigel Leurs		Deputy Director Integrated Workforce Management
SQNLDR	April Rose		LS1 Legal Officer
WOFF	Gerard Hallinan		Executive Warrant Officer
Mrs	Judy Ferrier		Public Affairs Advisor to Air Commander Australia
Mr	Jonathan Powell		Director Corporate Performance Management
Ms	Sandra Onus		Program Director Air Force Improvement

RAAF Base Richmond

WGCDR	Kaarin Kooij		CO HQ Air Lift Group/Staff Officer People Capability
LACW	Kim MacMenigall		22 Squadron Military Working Dog Handler
LACW	Renee Keen		22 Squadron Military Working Dog Handler

RAAF Base Tindal			
WGCDR	Allister McInerney		CO 322 Expeditionary Combat Support Squadron / Senior ADF Officer
SQNLDR	Tom Fitzsimmons		OIC 3 Control and Reporting Unit
SQNLDR	Sally Borgelt		OC 2 Expeditionary Health Squadron Detachment
SQNLDR	Damien Fairhurst		Flight Commander 452 Squadron
SQNLDR	Brett Green		Security Police Officer
SQNLDR	Olivia Stuart-Atkinson		Staff Officer Equity and ADF Policy
SGT	Karen Voysey		Security Police
SGT	Candida Willis		Senior Equity Adviser
Miss	Jennifer Micallef		Defence Social Worker
RAAF Base Williamstown			
GPCAPT	Tracey Friend	CSC	OC 42 Wing
WGCDR	Amanda Robinson		SO 1 Personnel / CO HQ Air Combat Group
WGCDR	Hyph Read-Jones		SO 1 Personnel / CO HQ Surveillance and Response Group
WGCDR	Nicholas Robertson		SO1 Logistics Engineering / CO HQ 81 Wing
WGCDR	Amy Beck		CO Classic Hornet Logistics Management Unit
SQNLDR	Lyndon Turner		XO 26 Squadron
SQNLDR	Tim Lewis		XO 381 Expeditionary Combat Support Squadron
RAAF Base Wagga			
RAAF College			
GPCAPT	Tony Checker	OAM	Commandant
WGCDR	Jim Lewis		Deputy Commandant

No 1 Recruit Training Unit			
WGCDR	Billy Merkx		CO
SQNLDR	Kristine Johnston		Senior Administration Officer
SQNLDR	Garth Herriot		Chief Instructor
CHAP	Alan Williams		Chaplain
FLTLT	Joshua Borg		No 2 Flight Commander
WOFF	Ken Robertson		Warrant Officer Disciplinary
WOFF	Rick Mortellaro		Training Warrant Officer
FSGT	Stuart Eastwood		Section Commander Training Management Section
FSGT	David Adam		OIC Small Arms Training Section
RAAF Base Amberley			
GPCAPT	Geoff Harland	CSC	OC 82 Wing
WGCDR	Robert Denney		XO 82 Wing
WGCDR	Murray Jones	CSC	CO 1 Squadron
WGCDR	Simon Nickson		CO 23 Squadron
WGCDR	Geoffrey Fox		CO 33 Squadron
WGCDR	Paul Long		CO 36 Squadron
Participation via other fora			
GPCAPT	Sue McGready		Director of Supply Capability – Air Force
GPCAPT	Cath Roberts	CSC	Director Enabling Capability – Air Force
GPCAPT	Anne Borzycki		Chief of Staff Australian Defence College
GPCAPT	Jenny Fantini		Director Strategy – Aerospace Systems Division
WGCDR	Karen Ashworth		XO Directorate of Personnel –Air Force
WGCDR	Deanne Gibbon		Deputy Director Air Force Workforce Diversity

WGCDR	Sally Dorsett		Deputy Director Flexible Employment and Remuneration
SQNLDR	Linda Saunders		Remuneration and Flexible Employment Manager
JOINT OPERATIONS COMMAND			
LTGEN	Ash Power	AO, CSC	Chief of Joint Operations
CDRE	Michael Noonan	AM	Director General Operations
CDRE	David Scott	OAM	Principle Staff Officer Intelligence
CDRE	Braddon Wheeler		Director General Maritime Operations
BRIG	Wayne Goodman	AM	Chief of Staff
AIRCDRE	William Henman	OAM	Director-General Air / Director-General Air Command Operations
AIRCDRE	Hayden Marshall		Director General Support
CAPT	Fiona Freeman		Director Military Options, Plans
CAPT	Allison Norris		Director Joint Control Centre
COL	Simon Tuckerman	CSC	Commander 1 Joint Movement Group
GPCAPT	Ted Schneider		Director Operational Evaluation
LTCOL	Patricia Sharp		J63
CHAP	Glynn Murphy		Chaplain, Special Operations HQ
Mr	Kevin Pippard		Group Finance Officer
VICE CHIEF OF THE DEFENCE FORCE GROUP			
Cadet, Reserve and Employer Support Division			
BRIG	Bill Sowry	CSC	Deputy Head Cadet, Reserve and Employer Support Division
Mr	Jerome Reid		Director SRP Reserve Reform Stream
Ms	Emma Turner		Project Officer

Joint Health Command			
CDRE	Elizabeth Rushbrook	CSC	Director General Health Capability / Director General Navy Health Service
Ms	Martine Cosgrove		Regional Mental Health Coordinator – Regional Health Service NSW
Dr	Danielle Klar		Regional Health Director SNSW – Regional Health Service
Dr	Cath Kelaher		Senior Medical Adviser Medical Services
Dr	Felicity Williams		Command Medical Adviser Garrison Health Operations
Australian Defence Force Investigative Service			
LTCOL	Dave McGarry		Director of Operations
Mr	Daniel Barwick		Manager Service Police Central Records Office
DEFENCE PEOPLE GROUP			
People Capability Division			
MAJGEN	Gerard Fogarty	AM	Head People Capability
Workforce Planning			
Mr	Russell Philbey		Director Workforce Information
Mr	Steven House		Assistant Director Workforce Information
Ms	Emily Jacka		Director Strategic Personnel Policy Research
Ms	Diala Raad		Research Officer – Directorate of Strategic Personnel Policy Research
Mrs	Angie Sturrock		Assistant Director Workforce Intelligence
Ms	Dorota Thorp		Assistant Director Workforce Intelligence

Defence Force Recruiting		
AIRCDRE	Henrik Ehlers	Director General Defence Force Recruiting
Mr	Michael Hoffmann	Regional Manager Defence Force Recruiting Victoria/ Tasmania
SQNLDR	Michael Ward	Senior Military Recruiting Officer Defence Force Recruiting Victoria
People Policy & Culture Division		
Ms	Annebelle Davis	Director General Strategy Integration and Coordination
People Solutions Division		
Values, Behaviours and Resolutions		
Mr	John Diercks	Director General
Ms	Amanda Desalis	Director Complaints Resolution
Mrs	Ellen Swavley	Director Right and Responsibilities
Ms	Amber Brentnall	Deputy Director Gender and Sexual Orientation
DEFENCE SUPPORT GROUP		
Defence Community Organisation		
Mr	Michael Callan	Director General – Defence Community Organisation
Mr	Luke Carroll	Director Plans – Defence Community Organisation
Mrs	Nicki Curtin	Director Transition Support Services – Defence Community Organisation
DEFENCE FAMILIES AUSTRALIA		
Mrs	Julie Blackburn	National Convenor, Defence Families Australia

Appendix B

Survey Information: *The Review into the Treatment of Women in the Australian Defence Force Survey*

The Review, in consultation with the Directorate of Strategic Personnel Policy Research (DSPPR), administered a survey with the aim of understanding the attitudes and opinions of ADF members on a range of issues relevant to the treatment of women. This appendix gives an overview of the survey methodology, a summary of the results, and presents two sets of tables (all items from the electronic survey, gender disaggregated and all items from the paper survey, gender disaggregated).

Appendix B.1 – Methodology

The Review into the Treatment of Women in the ADF Survey ('the *Treatment of Women in the ADF Survey*') was designed by the Review in consultation with DSPPR. It was administered to two sample groups: one via email (the electronic survey) and one in focus groups (the paper survey). Altogether, over five-thousand responses to the survey were collected, both online and in focus groups.

The electronic survey was emailed to a 20% stratified sample of the ADF by DSPPR on 31 January 2012. Out of the 21,099 members who were invited to participate (11,771 permanent ADF and 9,328 reservists), 4,766 provided valid responses (3,639 permanent ADF and 1,127 reservists).

The paper survey was administered in small focus groups (generally less than 15 participants) that were convened by the Review at ADF establishments around Australia. The Review collected 523 responses, and 95% of these were permanent ADF members (n=497).

Due to the different methodologies used for the collection of these responses, as well as the different demographic of the respondents, the sub-samples have not been combined for the purposes of analysis. In most cases throughout the Report, references to the *Treatment of Women in the ADF Survey* defer to the electronic survey results because of the size and demographics of this sample.

Caveats

The following caveats apply to the material and analyses in this appendix:

- The survey data has been derived from a sample of the target population who were motivated to respond, and who made an autonomous decision to do so. It may not necessarily be representative of the entire ADF population.
- The total number of responses is different for each question and the percentages are based on differing totals.
- Members may have withdrawn from focus groups or not completed the paper survey on account of personal experiences of sexual discrimination/harassment/abuse and this may in turn impact on the accuracy of the results.
- Survey questions may have been interpreted differently by respondents. For example, 4.7% of all survey respondents made comments at the end of the survey suggesting a belief that the survey questions were biased. This perception may have impacted on how they interpreted and responded to those items of concern.
- For the electronic survey, respondents may have experience in both permanents and Reserves, however this won't be reflected in results as the permanents sample was only asked length of service in permanents, Reserves only asked about length of service in Reserves.
- Results are only disaggregated by rank groupings for electronic survey respondents, because of the small numbers involved in the paper sample, particularly at Senior Officer level.

Demographics

The electronic sample comprised of:

- 78% men (n=3728), 22% women (n=1,032)
- 47% Army (n=2,214), 30% Air Force (n=1,414), 24% Navy (n=1,138)
- 30% JNCOs (n=1,418), 31% SNCOs (n=1,461), 29% Junior Officers (n=1,383), 10% Senior Officers (n=494)¹

The paper sample comprised of:

- 55% men (n=279), 45% women (n=232)
- 48% Army (n=250), 29% Navy (n=149), 23% Air Force (n=121)
- 47% JNCOs (n=242), 25% SNCOs (n=127), 26% Junior Officers (n=133), 3% Senior Officers (n=16)

Results

The results are organised into the following sections:

- a) Career management
- b) Mentoring and development
- c) Career progression
- d) Women's representation in the ADF, leadership
- e) Work and family balance
- f) Flexible working arrangements and impact on career
- g) Impact of family responsibilities on career development
- h) Child care
- i) Consideration of family circumstances
- j) Sexual harassment, sex discrimination and sexual abuse
- k) Reporting sexual harassment, sex discrimination and sexual abuse
- l) ADF policies and implementations

Each subsection above contains a brief overview, and select findings and figures as appropriate.

Tables

There are two groups of tables presented:

1. Electronic survey, all items disaggregated by gender
2. Paper survey, all items disaggregated by gender

Appendix B.2 – Results

(a) Career management

A majority of respondents gave positive responses to the items about career development. 81% of electronic respondents, and 59% of paper respondents agreed that their 'career development has generally been good'. 82% of electronic respondents and 87% of paper survey respondents agreed that they 'can access adequate information to manage [their] career.' There was very little difference between the genders in response to these items.

(b) Mentoring and development

Over 80% of all respondents agreed that they had 'sufficient access to learning and development opportunities'.

For the statement 'mentoring and networking opportunities are available to provide role models, information and advice for women progressing through their careers', the survey revealed that:

- Among electronic survey respondents 28% of women and 5% of men disagreed
- Among paper survey respondents 20% of women and 5% of men disagreed
- At Senior Officer ranks, 41% of women and 8% of men disagreed (electronic sample only).

(c) Career progression

A majority of respondents were positive about items dealing with career progression and opportunities. In both samples, a majority of respondents believed that both men and women were promoted on merit. The majority of men and women agreed that 'women have the same career advancement opportunities as men', 'women are well represented in career streams where there are good opportunities for progression', but more women than men disagreed with these items. Women were also more likely to agree that 'women hit a glass ceiling at Lieutenant Colonel/Commander/Wing Commander level.' Select findings for specific statements are provided below:

'Women have the same career advancement opportunities as men in my Service':

- Among electronic survey respondents 26% of women and 13% of men disagreed with the statement
- Among paper survey respondents 15% of women and 11% of men disagreed
- At Senior Officer ranks, 44% of women and 14% of men disagreed (electronic sample only).

'Women are well represented in career streams where there are good opportunities for progression':

- Among electronic survey respondents 20% of women and 8% of men disagreed
- Among paper survey respondents 12% of women and 7% of men disagreed
- At Senior Officer ranks, 35% of women and 13% of men disagreed (electronic sample only).

'Women hit a glass ceiling at Lieutenant Colonel/Commander/Wing Commander' level':

- A large proportion of both men and women did not know whether 'women hit a glass ceiling at Lieutenant Colonel/Commander/Wing Commander level'
- Among electronic survey respondents 26% of women and 7% of men agreed
- Among paper survey respondents 22% of women and 4% of men agreed
- At Senior Officer ranks, 46% of women and 7% of men agreed (electronic sample only).

(d) Women's representation in the ADF leadership

Women were more likely than men to agree that there should be more women in the ADF and leadership positions. Most of the items dealing with women's representation had sizable groups of respondents answering 'don't know'. Very few respondents did not believe that 'there will be more women in leadership positions in the ADF in the coming years', and nearly all respondents were 'comfortable working for women of senior rank'. Select findings appear below:

'The ADF should increase the representation of women in the ADF workforce':

- Among electronic survey respondents 53% of women and 34% of men agreed
- Among paper survey respondents 55% of women and 38% of men agreed

'There should be more women in leadership positions in the ADF' select findings:

- Among electronic survey respondents 62% of women and 32% of men agreed
- Among paper survey respondents 64% of women and 37% of men agreed

'There will be more women in leadership in the ADF in the coming years' select findings:

- Among electronic survey respondents only 4% of women and 3% of men disagreed
- Among paper survey respondents only 3% of women and 3% of men disagreed

(e) Work and family balance

About three-quarters of all respondents agreed that their 'workplace encourages a healthy balance between my work, home and family life' and that they are 'able to maintain a balance between my personal and working life'. Among electronic survey respondents, the responses were similar for both genders, while among paper survey respondents, women were more likely to agree with these items than men.

(f) Flexible working arrangements and impact on career

A total of 46% of electronic survey respondents, and 39% of paper survey respondents agreed that they 'would feel comfortable in applying for part-time or flexible work arrangements'. These numbers dropped further to 39% (electronic) and 33% (paper) when respondents were asked if they would 'would feel comfortable asking for part-time or flexible work arrangements if promoted'. Women were slightly more likely to be comfortable asking for flexible arrangements than men.

Most respondents agreed that 'some career streams are better able to allow flexible work practices than others' and few did not think that accessing flexible work would have a negative impact on their careers.

'If I accessed flexible working arrangements (such as working part time) my career progression would be negatively impacted' select findings:

- 20% of electronic survey respondents and 19% of the paper survey respondents disagreed with this item

(g) Impact of family responsibilities on career development

More women than men agreed that family or caring responsibilities impacted on their career, and on their ability to go on deployment. The difference between men's and women's responses was widest at the level of Senior Officer. About half of all respondents believed that deployment was necessary for their career progression.

'My career is impacted by family/caring responsibilities' select findings:

- Among electronic survey respondents 57% of women and 36% of men agreed
- Among paper survey respondents 33% of women and 28% of men agreed

'Family responsibilities affect my ability to go on deployment' select findings:

- Among electronic survey respondents 56% of women and 39% of men agreed
- Among paper survey respondents 38% of women and 26% of men agreed

(h) Child care

More respondents believed that better access to childcare would improve their career prospects compared to those who did not.

'ADF members have adequate access to child care' select findings:

- Among electronic survey respondents 23% of women and 28% of men agreed
- Among paper survey respondents 24% of women and 27% of men agreed

'Better access to child care would improve my ability to access opportunities for career progression' select findings:

- Among electronic survey respondents 38% of women and 31% of men agreed
- Among paper survey respondents 23% of women and 28% of men agreed

(i) Consideration of family circumstances

There were mixed responses to the item about the consideration given to family situations when considering postings, and there was majority support for differential gender treatment in the context of the different life courses of women and men. Nearly half of all respondents believed that the ADF considers their family circumstances when considering postings and deployment. Women were more likely to agree that the ADF should be more flexible to the different life courses of men and women, although about half of all male respondents agreed with this proposition as well.

'The ADF should be more flexible to the different life courses of men and women e.g. women taking time out to have children, caring responsibilities' select findings:

- Among electronic survey respondents 61% of women and 49% of men agreed
- Among paper survey respondents 61% of women and 54% of men agreed

(j) Sexual harassment, sex discrimination and sexual abuse

Men and women had very different perceptions of how sexual 'reputations' could influence military careers. Women were twice as likely as men to believe that a woman's 'reputation' could inhibit her career. There were also different responses by gender to the item about whether women were more likely than men to experience sexual harassment, discrimination or abuse in the ADF, and that such an experience would have a negative impact on career progression. Select findings appear below:

'A woman's 'reputation' regarding her sexual behaviour can inhibit her military career':

- Among electronic survey respondents 68% of women and 34% of men agreed
- Among paper survey respondents 62% of women and 31% of men agreed

'Women are more likely to experience sexual harassment or discrimination in the ADF than men':

- Among electronic survey respondents 65% of women and 40% of men agreed
- Among paper survey respondents 54% of women and 39% of men agreed

'Women are more likely to experience sexual abuse in the ADF than men':

- Among electronic survey respondents 54% of women and 39% of men agreed
- Among paper survey respondents 52% of women and 39% of men agreed

'Experiencing sexual harassment or sex discrimination in the ADF have a negative impact on career progress':

- Among electronic survey respondents 60% of women and 41% of men agreed
- Among paper survey respondents 51% of women and 42% of men agreed

(k) Reporting sexual harassment, sex discrimination and sexual abuse

A majority of respondents believed that if they reported an incident of unacceptable behaviour appropriate action would be taken. However about one-third of women, and nearly one-in-five men either did not believe that action would be taken, or were unsure. Large numbers of women (over half) and men (about one-third) also either agreed with or were unsure if reporting an incident would have a negative impact on their career.

‘If I report an incident of unacceptable behaviour I believe appropriate action will be taken’ select findings:

- Among electronic survey respondents 21% of women disagreed and 14% were unsure, 10% of men disagreed and 8% were unsure
- Among paper survey respondents 13% of women disagreed and 16% were unsure, 5% of men disagreed and 11% were unsure

‘Reporting sexual harassment, sex discrimination or sexual abuse would have a negative impact on my career’ select findings:

- Among electronic survey respondents 34% of women agreed and 27% were unsure, 12% of men agreed and 20% were unsure
- Among paper survey respondents 22% of women agreed and 33% were unsure, 11% of men agreed and 22% were unsure

(I) ADF policies and implementations

Across all of the ADF policies and implementation items, a majority of women and men were positive about ADF policies and their application by their CO/manager. While responses by gender were similar to most of these items, there were some notable divergences including those listed below.

‘The ADF supports women through the different stages of their lives (e.g. as mothers, carers)’:

- Among electronic survey respondents 28% of women and 7% of men disagreed
- Among paper survey respondents 15% of women and 9% of men disagreed

‘The ADF supports the recruitment and retention of women’:

- Among electronic survey respondents 19% of women and 3% of men disagreed
- Among paper survey respondents 13% of women and 4% of men agreed

Appendix B.3 – Survey tables, responses by gender

Electronic Survey

Table 1: My career development has generally been good
(Male n=3726, Female n=1029)

My career development has generally been good.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	2.6%	12.6%	2.8%	68.1%	14.0%	100.0%
Female	2.9%	16.4%	2.5%	64.3%	13.8%	100.0%
Total	2.6%	13.4%	2.7%	67.3%	13.9%	100.0%

Table 2: I can access adequate information to manage my career

(Male n=3717, Female n=1024)

I can access adequate information to manage my career.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	1.9%	11.2%	4.2%	70.8%	11.9%	100.0%
Female	1.9%	13.7%	5.0%	66.9%	12.6%	100.0%
Total	1.9%	11.7%	4.4%	69.9%	12.0%	100.0%

Table 3: Men are promoted on merit

(Male n=3715, Female n=1023)

Men are promoted on merit.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	3.6%	15.6%	7.9%	62.3%	10.5%	100.0%
Female	3.4%	17.3%	16.7%	54.8%	7.7%	100.0%
Total	3.6%	16.0%	9.8%	60.7%	9.9%	100.0%

Table 4: Women are promoted on merit

(Male n=3709, Female n=1019)

Women are promoted on merit.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	5.0%	19.0%	11.8%	55.1%	9.1%	100.0%
Female	3.8%	19.1%	17.6%	52.5%	7.0%	100.0%
Total	4.7%	19.1%	13.1%	54.5%	8.6%	100.0%

Table 5: I am comfortable working for women of superior rank

(Male n=3713, Female n=1025)

I am comfortable working for women of superior rank.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	0.8%	2.3%	3.2%	57.1%	36.5%	100.0%
Female	0.6%	2.0%	1.9%	60.2%	35.3%	100.0%
Total	0.8%	2.3%	2.9%	57.8%	36.3%	100.0%

Table 6: There should be more women in leadership positions in the ADF
(Male n=3700, Female n=1026)

There should be more women in leadership positions in the ADF.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	3.7%	20.1%	44.5%	25.9%	5.7%	100.0%
Female	1.0%	10.0%	26.9%	37.3%	24.8%	100.0%
Total	3.1%	17.9%	40.7%	28.4%	9.9%	100.0%

Table 7: There will be more women in leadership in the ADF in coming years
(Male n=3718, Female n=1024)

There will be more women in leadership in the ADF in coming years.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	0.5%	2.8%	31.5%	54.8%	10.4%	100.0%
Female	0.5%	5.2%	31.6%	46.3%	16.4%	100.0%
Total	0.5%	3.3%	31.5%	53.0%	11.7%	100.0%

Table 8: The ADF should increase the representation of women in the ADF workforce
(Male n=3700, Female n=1022)

The ADF should increase the representation of women in the ADF workforce.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	4.1%	26.1%	35.6%	30.0%	4.1%	100.0%
Female	1.4%	20.3%	25.2%	40.2%	12.9%	100.0%
Total	3.5%	24.9%	33.4%	32.2%	6.0%	100.0%

Table 9: Women have the same career advancement opportunities as men in my service
(Male n=3713, Female n=1024)

Women have the same career advancement opportunities as men in my service.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	2.3%	10.5%	7.6%	55.6%	24.0%	100.0%
Female	4.9%	21.3%	11.6%	48.2%	14.0%	100.0%
Total	2.8%	12.9%	8.5%	54.0%	21.8%	100.0%

Table 10: Women are well represented in career streams where there are good opportunities for progression

(Male n=3718, Female n=1024)

Women are well represented in career streams where there are good opportunities for progression.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	0.6%	7.2%	20.3%	57.6%	14.4%	100.0%
Female	2.4%	17.8%	22.5%	49.7%	7.6%	100.0%
Total	1.0%	9.4%	20.8%	55.9%	12.9%	100.0%

Table 11: Mentoring and networking opportunities are available to provide role models, information and advice for women progressing through their careers

(Male n=3711, Female n=1024)

Mentoring and networking opportunities are available to provide role models, information and advice for women progressing through their careers.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	0.6%	4.6%	34.3%	49.3%	11.1%	100.0%
Female	3.7%	24.7%	21.6%	42.0%	8.0%	100.0%
Total	1.3%	9.0%	31.6%	47.7%	10.4%	100.0%

Table 12: Women hit a glass ceiling at Lieutenant Colonel/Commander/Wing Commander level

(Male n=3718, Female n=1024)

Women hit a glass ceiling at Lieutenant Colonel/Commander/Wing Commander level.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	16.1%	32.1%	45.4%	5.4%	1.1%	100.0%
Female	4.1%	18.4%	51.5%	20.5%	5.6%	100.0%
Total	13.5%	29.1%	46.7%	8.6%	2.0%	100.0%

Table 13: I have sufficient access to learning and development opportunities to improve my skills

(Male n=3711, Female n=1023)

I have sufficient access to learning and development opportunities to improve my skills.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	1.7%	9.2%	3.2%	74.3%	11.5%	100.0%
Female	1.0%	13.8%	5.5%	65.1%	14.7%	100.0%
Total	1.6%	10.2%	3.7%	72.3%	12.2%	100.0%

Table 14: My workplace encourages a healthy balance between my work, home and family life
(Male n=3709, Female n=1023)

My workplace encourages a healthy balance between my work, home and family life.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	4.3%	14.7%	5.7%	61.6%	13.6%	100.0%
Female	4.4%	14.8%	6.1%	55.7%	19.1%	100.0%
Total	4.3%	14.7%	5.8%	60.3%	14.8%	100.0%

Table 15: I am able to maintain a balance between my personal and working life
(Male n=3704, Female n=1022)

I am able to maintain a balance between my personal and working life.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	2.7%	14.4%	4.6%	67.5%	10.7%	100.0%
Female	3.7%	15.0%	4.1%	62.9%	14.3%	100.0%
Total	2.9%	14.6%	4.5%	66.5%	11.4%	100.0%

Table 16: In my current role, I would feel comfortable in applying for part time or flexible work arrangements
(Male n=3709, Female n=1019)

In my current role, I would feel comfortable in applying for part time or flexible work arrangements.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	13.9%	27.7%	15.5%	35.0%	7.9%	100.0%
Female	8.0%	25.1%	14.7%	37.4%	14.7%	100.0%
Total	12.6%	27.1%	15.4%	35.5%	9.4%	100.0%

Table 17: If I was promoted, I would feel comfortable asking for part time or flexible work arrangements
(Male n=3710, Female n=1018)

If I was promoted, I would feel comfortable asking for part time or flexible work arrangements.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	13.5%	28.2%	20.7%	31.5%	6.1%	100.0%
Female	7.8%	28.4%	19.8%	34.5%	9.5%	100.0%
Total	12.3%	28.3%	20.5%	32.1%	6.8%	100.0%

Table 18: Some career streams are better able to allow flexible work practices than others
(Male n=3712, Female n=1020)

Some career streams are better able to allow flexible work practices than others.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	0.8%	2.0%	13.0%	57.4%	26.8%	100.0%
Female	0.6%	2.7%	14.4%	55.6%	26.7%	100.0%
Total	0.8%	2.2%	13.3%	57.0%	26.8%	100.0%

Table 19: Family responsibilities affect my ability to go on deployment
(Male n=3133, Female n=767)

Family responsibilities affect my ability to go on deployment.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	9.9%	48.0%	3.6%	28.2%	10.4%	100.0%
Female	7.6%	33.4%	3.1%	28.4%	27.5%	100.0%
Total	9.4%	45.1%	3.5%	28.2%	13.7%	100.0%

Table 20: Deployment is necessary for my career progression
(Male n=3667, Female n=1013)

Deployment is necessary for my career progression.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	4.8%	37.0%	9.4%	34.0%	14.8%	100.0%
Female	5.5%	33.6%	11.0%	33.6%	16.4%	100.0%
Total	4.9%	36.3%	9.8%	33.9%	15.1%	100.0%

Table 21: My career is impacted by family/caring responsibilities
(Male n=3051, Female n=764)

My career is impacted by family/caring responsibilities.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	7.0%	50.1%	7.1%	28.8%	6.9%	100.0%
Female	4.8%	33.2%	4.8%	35.1%	22.0%	100.0%
Total	6.6%	46.7%	6.7%	30.1%	9.9%	100.0%

Table 22: ADF members have adequate access to child care
(Male n=3661, Female n=1011)

ADF members have adequate access to child care.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	8.2%	17.4%	46.9%	23.9%	3.6%	100.0%
Female	10.1%	21.3%	45.7%	19.0%	4.0%	100.0%
Total	8.6%	18.3%	46.6%	22.9%	3.7%	100.0%

Table 23: Better access to child care would improve my ability to access opportunities for career progression
(Male n=2442, Female n=607)

Better access to child care would improve my ability to access opportunities for career progression.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	6.7%	28.5%	33.9%	21.9%	9.0%	100.0%
Female	6.6%	23.9%	31.3%	24.5%	13.7%	100.0%
Total	6.7%	27.6%	33.4%	22.4%	9.9%	100.0%

Table 24: If I accessed flexible working arrangements (such as working part time) my career progression would be negatively impacted
(Male n=3656, Female n=1013)

If I accessed flexible working arrangements (such as working part time) my career progression would be negatively impacted.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	2.9%	17.3%	34.7%	33.5%	11.7%	100.0%
Female	3.3%	14.5%	33.1%	36.7%	12.4%	100.0%
Total	3.0%	16.7%	34.4%	34.2%	11.8%	100.0%

Table 25: The ADF considers my family circumstances when considering postings/deployment
(Male n=3183, Female n=797)

The ADF considers my family circumstances when considering postings/deployment.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	11.2%	26.6%	16.7%	41.2%	4.4%	100.0%
Female	10.3%	22.2%	18.8%	43.4%	5.3%	100.0%
Total	11.0%	25.7%	17.1%	41.7%	4.6%	100.0%

Table 26: The ADF should be more flexible towards the different life courses of men and women e.g. women taking time out to have children, caring responsibilities
(Male n=3662, Female n=1013)

The ADF should be more flexible towards the different life courses of men and women e.g. women taking time out to have children, caring responsibilities.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	6.3%	25.1%	20.0%	40.5%	8.1%	100.0%
Female	2.7%	16.0%	19.9%	42.8%	18.6%	100.0%
Total	5.5%	23.1%	20.0%	41.0%	10.4%	100.0%

Table 27: A woman's 'reputation' regarding her sexual behaviour can inhibit her military career
(Male n=3657, Female n=1012)

A woman's 'reputation' regarding her sexual behaviour can inhibit her military career.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	7.6%	32.6%	25.1%	28.4%	6.3%	100.0%
Female	1.1%	13.8%	17.4%	40.7%	27.0%	100.0%
Total	6.2%	28.5%	23.4%	31.0%	10.8%	100.0%

Table 28: A man's 'reputation' regarding his sexual behaviour can inhibit his military career
(Male n=3663, Female n=1015)

A man's 'reputation' regarding his sexual behaviour can inhibit his military career.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	8.7%	42.6%	23.2%	22.4%	3.0%	100.0%
Female	16.2%	53.1%	17.6%	10.8%	2.3%	100.0%
Total	10.3%	44.9%	22.0%	19.9%	2.9%	100.0%

Table 29: Women are more likely to experience sexual harassment or discrimination in the ADF than men
(Male n=3650, Female n=1012)

Women are more likely to experience sexual harassment or discrimination in the ADF than men.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	8.7%	27.6%	19.9%	38.4%	5.4%	100.0%
Female	2.9%	18.7%	14.0%	44.8%	19.7%	100.0%
Total	7.4%	25.7%	18.6%	39.8%	8.5%	100.0%

Table 30: Women are more likely to experience sexual abuse in the ADF than men
(Male n=3658, Female n=1014)

Women are more likely to experience sexual abuse in the ADF than men.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	6.8%	22.9%	31.1%	35.0%	4.2%	100.0%
Female	2.7%	16.7%	26.6%	40.5%	13.5%	100.0%
Total	5.9%	21.5%	30.1%	36.2%	6.2%	100.0%

Table 31: Experiencing sexual harassment or sex discrimination in the ADF would have a negative impact on career progress
(Male n=3649, Female n=1008)

Experiencing sexual harassment or sex discrimination in the ADF would have a negative impact on career progress.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	6.4%	23.2%	29.8%	33.2%	7.5%	100.0%
Female	3.2%	12.7%	24.7%	43.0%	16.5%	100.0%
Total	5.7%	20.9%	28.7%	35.3%	9.4%	100.0%

Table 32: Experiencing sexual abuse in the ADF would have a negative impact on career progress
(Male n=3652, Female n=1016)

Experiencing sexual abuse in the ADF would have a negative impact on career progress.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	6.5%	22.7%	30.1%	32.2%	8.5%	100.0%
Female	3.4%	12.7%	26.2%	39.5%	18.2%	100.0%
Total	5.8%	20.5%	29.2%	33.8%	10.6%	100.0%

Table 33: If I report an incident of unacceptable behaviour I believe appropriate action will be taken
(Male n=3657, Female n=1016)

If I report an incident of unacceptable behaviour I believe appropriate action will be taken.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	3.1%	6.5%	7.5%	54.9%	28.1%	100.0%
Female	5.6%	14.0%	14.2%	49.1%	17.1%	100.0%
Total	3.6%	8.1%	9.0%	53.6%	25.7%	100.0%

Table 34: Reporting sexual harassment, sex discrimination or sexual abuse would have a negative impact on my career

(Male n=3663, Female n=1017)

Reporting sexual harassment, sex discrimination or sexual abuse would have a negative impact on my career.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	22.4%	45.9%	19.9%	8.8%	3.0%	100.0%
Female	9.3%	29.4%	27.4%	25.5%	8.4%	100.0%
Total	19.6%	42.3%	21.6%	12.4%	4.2%	100.0%

Table 35: The ADF is a family friendly employer

(Male n=3629, Female n=1007)

The ADF is a family friendly employer.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	4.5%	22.5%	9.2%	57.4%	6.5%	100.0%
Female	3.8%	22.3%	12.2%	55.1%	6.6%	100.0%
Total	4.3%	22.5%	9.8%	56.9%	6.5%	100.0%

Table 36: The ADF supports the use of a range of flexible work practices

(Male n=3622, Female n=1004)

The ADF supports the use of a range of flexible work practices.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	3.6%	19.9%	21.0%	51.2%	4.3%	100.0%
Female	2.7%	18.4%	19.3%	53.5%	6.1%	100.0%
Total	3.4%	19.6%	20.6%	51.7%	4.7%	100.0%

Table 37: The ADF supports women through the different stages of their lives e.g. as mothers, carers

(Male n=3627, Female n=1007)

The ADF supports women through the different stages of their lives e.g. as mothers, carers.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	0.8%	6.6%	25.5%	55.5%	11.7%	100.0%
Female	3.8%	23.9%	21.2%	45.2%	6.0%	100.0%
Total	1.4%	10.3%	24.6%	53.2%	10.4%	100.0%

Table 38: The ADF supports the recruitment and retention of women
(Male n=3628, Female n=1006)

The ADF supports the recruitment and retention of women.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	0.5%	2.9%	15.2%	63.1%	18.3%	100.0%
Female	3.0%	15.8%	17.0%	54.6%	9.6%	100.0%
Total	1.0%	5.7%	15.6%	61.2%	16.4%	100.0%

Table 39: The ADF is committed to improving the representation of women in senior ranks
(Male n=3624, Female n=1005)

The ADF is committed to improving the representation of women in senior ranks.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	0.5%	1.6%	35.0%	48.3%	14.6%	100.0%
Female	2.9%	11.5%	36.1%	41.9%	7.6%	100.0%
Total	1.0%	3.8%	35.2%	46.9%	13.0%	100.0%

Table 40: My CO/manager is a family friendly employer
(Male n=3617, Female n=1002)

My CO/manager is a family friendly employer.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	1.5%	4.8%	16.3%	57.8%	19.5%	100.0%
Female	1.7%	5.1%	18.0%	54.1%	21.2%	100.0%
Total	1.5%	4.9%	16.7%	57.0%	19.9%	100.0%

Table 41: My CO/manager supports the use of a range of flexible work practices
(Male n=3608, Female n=1003)

My CO/manager supports the use of a range of flexible work practices.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	2.3%	8.4%	28.0%	48.6%	12.7%	100.0%
Female	2.1%	7.1%	30.0%	45.5%	15.4%	100.0%
Total	2.3%	8.1%	28.4%	47.9%	13.3%	100.0%

Table 42: My CO/manager supports women through the different stages of their lives e.g. as mothers, carers

(Male n=3614, Female n=1003)

My CO/manager supports women through the different stages of their lives e.g. as mothers, carers.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	0.5%	1.4%	36.4%	46.1%	15.5%	100.0%
Female	1.3%	5.0%	35.1%	43.7%	15.0%	100.0%
Total	0.7%	2.2%	36.1%	45.6%	15.4%	100.0%

Table 43: My CO/manager supports the recruitment and retention of women

(Male n=3605, Female n=997)

My CO/manager supports the recruitment and retention of women.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	0.4%	1.1%	32.1%	49.2%	17.2%	100.0%
Female	1.1%	3.2%	34.2%	45.9%	15.5%	100.0%
Total	0.6%	1.5%	32.6%	48.5%	16.8%	100.0%

Table 44: My CO/manager is committed to improving the representation of women in senior ranks

(Male n=3603, Female n=1001)

My CO/manager is committed to improving the representation of women in senior ranks.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	0.5%	1.4%	51.9%	33.7%	12.4%	100.0%
Female	1.3%	4.4%	47.6%	35.4%	11.4%	100.0%
Total	0.7%	2.1%	51.0%	34.1%	12.2%	100.0%

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Table 45: My career development has generally been good
(Male n=278, Female n=231)

My career development has generally been good.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	6.5%	29.1%	4.3%	46.4%	13.7%	100.0%
Female	9.5%	28.6%	3.9%	42.9%	15.2%	100.0%
Total	7.9%	28.9%	4.1%	44.8%	14.3%	100.0%

Table 46: I can access adequate information to manage my career
(Male n=279, Female n=231)

I can access adequate information to manage my career.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	1.4%	7.9%	3.9%	69.9%	16.8%	100.0%
Female	0.9%	7.8%	4.3%	64.5%	22.5%	100.0%
Total	1.2%	7.8%	4.1%	67.5%	19.4%	100.0%

Table 47: Men are promoted on merit
(Male n=278, Female n=231)

Men are promoted on merit.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	1.1%	11.2%	12.9%	62.2%	12.6%	100.0%
Female	0.9%	13.9%	16.9%	55.8%	12.6%	100.0%
Total	1.0%	12.4%	14.7%	59.3%	12.6%	100.0%

Table 48: Women are promoted on merit
(Male n=274, Female n=229)

Women are promoted on merit.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	1.5%	12.0%	16.1%	58.8%	11.7%	100.0%
Female	0.9%	14.0%	18.8%	54.1%	12.2%	100.0%
Total	1.2%	12.9%	17.3%	56.7%	11.9%	100.0%

Table 49: I am comfortable working for women of superior rank
(Male n=277, Female n=229)

I am comfortable working for women of superior rank.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	1.1%	1.1%	4.0%	63.5%	30.3%	100.0%
Female		1.3%	0.9%	54.6%	43.2%	100.0%
Total	0.6%	1.2%	2.6%	59.5%	36.2%	100.0%

Table 50: There should be more women in leadership positions in the ADF
(Male n=277, Female n=227)

There should be more women in leadership positions in the ADF.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	0.7%	14.1%	48.4%	27.4%	9.4%	100.0%
Female		7.0%	28.6%	41.0%	23.3%	100.0%
Total	0.4%	10.9%	39.5%	33.5%	15.7%	100.0%

Table 51: There will be more women in leadership in the ADF in coming years
(Male n=278, Female n=228)

There will be more women in leadership in the ADF in coming years.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male		2.5%	30.2%	56.8%	10.4%	100.0%
Female		3.1%	32.0%	52.2%	12.7%	100.0%
Total		2.8%	31.0%	54.7%	11.5%	100.0%

Table 52: The ADF should increase the representation of women in the ADF workforce
(Male n=273, Female n=226)

The ADF should increase the representation of women in the ADF workforce.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	1.5%	19.0%	41.8%	32.6%	5.1%	100.0%
Female	0.4%	16.8%	27.9%	41.2%	13.7%	100.0%
Total	1.0%	18.0%	35.5%	36.5%	9.0%	100.0%

Table 53: Women have the same career advancement opportunities as men in my service.
(Male n=277, Female n=230)

Women have the same career advancement opportunities as men in my service.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	1.8%	8.7%	8.7%	58.1%	22.7%	100.0%
Female	1.3%	13.5%	11.3%	54.3%	19.6%	100.0%
Total	1.6%	10.8%	9.9%	56.4%	21.3%	100.0%

Table 54: Women are well represented in career streams where there are good opportunities for progression
(Male n=279, Female n=229)

Women are well represented in career streams where there are good opportunities for progression.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male		7.2%	19.0%	58.1%	15.8%	100.0%
Female	0.9%	11.4%	21.0%	54.6%	12.2%	100.0%
Total	0.4%	9.1%	19.9%	56.5%	14.2%	100.0%

Table 55: Mentoring and networking opportunities are available to provide role models, information and advice for women progressing through their careers
(Male n=278, Female n=229)

Mentoring and networking opportunities are available to provide role models, information and advice for women progressing through their careers.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male		5.0%	34.5%	49.6%	10.8%	100.0%
Female	2.2%	17.5%	21.0%	50.2%	9.2%	100.0%
Total	1.0%	10.7%	28.4%	49.9%	10.1%	100.0%

Table 56: Women hit a glass ceiling at Lieutenant Colonel/Commander/Wing Commander level
(Male n=277, Female n=230)

Women hit a glass ceiling at Lieutenant Colonel/Commander/Wing Commander level.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	9.7%	29.2%	57.0%	3.6%	0.4%	100.0%
Female	3.5%	19.6%	54.8%	17.8%	4.3%	100.0%
Total	6.9%	24.9%	56.0%	10.1%	2.2%	100.0%

Table 57: I have sufficient access to learning and development opportunities to improve my skills
(Male n=278, Female n=231)

I have sufficient access to learning and development opportunities to improve my skills.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	0.7%	6.1%	5.4%	69.1%	18.7%	100.0%
Female	0.4%	6.9%	3.5%	73.6%	15.6%	100.0%
Total	0.6%	6.5%	4.5%	71.1%	17.3%	100.0%

Table 58: My workplace encourages a healthy balance between my work, home and family life
(Male n=278, Female n=231)

My workplace encourages a healthy balance between my work, home and family life.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	2.9%	20.5%	9.4%	55.4%	11.9%	100.0%
Female	3.0%	15.2%	4.8%	58.0%	19.0%	100.0%
Total	2.9%	18.1%	7.3%	56.6%	15.1%	100.0%

Table 59: I am able to maintain a balance between my personal and working life
(Male n=277, Female n=231)

I am able to maintain a balance between my personal and working life.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	1.4%	20.2%	7.9%	61.0%	9.4%	100.0%
Female	2.2%	15.6%	5.6%	60.6%	16.0%	100.0%
Total	1.8%	18.1%	6.9%	60.8%	12.4%	100.0%

Table 60: In my current role, I would feel comfortable in applying for part time or flexible work arrangements
(Male n=274, Female n=229)

In my current role, I would feel comfortable in applying for part time or flexible work arrangements.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	17.5%	32.8%	15.7%	26.3%	7.7%	100.0%
Female	7.0%	31.4%	16.2%	32.8%	12.7%	100.0%
Total	12.7%	32.2%	15.9%	29.2%	9.9%	100.0%

Table 61: If I was promoted, I would feel comfortable asking for part time or flexible work arrangements
(Male n=277, Female n=230)

If I was promoted, I would feel comfortable asking for part time or flexible work arrangements.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	15.5%	31.0%	24.9%	20.9%	7.6%	100.0%
Female	4.3%	29.6%	27.8%	29.6%	8.7%	100.0%
Total	10.5%	30.4%	26.2%	24.9%	8.1%	100.0%

Table 62: Some career streams are better able to allow flexible work practices than others
(Male n=279, Female n=231)

Some career streams are better able to allow flexible work practices than others.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	1.4%	2.2%	15.8%	54.5%	26.2%	100.0%
Female	0.4%	3.5%	20.3%	47.2%	28.6%	100.0%
Total	1.0%	2.7%	17.8%	51.2%	27.3%	100.0%

Table 63: Family responsibilities affect my ability to go on deployment
(Male n=279, Female n=223)

Family responsibilities affect my ability to go on deployment.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	12.2%	48.4%	13.6%	20.4%	5.4%	100.0%
Female	12.1%	38.6%	11.2%	22.4%	15.7%	100.0%
Total	12.2%	44.0%	12.5%	21.3%	10.0%	100.0%

Table 64: Deployment is necessary for my career progression
(Male n=277, Female n=227)

Deployment is necessary for my career progression.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	3.6%	33.6%	11.2%	36.8%	14.8%	100.0%
Female	5.3%	31.7%	11.9%	37.9%	13.2%	100.0%
Total	4.4%	32.7%	11.5%	37.3%	14.1%	100.0%

Table 65: My career is impacted by family/caring responsibilities
(Male n=279, Female n=222)

My career is impacted by family/caring responsibilities.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	11.1%	47.0%	14.0%	24.4%	3.6%	100.0%
Female	9.0%	43.7%	14.0%	23.0%	10.4%	100.0%
Total	10.2%	45.5%	14.0%	23.8%	6.6%	100.0%

Table 66: ADF members have adequate access to child care
(Male n=278, Female n=229)

ADF members have adequate access to child care.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	11.9%	17.6%	43.9%	21.6%	5.0%	100.0%
Female	6.6%	16.6%	53.3%	17.5%	6.1%	100.0%
Total	9.5%	17.2%	48.1%	19.7%	5.5%	100.0%

Table 67: Better access to child care would improve my ability to access opportunities for career progression
(Male n=272, Female n=217)

Better access to child care would improve my ability to access opportunities for career progression.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	5.1%	18.4%	48.9%	18.4%	9.2%	100.0%
Female	4.1%	14.3%	59.0%	13.8%	8.8%	100.0%
Total	4.7%	16.6%	53.4%	16.4%	9.0%	100.0%

Table 68: If I accessed flexible working arrangements (such as working part time) my career progression would be negatively impacted
(Male n=278, Female n=229)

If I accessed flexible working arrangements (such as working part time) my career progression would be negatively impacted.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	4.3%	15.5%	41.0%	28.8%	10.4%	100.0%
Female	1.7%	16.6%	39.7%	33.2%	8.7%	100.0%
Total	3.2%	16.0%	40.4%	30.8%	9.7%	100.0%

Table 69: The ADF considers my family circumstances when considering postings/deployment
(Male n=276, Female n=225)

The ADF considers my family circumstances when considering postings/deployment.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	10.1%	25.7%	23.6%	36.6%	4.0%	100.0%
Female	6.7%	21.8%	22.2%	41.3%	8.0%	100.0%
Total	8.6%	24.0%	23.0%	38.7%	5.8%	100.0%

Table 70: The ADF should be more flexible towards the different life courses of men and women e.g. women taking time out to have children, caring responsibilities
(Male n=279, Female n=228)

The ADF should be more flexible towards the different life courses of men and women e.g. women taking time out to have children, caring responsibilities.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	5.4%	17.2%	24.0%	42.7%	10.8%	100.0%
Female	2.2%	15.8%	21.1%	45.6%	15.4%	100.0%
Total	3.9%	16.6%	22.7%	44.0%	12.8%	100.0%

Table 71: A woman's 'reputation' regarding her sexual behaviour can inhibit her military career
(Male n=277, Female n=229)

A woman's 'reputation' regarding her sexual behaviour can inhibit her military career.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	3.2%	34.7%	30.7%	26.7%	4.7%	100.0%
Female	1.3%	18.3%	18.3%	36.7%	25.3%	100.0%
Total	2.4%	27.3%	25.1%	31.2%	14.0%	100.0%

Table 72: A man's 'reputation' regarding his sexual behaviour can inhibit his military career
(Male n=278, Female n=230)

A man's 'reputation' regarding his sexual behaviour can inhibit his military career.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	4.3%	41.4%	30.2%	19.8%	4.3%	100.0%
Female	11.3%	46.5%	23.0%	17.4%	1.7%	100.0%
Total	7.5%	43.7%	27.0%	18.7%	3.1%	100.0%

Table 73: Women are more likely to experience sexual harassment or discrimination in the ADF than men
(Male n=278, Female n=231)

Women are more likely to experience sexual harassment or discrimination in the ADF than men.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	6.1%	29.9%	25.5%	33.1%	5.4%	100.0%
Female	3.0%	18.2%	24.7%	39.4%	14.7%	100.0%
Total	4.7%	24.6%	25.1%	36.0%	9.6%	100.0%

Table 74: Women are more likely to experience sexual abuse in the ADF than men
(Male n=279, Female n=229)

Women are more likely to experience sexual abuse in the ADF than men.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	3.6%	25.1%	32.3%	34.1%	5.0%	100.0%
Female	3.1%	18.8%	26.6%	42.8%	8.7%	100.0%
Total	3.3%	22.2%	29.7%	38.0%	6.7%	100.0%

Table 75: Experiencing sexual harassment or sex discrimination in the ADF would have a negative impact on career progress
(Male n=278, Female n=229)

Experiencing sexual harassment or sex discrimination in the ADF would have a negative impact on career progress.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	3.2%	18.0%	36.3%	37.8%	4.7%	100.0%
Female	1.7%	17.0%	30.1%	38.4%	12.7%	100.0%
Total	2.6%	17.6%	33.5%	38.1%	8.3%	100.0%

Table 76: Experiencing sexual abuse in the ADF would have a negative impact on career progress
(Male n=276, Female n=228)

Experiencing sexual abuse in the ADF would have a negative impact on career progress.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	4.0%	17.8%	38.8%	34.4%	5.1%	100.0%
Female	1.8%	18.0%	32.0%	33.3%	14.9%	100.0%
Total	3.0%	17.9%	35.7%	33.9%	9.5%	100.0%

Table 77: If I report an incident of unacceptable behaviour I believe appropriate action will be taken
(Male n=278, Female n=231)

If I report an incident of unacceptable behaviour I believe appropriate action will be taken.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	2.2%	3.2%	10.8%	56.5%	27.3%	100.0%
Female	3.5%	9.5%	15.6%	53.2%	18.2%	100.0%
Total	2.8%	6.1%	13.0%	55.0%	23.2%	100.0%

Table 78: Reporting sexual harassment, sex discrimination or sexual abuse would have a negative impact on my career
(Male n=277, Female n=231)

Reporting sexual harassment, sex discrimination or sexual abuse would have a negative impact on my career.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	17.3%	50.2%	22.0%	7.6%	2.9%	100.0%
Female	8.7%	37.2%	32.5%	18.2%	3.5%	100.0%
Total	13.4%	44.3%	26.8%	12.4%	3.1%	100.0%

Table 79: The ADF is a family friendly employer
(Male n=273, Female n=229)

The ADF is a family friendly employer.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	4.4%	26.0%	15.4%	44.7%	9.5%	100.0%
Female	0.4%	22.3%	13.1%	57.2%	7.0%	100.0%
Total	2.6%	24.3%	14.3%	50.4%	8.4%	100.0%

Table 80: The ADF supports the use of a range of flexible work practices
(Male n=273, Female n=229)

The ADF supports the use of a range of flexible work practices.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	5.1%	22.7%	20.1%	45.8%	6.2%	100.0%
Female	1.3%	14.8%	21.0%	55.5%	7.4%	100.0%
Total	3.4%	19.1%	20.5%	50.2%	6.8%	100.0%

Table 81: The ADF supports women through the different stages of their lives e.g. as mothers, carers
(Male n=272, Female n=229)

The ADF supports women through the different stages of their lives e.g. as mothers, carers.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	1.8%	7.0%	26.5%	55.1%	9.6%	100.0%
Female	2.2%	12.7%	18.3%	58.1%	8.7%	100.0%
Total	2.0%	9.6%	22.8%	56.5%	9.2%	100.0%

Table 82: The ADF supports the recruitment and retention of women
(Male n=273, Female n=229)

The ADF supports the recruitment and retention of women.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male		4.0%	16.5%	65.6%	13.9%	100.0%
Female	2.2%	10.9%	17.0%	57.6%	12.2%	100.0%
Total	1.0%	7.2%	16.7%	62.0%	13.1%	100.0%

Table 83: The ADF is committed to improving the representation of women in senior ranks
(Male n=272, Female n=228)

The ADF is committed to improving the representation of women in senior ranks.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	0.4%	3.3%	33.5%	50.7%	12.1%	100.0%
Female	0.9%	7.0%	32.0%	50.9%	9.2%	100.0%
Total	0.6%	5.0%	32.8%	50.8%	10.8%	100.0%

Table 84: My CO/manager is a family friendly employer
(Male n=271, Female n=228)

My CO/manager is a family friendly employer.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	1.8%	3.7%	21.4%	54.6%	18.5%	100.0%
Female	0.9%	5.3%	15.8%	50.9%	27.2%	100.0%
Total	1.4%	4.4%	18.8%	52.9%	22.4%	100.0%

Table 85: My CO/manager supports the use of a range of flexible work practices
(Male n=272, Female n=228)

My CO/manager supports the use of a range of flexible work practices.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	1.5%	9.6%	34.9%	42.3%	11.8%	100.0%
Female	1.8%	8.8%	25.4%	42.1%	21.9%	100.0%
Total	1.6%	9.2%	30.6%	42.2%	16.4%	100.0%

Table 86: My CO/manager supports women through the different stages of their lives e.g. as mothers, carers
(Male n=272, Female n=227)

My CO/manager supports women through the different stages of their lives e.g. as mothers, carers.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	0.4%	2.9%	34.9%	49.6%	12.1%	100.0%
Female	0.9%	4.8%	24.7%	46.3%	23.3%	100.0%
Total	0.6%	3.8%	30.3%	48.1%	17.2%	100.0%

Table 87: My CO/manager supports the recruitment and retention of women
(Male n=272, Female n=228)

My CO/manager supports the recruitment and retention of women.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	0.4%	1.8%	30.1%	52.9%	14.7%	100.0%
Female	1.3%	3.1%	24.6%	47.8%	23.2%	100.0%
Total	0.8%	2.4%	27.6%	50.6%	18.6%	100.0%

Table 88: My CO/manager is committed to improving the representation of women in senior ranks
(Male n=272, Female n=228)

My CO/manager is committed to improving the representation of women in senior ranks.						
	Strongly disagree	Disagree	Don't know	Agree	Strongly agree	Total
Male	0.7%	1.1%	44.1%	40.1%	14.0%	100.0%
Female	0.9%	2.6%	39.0%	36.8%	20.6%	100.0%
Total	0.8%	1.8%	41.8%	38.6%	17.0%	100.0%

Appendix C

Review into the Treatment of Women in the Australian Defence Force Survey²

Your Service	Royal Australian Navy	Australian Regular Army		Royal Australian Air Force	
	Royal Australian Navy Reserve	Australian Regular Army Reserve		Royal Australian Air Force Reserve	
Your gender	Male			Female	
Your age	___ years				
Your marital status	Married	Interdependent partnership (includes de facto relationship)	Divorced/ separated	Widowed	Single (never married)
Do you have dependent children or other legal dependents?	Yes			No	
Your rank	Recruit	SMN/PTE(E)/ AC/ACW	AB/LCPL/LAC/ LACW	LS/CPL/CPL(E)	
	PO/SGT	SSGT	CPO/WO2/FSGT	WO/WO1/ WOFF	
	MIDN/OCDT/ SCDT/OFF CADET	ASLT/2 LT/ PLTOFF	SBLT/LT/ FLGOFF	LEUT/CAPT/ FLTLT	
	LCDR/MAJ/ SQNLDR	CMDR/LTCOL/ WGCDR	CAPT/COL/ GPCAPT	CDRE/BRIG/ AIRCDRE and above	
Your length of service in Permanent ADF	___ years			Not applicable	
Your length of service in Reserves	___ years			Not applicable	
Length of time served in your current unit	6 months or less	7 to 12 months	13 to 18 months		
	19 to 24 months	25 to 30 months	31 to 36 months		
	More than 36 months				
Is your current unit the first you have served in?	Yes			No	

Please mark your opinion of the statements on the scale below.

	Strongly agree	Agree	Don't know	Disagree	Strongly disagree
My career development has generally been good.					
I can access adequate information to manage my career.					
Men are promoted on merit.					
Women are promoted on merit.					
I am comfortable working for women of superior rank.					
There should be more women in leadership positions in the ADF.					
There will be more women in leadership in the ADF in the coming years.					
The ADF should increase the representation of women in the ADF workforce.					
Women have the same career advancement opportunities as men in my Service.					
Women are well represented in career streams where there are good opportunities for progression.					
Mentoring and networking opportunities are available to provide role models, information and advice for women progressing through their careers.					
Women hit a glass ceiling at Lieutenant Colonel/Commander/Wing Commander level.					
I have sufficient access to learning and development opportunities to improve my skills.					
My workplace encourages a healthy balance between my work, home and family life.					
I am able to maintain a balance between my personal and working life.					

	Strongly agree	Agree	Don't know	Disagree	Strongly disagree
In my current role, I would feel comfortable in applying for part time or flexible work arrangements.					
If I was promoted, I would feel comfortable asking for part time or flexible work arrangements.					
Some career streams are better able to allow flexible work practices than others.					
Family responsibilities affect my ability to go on deployment.					
Deployment is necessary for my career progression.					
My career is impacted by family/ caring responsibilities.					
ADF members have adequate access to child care.					
Better access to child care would improve my ability to access opportunities for career progression.					
If I accessed flexible working arrangements (such as working part time) my career progression would be negatively impacted.					
The ADF considers my family circumstances when considering postings/deployment.					
The ADF should be more flexible towards the different life courses of men and women eg women taking time out to have children, caring responsibilities.					
A woman's 'reputation' regarding her sexual behaviour can inhibit her military career.					
A man's 'reputation' regarding his sexual behaviour can inhibit his military career.					
Women are more likely to experience sexual harassment or discrimination in the ADF than men.					

	Strongly agree	Agree	Don't know	Disagree	Strongly disagree
Women are more likely to experience sexual abuse in the ADF than men.					
Experiencing sexual harassment or sex discrimination in the ADF would have a negative impact on career progress.					
Experiencing sexual abuse in the ADF would have a negative impact on career progress.					
If I report an incident of unacceptable behaviour I believe appropriate action will be taken.					
Reporting sexual harassment, sex discrimination or sexual abuse would have a negative impact on my career.					

Please mark your opinion of the statements on the scale below for both the ADF generally and then for your CO/manager.

	Strongly agree	Agree	Don't know	Disagree	Strongly disagree
The ADF is a family friendly employer.					
The ADF supports the use of a range of flexible work practices.					
The ADF supports women through the different stages of their lives, eg as mothers, carers.					
The ADF supports the recruitment and retention of women.					
The ADF is committed to improving the representation of women in senior ranks.					
My CO/manager is a family friendly employer.					
My CO/manager supports the use of a range of flexible work practices.					

	Strongly agree	Agree	Don't know	Disagree	Strongly disagree
My CO/manager supports women through the different stages of their lives, eg as mothers, carers.					
My CO/manager supports the recruitment and retention of women.					
My CO/manager is committed to improving the representation of women in senior ranks.					

Are there any other comments you would like to make?

Appendix D

Chapter 1: The Case for Change: Why the ADF Should Care about Women's Representation and Progression

Appendix D.1 – Australian National Action Plan on Women Peace and Security 2012-2018

Background

Although they may not often be engaged in combat themselves, women are disproportionately affected by conflict. In conflict situations today, the UN estimates that 90% of casualties are civilians. The majority are women and children.³

The ways in which women and girls experience conflict are wide-ranging and complex, often reflecting the different gender roles and their status in society. Targeted gender-based acts of violence are increasingly used as a weapon of war. Women and girls also face broader challenges in relation to their physical or mental health, wellbeing and economic security.

However, women are not only victims needing protection in the context of conflict. They are also agents of change, participating as combatants in some cases and in others, making significant contributions to conflict prevention and building peace. The exclusion of women from formal decision-making processes means that their role in preventing conflict, peace-building and relief and recovery efforts, remains undervalued and unrecognised.

In 2004, the UN Secretary-General called on Member States to develop national action plans to implement UN Security Council Resolution 1325 ('UNSCR 1325'). Since then, the UN has established a Women, Peace and Security agenda by passing additional Security Council Resolutions. These instruments provide an international framework which recognises the critical role of women's contribution to conflict resolution and sustainable peace.

In October 2000, the United Nations Security Council unanimously adopted a landmark resolution on Women, Peace and Security (UNSCR 1325). UNSCR 1325 was the first Security Council Resolution to specifically address the impact of war and armed conflict on women and girls. On 8 March 2012, International Women's Day, the Minister for Women, the Hon Julie Collins, MP, released the *Australian National Action Plan on Women, Peace and Security 2012-2018* ('the National Action Plan') that sets the framework for how Australia will implement UNSCR 1325.⁴

The overall aim of UNSCR 1325 is to support, strengthen and increase women's participation and decision making across all areas of prevention, protection and reconstruction of their own countries. There are two main aspects to UNSCR 1325: it calls for the role of women to be increased in the planning, preparation, decision-making and execution with regard to peace missions, and it also calls for more attention to the effects on women of conflicts and peace operations.

UNSCR 1325 provides a general framework for the integration of gender into policy surrounding international peace and security.

There are 5 key themes underpinning UNSCR 1325 and its supporting resolutions:

- 1. Prevention** – incorporating a gender perspective in conflict prevention activities and strategies and recognising the role of women in preventing conflict.
- 2. Participation** – recognising the important role women already play in all aspects of peace and security, and enhancing women's meaningful participation, both domestically and overseas, through:
 - striving for more equal representation of women and men in Australian peace and security institutions

- working with international partners to empower local women to be involved in formal peace and security processes in fragile, conflict and post-conflict settings in which Australia is operating.
3. **Protection** – protecting the human rights of women and girls by working with international partners to ensure safety, physical and mental wellbeing, economic security and equality, with special consideration for protecting women and girls from gender-based violence.
 4. **Relief and Recovery** – ensuring a gender perspective is incorporated in all relief and recovery efforts in order to support the specific needs and recognise the capacity of women and girls.
 5. **Normative** – raising awareness about and developing policy frameworks to progress the Women, Peace and Security agenda, and integrating a gender perspective across government policies on peace and security.⁵

The national action plans aim to improve outcomes for women and girls in these areas. By December 2011, 34 countries had adopted National Action Plans including Canada, the Netherlands, Norway, UK and US.

Australia's role

Australia has been a strong supporter of UNSCR 1325 and the Women, Peace and Security agenda internationally. As part of this, there is already a broad program of work underway to integrate a gender perspective and recognition of gender-specific issues into all of Australia's peace and security efforts, to protect women and girls' human rights, and to promote their participation in conflict prevention, management and resolution.

This work includes:

- The appointment of a Global Ambassador for Women and Girls (responsible for high level advocacy around gender equality and empowerment of women, particularly in the Asia Pacific, with protection of women and girls in conflict zones and women in leadership roles a core part of this mandate).
- Regional cooperation between the AFP and other police forces to facilitate women's participation and protection of human rights.
- Development programs supported by AusAID to supporting representation of women in peace negotiations and their active role in maintaining and promoting peace in their communities.
- Establishment of the Australian Civil-Military Centre to improve Australia's civil-military cooperation regarding conflict and disaster management overseas and protecting the rights of women and girls in these settings.
- Supporting the international framework for human rights and achieve gender equality more broadly.⁶
- The removal of restrictions on women from employment in combat roles to support participation of women in the ADF and this Review into the treatment of women add to this broad program of work.

As a consolidation of these various programs and initiatives, the Australian Government announced the development of its own National Action Plan that would not only articulate Australia's ongoing commitment to UNSCR 1325, but also establish a clear framework which identifies strategies and actions that Australia will undertake both locally and overseas over a 6 year period from 2012-2018.⁷

Australian National Action Plan

The National Action Plan contains a number of high level strategies that the Australian Government will undertake against the thematic areas of UNSCR 1325:

1. Integrate a gender perspective into Australia's policies on peace and security.
2. Embed the Women, Peace and Security agenda in the Australian Government's approach to human resource management of Defence, Australian Federal Police and deployed personnel.
3. Support civil society organisations to promote equality and increase women's participation in conflict prevention, peace-building, conflict resolution, and relief and recovery.
4. Promote Women, Peace and Security implementation internationally.
5. Take a co-ordinated and holistic approach domestically and internationally to Women, Peace and Security.⁸

The National Action Plan also outlines detailed practical actions for the delivery of these strategies, and measures to track their progress over time.

The Government will release a progress report against these measures every two years (over the 6 years of the Plan). There will also be an independent interim review, which will focus on assessing whether the actions under the National Action Plan are still relevant and give guidance and advice on emerging issues in relation to Women, Peace and Security and future implementation of the Plan. A final independent review will assess the overall success of the National Action Plan and provide advice on the direction and focus of the next Plan.⁹

The National Action Plan and this Review

The National Action Plan clearly intersects with the work of the Review in several ways. In particular, actions around embedding principles of participation and protection of women in policy frameworks, human resource management and training programs within the ADF complement the Review's task of making recommendations relating to the treatment of women. Other actions which will be supported by implementation of the Review's recommendations include:

- Assessing and further building on training programs for Australian defence, police and civilian personnel to enhance staff competence and understanding of the principles of the women, peace and security agenda.
- Ensuring women have opportunities to participate in the AFP, Defence and ADF and in deployments overseas, including in decision-making positions.
- Ensuring formalised complaints mechanisms for the safe reporting of allegations of gender-based violence and harassment in Australian peace and security institutions are established and supported.
- Investigating all reports and allegations of gender-based violence involving Australian defence, police, civilian or contracted personnel.

Central to the aims of UNSCR 1325 is the building of a critical mass of high functioning women who are given access and provided support to participate in the peace and reconstruction processes and to begin the cultural shifts to bring about positive change for all women in their countries.

This will involve the participation of women in Australian military, police and civilian deployments to fragile, conflict and post-conflict situations. The key focus of the Review on increasing participation of women in the ADF and the lifting of gender restrictions on combat roles will also enhance the potential contribution of women in the ADF.

The ADF is also involved in activities supporting UNSCR 1325 aims. For example, the ADF deploys female personnel to work in 'Female Engagement Teams'. These Teams meet with local Afghan women to discuss their security needs, including meeting with female community leaders to discuss gender issues. Communities are also supported to build institutions, and social and economic structures that provide for the safety, security and dignity of all citizens, particularly women (e.g. the Special Operations Task Group's deployment of female medics on patrol which provides health clinics for local women and girls).¹⁰

Deployed military and police personnel play a role in protection of communities including women and girls, and this is often included in Australia's peacekeeping mandates (for example, in Afghanistan, the protection and longer-term security of the civilian population is central to the mission of the ADF's Mentoring Task Force).¹¹

Again, the National Action Plan highlights the critical importance of embedding these principles into policy frameworks and human resources management of the ADF. The Review's recommendations will inform work to ensure training, policies and processes around sexual harassment, discrimination, abuse and assault, are adequate and appropriate. Implementation of the Review's recommendations will strengthen the ADF's and Australia's role in implementing UNSCR 1325.

Integral to the success of UNSCR 1325 is that the agencies who deal with civil society on the ground during and after conflict and those agencies working towards the long term reconstruction of the country integrate a gendered approach when dealing with civil society. Strong actions to advance women's participation in decision making, peace processes and reconstruction efforts are needed.

This includes the strengthening and integrating of gender training of the military and civil agencies present in conflict, post-conflict and reconstruction activities and the ADF works with other Government agencies such as AusAID to ensure that cultural and gender considerations inform force preparation, and that gender experts are deployed to missions where required.

Appendix D.2 – United Nations Security Council Resolution 1325 S/RES/1325 (2000) 31 October 2000

The Security Council, Recalling its resolutions 1261 (1999) of 25 August 1999, 1265 (1999) of 17 September 1999, 1296 (2000) of 19 April 2000 and 1314 (2000) of 11 August 2000, as well as relevant statements of its President, and *recalling also* the statement of its President to the press on the occasion of the United Nations Day for Women's Rights and International Peace (International Women's Day) of 8 March 2000 (SC/6816),

Recalling also the commitments of the Beijing Declaration and Platform for Action (A/52/231) as well as those contained in the outcome document of the twenty-third Special Session of the United Nations General Assembly entitled "Women 2000: Gender Equality, Development and Peace for the Twenty-First Century" (A/S-23/10/Rev.1), in particular those concerning women and armed conflict,

Bearing in mind the purposes and principles of the Charter of the United Nations and the primary responsibility of the Security Council under the Charter for the maintenance of international peace and security,

Expressing concern that civilians, particularly women and children, account for the vast majority of those adversely affected by armed conflict, including as refugees and internally displaced persons, and increasingly are targeted by combatants and armed elements, and *recognizing* the consequent impact this has on durable peace and reconciliation,

Reaffirming the important role of women in the prevention and resolution of conflicts and in peace-building, and *stressing* the importance of their equal participation and full involvement in all efforts for the maintenance and promotion of peace and security, and the need to increase their role in decision-making with regard to conflict prevention and resolution,

Reaffirming also the need to implement fully international humanitarian and human rights law that protects the rights of women and girls during and after conflicts,

Emphasizing the need for all parties to ensure that mine clearance and mine awareness programmes take into account the special needs of women and girls,

Recognizing the urgent need to mainstream a gender perspective into peacekeeping operations, and in this regard *noting* the Windhoek Declaration and the Namibia Plan of Action on Mainstreaming a Gender Perspective in Multidimensional Peace Support Operations (S/2000/693),

Recognizing also the importance of the recommendation contained in the statement of its President to the press of 8 March 2000 for specialized training for all peacekeeping personnel on the protection, special needs and human rights of women and children in conflict situations, *Recognizing* that an understanding of the impact of armed conflict on women and girls, effective institutional arrangements to guarantee their protection and full participation in the peace process can significantly contribute to the maintenance and promotion of international peace and security,

Noting the need to consolidate data on the impact of armed conflict on women and girls,

1. *Urges* Member States to ensure increased representation of women at all decision-making levels in national, regional and international institutions and mechanisms for the prevention, management, and resolution of conflict
2. *Encourages* the Secretary-General to implement his strategic plan of action (A/49/587) calling for an increase in the participation of women at decision-making levels in conflict resolution and peace processes
3. *Urges* the Secretary-General to appoint more women as special representatives and envoys to pursue good offices on his behalf, and in this regard *calls on* Member States to provide candidates to the Secretary-General, for inclusion in a regularly updated centralized roster
4. *Further urges* the Secretary-General to seek to expand the role and contribution of women in United Nations field-based operations, and especially among military observers, civilian police, human rights and humanitarian personnel
5. *Expresses* its willingness to incorporate a gender perspective into peacekeeping operations, and *urges* the Secretary-General to ensure that, where appropriate, field operations include a gender component
6. *Requests* the Secretary-General to provide to Member States training guidelines and materials on the protection, rights and the particular needs of women, as well as on the importance of involving women in all peacekeeping and peace-building measures, *invites* Member States to incorporate these elements as well as HIV/AIDS awareness training into their national training programmes for military and civilian police personnel in preparation for deployment, and *further requests* the Secretary-General to ensure that civilian personnel of peacekeeping operations receive similar training
7. *Urges* Member States to increase their voluntary financial, technical and logistical support for gender-sensitive training efforts, including those undertaken by relevant funds and programmes, inter alia, the United Nations Fund for Women and United Nations Children's Fund, and by the Office of the United Nations High Commissioner for Refugees and other relevant bodies
8. *Calls on* all actors involved, when negotiating and implementing peace agreements, to adopt a gender perspective, including, inter alia:
 1. The special needs of women and girls during repatriation and resettlement and for rehabilitation, reintegration and post-conflict reconstruction
 2. Measures that support local women's peace initiatives and indigenous processes for conflict resolution, and that involve women in all of the implementation mechanisms of the peace agreements
 3. Measures that ensure the protection of and respect for human rights of women and girls, particularly as they relate to the constitution, the electoral system, the police and the judiciary

9. *Calls upon* all parties to armed conflict to respect fully international law applicable to the rights and protection of women and girls, especially as civilians, in particular the obligations applicable to them under the Geneva Conventions of 1949 and the Additional Protocols thereto of 1977, the Refugee Convention of 1951 and the Protocol thereto of 1967, the Convention on the Elimination of All Forms of Discrimination against Women of 1979 and the Optional Protocol thereto of 1999 and the United Nations Convention on the Rights of the Child of 1989 and the two Optional Protocols thereto of 25 May 2000, and to bear in mind the relevant provisions of the Rome Statute of the International Criminal Court
10. *Calls on* all parties to armed conflict to take special measures to protect women and girls from gender-based violence, particularly rape and other forms of sexual abuse, and all other forms of violence in situations of armed conflict
11. *Emphasizes* the responsibility of all States to put an end to impunity and to prosecute those responsible for genocide, crimes against humanity, and war crimes including those relating to sexual and other violence against women and girls, and in this regard *stresses* the need to exclude these crimes, where feasible from amnesty provisions
12. *Calls upon* all parties to armed conflict to respect the civilian and humanitarian character of refugee camps and settlements, and to take into account the particular needs of women and girls, including in their design, and recalls its resolutions 1208 (1998) of 19 November 1998 and 1296 (2000) of 19 April 2000
13. *Encourages* all those involved in the planning for disarmament, demobilization and reintegration to consider the different needs of female and male ex-combatants and to take into account the needs of their dependants
14. *Reaffirms* its readiness, whenever measures are adopted under Article 41 of the Charter of the United Nations, to give consideration to their potential impact on the civilian population, bearing in mind the special needs of women and girls, in order to consider appropriate humanitarian exemptions
15. *Expresses* its willingness to ensure that Security Council missions take into account gender considerations and the rights of women, including through consultation with local and international women's groups
16. *Invites* the Secretary-General to carry out a study on the impact of armed conflict on women and girls, the role of women in peace-building and the gender dimensions of peace processes and conflict resolution, and *further invites* him to submit a report to the Security Council on the results of this study and to make this available to all Member States of the United Nations
17. *Requests* the Secretary-General, where appropriate, to include in his reporting to the Security Council progress on gender mainstreaming throughout peacekeeping missions and all other aspects relating to women and girls
18. *Decides* to remain actively seized of the matter.

Appendix D.3 – Additional UN Security Council Resolutions¹²

UNSCR 1820 (2008) condemns the use of rape and other forms of sexual violence in conflict situations, stating that rape can constitute a war crime, a crime against humanity, or a constitutive act with respect to genocide. The Resolution calls on Member States to comply with their obligations to prosecute the perpetrators of sexual violence, to ensure that all victims of sexual violence have equal protection under the law and equal access to justice, and to end impunity for sexual violence.

UNSCR 1888 (2009) complements UNSCR 1820 and asks the UN Secretary-General to rapidly deploy a team of experts to situations of particular concern regarding sexual violence. The Resolution further calls for the appointment of a special representative to lead efforts to end conflict-related sexual violence against women and girls, and to include information about the prevalence of sexual violence in a report to the UN Security Council by UN peacekeeping missions.

UNSCR 1889 (2009) reaffirms the provisions of UNSCR 1325, encouraging Member States to continue to pursue implementation of this Resolution. UNSCR 1889 calls on the Secretary-General to develop a strategy, including through appropriate training, to increase the number of women appointed to pursue ‘good offices,’ particularly as Special Representatives and Special Envoys, on the Secretary-General’s behalf and to submit within six months a set of indicators to track implementation of UNSCR 1325.¹³

In 2010, in response to UNSCR 1889, the UN Secretary-General proposed specific performance indicators to the Security Council, to track and provide guidance to the implementation of UNSCR 1325. These indicators were endorsed by the UN Security Council in a Presidential Statement issued on 26 October 2010. While these indicators are not all applicable to the national efforts of all Member States, they offer inspiration for the identification of specific and measureable ways in which Member States can monitor their own performance.

UNSCR 1960 (2010), building on UNSCRs 1820 and 1888, calls for an end to sexual violence in armed conflict and provides measures aimed at ending impunity for perpetrators of sexual violence. The Resolution also encourages Member States to deploy a greater numbers of women military and police personnel and provide appropriate training to all personnel on sexual and gender-based violence within their UN peacekeeping operations.

Appendix D.4 – Australian National Action Plan 2012-2018: Strategies and Measures¹⁴

**Indicates the ADF is a responsible agency under the National Action Plan.

Strategy 1: Integrate a gender perspective into Australia’s policies on peace and security	
Action	Measures
1.1 Policy frameworks of relevant Government departments are consistent with the objectives and intent of UNSCR 1325.**	a. Number, title and description of relevant official policy and guidance documents that contain reference to the Women, Peace and Security agenda or resolutions 1325, 1820, 1888, 1889 and 1960.
1.2 Develop guidelines for the protection of civilians, including women and girls.**	

Strategy 2: Embed the Women, Peace and Security agenda in the Australian Government's approach to human resource management of Defence, Australian Federal Police and deployed personnel

Action	Measures
2.1 Assess and further build on training programs for Australian defence, police and civilian personnel to enhance staff competence and understanding of Women, Peace and Security.**	<p>a. Number and percentage of Australian military, police and civilian personnel deployed in operations that have received training on Women, Peace and Security (including their responsibilities under UNSCR 1325, 1820, 1888, 1889 and 1960), and a description of that training.</p> <p>b. Number of women and men employed by the Australian Federal Police, Australian Defence Force and Department of Defence, disaggregated by department and level.</p> <p>c. Number of Australian Government employees deployed and posted to conflict and post-conflict settings disaggregated by sex, department and level.</p> <p>d. The number of reported cases of sexual exploitation and abuse allegedly perpetrated by Australian Government employees deployed to conflict and/or post conflict settings reported to Australian and host government agencies.</p>
2.2 Ensure women have opportunities to participate in the AFP, Defence and ADF and in deployments overseas, including in decision-making positions.**	
2.3 Ensure formalised complaints mechanisms for the safe reporting of allegations of gender-based violence and harassment in Australian peace and security institutions are established and supported.**	
2.4 Investigate all reports and allegations of gender-based violence involving Australian defence, police, civilian or contracted personnel.**	

Strategy 3: Support civil society organisations to promote equality and increase women's participation in conflict prevention, peace-building, conflict resolution and relief and recovery

Action	Measures
3.1 Support domestic non-government organisations, such as the National Women's Alliances, and international civil society organisations to engage in peace and security initiatives, including by raising awareness of UNSCR 1325.	<p>a. Description of civil society activities funded by the Australian Government that pertain to Women, Peace and Security.</p> <p>b. Description of approaches taken by the Australian Government to share information with civil society on the Women, Peace and Security agenda.</p> <p>c. Description of domestic educational activities that relate to the promotion of the Women, Peace and Security Agenda.</p>
3.2 Support Australian and international civil society organisations to promote the roles and address the needs of women in the prevention, management and resolution of conflict.	
3.3 Invite Australian non-government organisations to nominate a selection of representatives to meet with the Women, Peace and Security Inter-departmental Working Group once a year.**	
3.4 Encourage an understanding of Women, Peace and Security amongst the Australian public.	

Strategy 4: Promote Women, Peace and Security implementation internationally

Action	Measures
4.1 Support capacity building for women in fragile, conflict and/or post-conflict settings through promoting opportunities for women's leadership and participation in decision-making at a country level.**	a. Description of international assistance provided for activities pertaining to Women, Peace and Security.
4.2 Ensure that Australia's humanitarian assistance and recovery programs in conflict and post-conflict situations respect applicable international human rights and refugee law in regards to women and girls, and can be accessed by and benefit diverse groups of vulnerable women and girls.	b. Description of strategies employed by the ADF and AFP to facilitate the engagement and protection of local women in peace and security efforts.
4.3 Support humanitarian action that responds to gender-based violence in crisis situations, with particular regard to health.	c. Description of peace processes in which Australia has played a prominent role.
4.4 Consider the use of specific strategies to promote the participation and protection of women and girls in fragile, conflict and/or post-conflict settings, for example ADF Female Engagement Teams and the use of gender advisers.**	d. Description of institution-building strategies Australia has been involved in that promote Women, Peace and Security.
4.5 Ensure peace processes in which Australia plays a prominent role promote the meaningful participation of women, and consider local women's needs, rights and capacity.	e. Number and description of interventions and support of resolutions and policy in the UN Security Council, General Assembly, UN Human Rights Council and other relevant fora addressing Women, Peace and Security issues.
4.6 Promote women's involvement in the development of institutions, including national judiciary, security and governance structures in fragile, conflict and/or post-conflict settings so that women can access and benefit from these structures.**	f. Description of initiatives to contribute to the development of best practice guidance on issues relating to Women, Peace and Security.
4.7 Encourage the promotion of women's involvement and leadership in the prevention, management and resolution of conflicts through engagement with the UN and other multilateral fora, including in the development of best practice guidance.**	g. List of Australian women and men in senior UN decision-making positions relating to peace and security.
4.8 Support women experts, special envoys, commanders and high-ranking officials to promote a high level consideration of gender issues in fragile, conflict and /or post-conflict settings.**	
4.9 Promote the global advancement of gender equality through international engagement, including through the UN and other multi-lateral fora.	
4.10 Incorporate the protection of the rights of women and girls in bilateral and multilateral discussions on the protection of civilians in conflict and post-conflict situations, particularly with regard to gender-based violence.**	
4.11 Promote formalised complaints mechanisms for the safe reporting of allegations of gender-based violence and harassment in fragile, conflict and post-conflict settings.**	
4.12 Support efforts by local or international authorities to prosecute perpetrators of gender based violence during conflict and/or in post-conflict settings.**	

Strategy 5: Take a co-ordinated and holistic approach domestically and internationally to Women, Peace and Security	
Action	Measures
5.1 Foster ongoing civil-military cooperation and information sharing in operations, to protect women and girls.**	a. Number and key outcomes of Australian Government inter-departmental meetings that address the Women, Peace and Security agenda.
5.2 Continue to promote information sharing on UNSCR 1325 and women's participation within and between Australian Government agencies.**	

Appendix E

Chapter 2: Chief of Defence Force Action Plan for the Recruitment and Retention of Women: How effective was it?

Appendix E.1 – Snapshot of initiatives and updates

Theme	Initiative	Status as at April 2011	Status as at Nov 2011	Mapping the Action Plan to the Review Report and Recommendations
Increase enlistment of women	1. Continue implementation of Recruitment of Women Strategy.	On track	On track	<p>While the Review suggests there should be continued monitoring and evaluation of Recruitment of Women Strategy (ROWS) initiatives to ascertain whether they are increasing attraction/ conversion of women through the recruiting pipeline, the Review also finds that the ROWS will not be enough <i>on its own</i> to increase the representation of women across the ADF. Targeted interventions are needed to enhance recruitment and broaden occupational opportunities available to women. (Recommendations 8-10).</p> <p>The Report also makes recommendations to increase the attraction of women at different stages, including entering the ADF mid-career. (Recommendation 8)</p>
	2. Investigate and develop a plan to expel barriers to enlistment.	Complete ('Attracting Women to the ADF' Research Project)	Monitor	
	3. Investigation of low female conversion rates (conversion from initial enquiry to enlistment)	On track	On track	
	4. Communicate benefits of women in the ADF, highlighting work-life balance.	Complete (Promotion in all recruitment material of Women in the ADF)	Monitor	
	5. Examine employment opportunities for mid-career entry points.	Complete	On track	
Develop mentoring and networking frameworks	6. Develop a range of mentoring, coaching, networking and shadowing programs.	On track	On track	<p>The Review makes recommendations to integrate and rationalise available programs and facilitate access to appropriate mentorship, networking and sponsorship opportunities. (Recommendation 12)</p> <p>These should be based on best practice principles.</p>
	7. Investigate the use of social networking technology.	Complete	Monitor	
	8. Develop a funded Young Female Leaders Network.	Complete	Investigate further	
	9. Develop a 'Women in Defence' intranet site.	Complete	Monitor	

Theme	Initiative	Status as at April 2011	Status as at Nov 2011	Mapping the Action Plan to the Review Report and Recommendations
Provide a workplace that accommodates career flexibility and difference	10. Education program on gender diversity and leadership for key senior and middle managers.	On track	On track	<p>The Review recommends the establishment of a new Flexible Work Directorate, which will be responsible (among other roles) for education on management of flexible work arrangements. (Recommendation 14)</p> <p>More broadly, Recommendations 1-4 (flowing from Principle 1 that strong leadership is necessary to drive reform) are designed to secure strong and unequivocal commitment to gender diversity from Defence leadership as well as from middle management.</p>
	11. All new personnel policy development is to be run against a 'filter' to ensure that access to flexible working arrangements is not compromised.	On track	On track	<p>The Review makes a range of recommendations to address systemic and cultural impediments to accessing flexible working arrangements. (Recommendations 14 and 15)</p> <p>The Review has also been advised that the Values, Behaviour and Resolution Branch (formerly Fairness and Resolution Branch) informally considers every new piece of policy from a gender and general diversity perspective, as part of the new formal process by which all Defence Instructions are developed and periodically reviewed. There is no similar oversight process for application of these policies within the single Services.</p>
	12. Policies relating to pregnancy / maternity leave and promotion need review including the categorisation of pregnant women as MEC 3.	Complete (Pregnancy specific medical category – MEC (303))	Monitor	<p>The Review makes a number of recommendations to facilitate flexible working arrangements and allow for more flexibility in career progression. (Recommendations 7, 14, 15)</p> <p>In addition, the Review suggests that policies on workplace restrictions during pregnancy should be based on contemporary research and best practice.</p>

Theme	Initiative	Status as at April 2011	Status as at Nov 2011	Mapping the Action Plan to the Review Report and Recommendations
	13. Develop, implement and communicate broadly a plan that supports personnel taking career breaks related to professional and personnel reasons.	On track	On track	<p>The Review's recommendations under Principle 4 recognise the importance of retention through facilitating greater career flexibility and use of work and family policies.</p> <p>Recommendation 7 proposes a number of measures to be put in place to build flexibility into the career model, time in rank provisions, timing of and access to 'career gates' and career pathways to enable more flexibility in career progression.</p> <p>Recommendation 8 emphasises the importance of facilitating the re-entry of personnel from the Reserve. The Review also recommends that COSC communicate its commitment to an ADF culture that is supportive of women's participation and a specific identified framework that will underpin its goals. (Recommendation 2)</p>
	14. Develop, implement and communicate a process for maintaining regular contact with personnel who are on a career break.	On track	On track	<p>The Review recommends the development of mechanisms to allow people on leave to access training and career gate courses online, and to register for particular tasks/projects, if they wish to do so. (Recommendation 7)</p> <p>It is noted that Plan SUAKIN recommended implementation of an e-portal in order to provide Reservists and the wider Reserve community with a web-based interface to stay connected with the Defence community.</p>
	15. The policy of 'one person against one position' be amended.	Complete	On track	<p>The Review recommends the introduction of a workforce management system that enables more than one member to be posted/assigned to the same position. (Recommendation 15)</p>

Theme	Initiative	Status as at April 2011	Status as at Nov 2011	Mapping the Action Plan to the Review Report and Recommendations
	16. Provide ADF members with the same entitlement as is available under the DeCA with respect to the ability to purchase additional annual leave.	Of concern	Of concern	This is not within the Review's terms of reference.
	17. Provide ADF members with the same entitlement as is available under the DeCA with respect to the right to be able to work part-time hours after maternity or adoption leave.	On track	On track	This is accommodated under the ADF's new Flexible Working Arrangements policy (for up to two years). As such, it is not addressed in the Review's recommendations.
	18. Investigate provision of broader access to various child care arrangements.	On track	On track	<p>The Review recommends the development of 'Support to Postings' plans by career management agencies and personnel as part of career planning and/or when postings decisions are made. This will address issues such as child care and other supports. (Recommendation 17)</p> <p>The Review also suggests that:</p> <ul style="list-style-type: none"> • there is a need for Defence to consider the provision of more flexible child care options for ADF members • Defence should examine the operation and accessibility of its child care services, including in remote and regional locations, to ensure that they effectively meet the needs of ADF personnel • the point system in the Defence child care Priority of Access Guidelines should be reviewed to ensure that it appropriately reflects the needs of ADF families.

Theme	Initiative	Status as at April 2011	Status as at Nov 2011	Mapping the Action Plan to the Review Report and Recommendations
Reform career management philosophy and practice	19. The <i>Strategic Career Management Framework</i> should be implemented in accordance with the COSC outcomes of September 2007.	On track	On track	The Recommendations under Principle 2 recognise that the current rigid, linear, one-size-fits-all career continuum does not allow for talent to be managed in a flexible way, and seek to improve the pathways for increasing the representation of women in senior ranks. (Recommendations 5-7) Recommendation 17 also provides career management with mechanisms for working with personnel to support career/work flexibility.
Make commanders accountable for retention	20. Develop a process to evaluate Unit command and Career Management Agency effectiveness in retention of their personnel.	On track	On track	The Review's Recommendations under Principle 1 include the development of a performance framework to ensure accountability for retention of personnel and high performing and inclusive defence environments. (Recommendations 2 and 4)
	30. (previously 20A). Ensure that Performance Appraisal reporting includes a specific assessment of how commanders contribute to the retention of their personnel.	Complete	On track	
	21. Develop a behavioural compact articulating the attitudes and behaviours expected of all members of the ADF in their interactions with women in the services, their families, the community and on deployment.	Complete	Complete	
	22. Consider benefits of joint program with AFL/ NRL on respect and responsibility.	Complete	Investigate further	This is a matter for the ADF's consideration.
	23. Develop lead and lag indicators to measure the impact of the Action Plan	On track	On track	As the Review Report suggests that the implementation of the Action Plan should be discontinued in its current form, the development of lead and lag indicators to measure the impact of the Action Plan is not applicable to the Review's recommendations.

Theme	Initiative	Status as at April 2011	Status as at Nov 2011	Mapping the Action Plan to the Review Report and Recommendations
	25. Develop a process to capture the number of applications and approvals of flexible working arrangements and link this to the HRMeS.	On track	On track	The Review recommends that the responsibilities of the proposed Flexible Work Directorate include the collection of tri-Service data on applications for flexible working arrangements. (Recommendation 14)
Communicate organisational attributes and the suite of (newly) available working conditions	24. Develop an education and communication package and policy guide to inform ADF members on the flexibility provided by the existing ADF work-life balance policy.	On track	On track	The Review has made it clear in Principle 1 that strong statements and examples set by leadership are vital to the success of increasing gender diversity, and the recommendations which follow are aimed at communicating and promoting a broad organisational understanding of the business case for women in the ADF as a core operational imperative. (Recommendations 2-4) As noted above in relation to CDF Action Plan recommendation 10, the Review recommends that the role of the new Flexible Work Directorate include education on management of flexible work arrangements. (Recommendation 14)
	26. Communicate examples of personnel who have undertaken non-traditional career paths and succeeded.	On track	On track	
	27. Provide presentations at Service pre-command courses on "effective management of men and women in the ADF" and "flexible workplace options in the ADF".	On track	On track	
	28. MINDPMS to launch the CDF Action Plan	Complete	Complete	
	29. Develop a strategic communications plan for internal and external audiences linked to Force 2030 foundation elements and articulating what success will achieve and why this is important	Complete	Monitor	

Appendix E.2 – Progress on CDF Action Plan for the Recruitment and Retention of Women Initiatives

Increase enlistment of women into the ADF

The starting point of the CDF Action Plan ('Action Plan') is that in order to retain women the ADF must first attract them. In a competitive labour market, this means positioning the ADF as an employer of choice.

With this aim, the first five initiatives focus on increasing the enlistment of women into the ADF, largely through implementation of the *Recruitment of Women Strategy* (RoWS). The RoWS, discussed in section 4.2, predates the Action Plan and was developed in 2007. It did not receive dedicated funding until the 2009 Defence White Paper.¹⁵

Supporting these initiatives, the Action Plan focuses on investigation of reasons for women not joining the ADF and for the development and funding of a plan to address these barriers. It also calls for investigation into the reasons for the significantly lower conversion rates of women through the recruiting process than men (for example, in 2009 the conversion rate from enquiry to enlistment was 20:1 for women, compared to 11:1 for men).¹⁶

The RoWS was developed from research examining the attraction of women to the ADF, and was directed towards increasing the appeal of ADF careers to women and countering stereotypical views which turn prospective candidates away. In the April 2011 progress update, it was reported that each Service was in the process of ongoing implementation of the RoWS, led by Defence Force Recruiting, and that strategies were put in place to address barriers to enlistment identified in the research.

The progress updates also report that Defence Force Recruiting's investigations showed two main factors impacting on the low conversion rates of women candidates: that women were second-guessing their decision to join based on lack of insight into realities of career in ADF, and poor physical fitness.¹⁷ For example, Army reported in April 2011 that the Physical Fitness Test failure rate for female Army candidates was 30.34% (compared to 3.26% for males).¹⁸ Measures developed to address this included a Women's Mentoring Program (to enable communication between candidates and serving members) and a candidate fitness program.¹⁹ As section 4.2 examines, however, this somewhat oversimplifies the issue – there are a range of other complex reasons for the higher rates of attrition of women through the recruiting process.

The Action Plan also called for the development of promotional material highlighting jobs that women do in the ADF and how a career in the ADF makes a difference and allows an appropriate work-life balance. In April 2011, it was reported that this was complete and 'women are now incorporated into all media DFR makes use of to promote Defence.'

The Action Plan also contained one further significant enlistment related initiative requiring that opportunities for mid-career entry points for men and women be examined. This had earlier been reported as 'completed' because the *Defence (Personnel) Regulations 2002* and existing personnel policies were viewed as providing a comprehensive framework allowing for mid-career entry of personnel. However, in November 2011, the Working Group reported that this policy framework had not been accompanied by cultural change and that mid-career entry was only used in limited categories for specialist officers or lateral entry.

On revisiting each of the initiatives related to enlistment of women at the November 2011 meeting of the Working Group, the position was that none of them had yet been completed. No further detailed update was provided as DFR were unable to attend the meeting. As section 4.2 discusses, the Review has found that there is still a gap between the conversion rates of women and men, from enquiry to enlistment, within the 'recruiting pipeline'.

Develop mentoring and networking frameworks

These initiatives focused on the development of mentoring and networking frameworks to improve opportunities for women to reach higher ranks and provide role models for women progressing through the system. This included development of mentoring, coaching, networking and shadowing programs.

The Action Plan required the ADF to make these types of programs available throughout a person's career, so that they take into account and emphasise, the value of people with different needs, rather than focusing only on women. The initiatives encompass non-traditional models for these types of programs, utilising social networking technologies, and requiring the creation of a Women in Defence website and a 'Young Female Leaders Network'.

Although in April 2011 progress against these tasks was reported as 'good', in November 2011, the position was that none of these tasks have been completed. As section 5.4 discusses in more detail, the Services have a number of programs in place, however, these are inconsistent in their implementation and how they are accessed.

Provide a workplace that accommodates career flexibility and difference

The Action Plan contains nine separate initiatives around accommodating workplace flexibility and difference. The initiatives are directed towards ensuring career flexibility and a culture that supports career breaks and flexible work options to cater for personnel at different 'ages and stages'. Overall, the aim is to create a culture which recognises that a 'one size fits all' linear career model is no longer appropriate for the ADF.²⁰

One initiative relates to the development of an education program on gender diversity and leadership, aimed at key senior and middle managers (particularly for personnel in key leadership appointments and career management), to assist them to better understand the need for, and champion, the positive benefits of a more gender balanced workforce that is supportive for women.

Defence has rolled out a pilot gender leadership training/education package, 'Leading a Gender Diverse Workforce', provided to Service training organisations for each Service to tailor to suit its requirements. This package is intended to be a key development to support this Action Plan initiative.²¹

The Services also have their own broad strategies underway: Army is implementing Flexible Career Pathways and has released the Chief of Army's 'Work-Life Balance Intent', Navy participates in a Women's Leadership Program and has created the role of 'Navy Women's Strategic Adviser'²² whose role is to 'ensure that all people issues are considered against the gender filter to ensure any decisions do not adversely impact on women'²³ Air Force has implemented a Gender Diversity Strategy and created the Directorate of Workforce Flexibility and Diversity as 'an avenue of support and advice to commanders/managers to assist facilitation of flexible work arrangements'.²⁴

In April 2011, it was reported that good progress has been made against these initiatives, noting that some require policy changes and have implications for workforce structure that would take several years to fully implement. When the Working Group revisited these action items in November 2011, however, it was noted that none of these tasks had been completed.²⁵

Several of these initiatives mandated changes to ADF policies to ensure they do not operate in a way that discourages the development of a culture that recognises flexibility in a person's work or career, for example:

- amending the 'one person against one position' policy to allow job-sharing
- running personnel policy against a 'filter' to ensure access to flexible working arrangements are not limited
- ensuring policies do not discriminate against pregnant women or those on maternity leave (e.g., medical downgrading related to pregnancy and the extent to which this acts as a barrier promotion or other employment opportunities)
- ensuring women can seek part-time work arrangements following return from maternity leave

- allowing for more flexibility than rigid and linear career path structures currently permit for people to take career breaks and the like (e.g., inflexible requirements for time in rank before promotion points can be passed)
- allowing for purchasing of additional leave.

The newly revised Defence Instruction on Flexible Working Arrangements is intended to accommodate job-sharing and part-time work. For example, the flexible work policy permits job-sharing and allows women returning from maternity leave to apply to work part time for up to two years. At the November 2011 meeting, the Working Group noted the importance of developing a communication strategy to ensure people are aware of the policy and combat perceptions that it is unreasonable to implement practices allowing for a greater balance between work and family.

The Working Group also found there was a need for further review to identify policies that may discriminate or that may limit access to flexible working options. Revisions to the Medical Employment Classification structure have made some improvements in relation to pregnant women/those on maternity leave, and physical fitness policies have been amended to better meet the needs of women returning to work from maternity leave. Air Force also flagged policy shifts so that those on part-time leave without pay no longer have seniority adjusted pro-rata (and so are not discriminated against when presented to promotion boards or other employment opportunities).

The Working Group also noted that there is a form of informal review by the Values, Behaviour and Resolution Branch (formerly Fairness and Resolution Branch) as part of the 'System of Defence Instructions process' (i.e., the formal process by which all Defence Instructions are developed and periodically reviewed).²⁶ The Working Group noted, however, there was 'no accompanying process in place for single service requirements'.²⁷

The Working Group agreed that further review should include analysis of data to identify if there is evidence to show that there are links between policies and promotion rates of women.

The Action Plan also calls for processes to be established to maintain communication with personnel on career breaks. As at November 2011, it was reported that no formal policy has been developed around this. Although the Services had some mechanisms in place this was sometimes inconsistent and not monitored.²⁸

There is one Action Plan initiative in the area of workplace flexibility listed as 'of concern': the recommendation that ADF members have the same entitlement as Defence APS employees to purchase additional leave (of up to four weeks).²⁹ This initiative was developed because of the view that many ADF parents had difficulties with insufficient leave to cover periods such as school holiday care under.

In November, it was reported that Defence was unable to implement this due to the systems used to administer ADF leave and pay.³⁰ The Working Group noted that this action item was to be put on hold until 2012 – 2015, when there would be a technical refresh of the systems and 'availability of funding to make whatever system changes were still necessary':

While Defence senior committees agreed with the concept they did not agree to introduction of the provision at this time due to system deficiencies which mean that unlike the APS system which is automated, an ADF system would be manual with an associated high administrative burden and a financial cost to Defence which could not be met at the time due to other, higher priorities.³¹

The final initiative under the theme of career flexibility requires investigation into provision of broader access to child care arrangements. This Action Plan initiative was previously reported as 'on track' and being handled by Defence Community Organisation (DCO). In an email to the Review on 24 January 2012, Defence advised that:

The review of childcare gaps and needs referred to in the action plan was conducted during 2009. The purpose of the review was to determine future strategies to meet the child care needs of Defence Families. This review was conducted for Defence by an external consultant and informed the Defence response to the post ABC Learning collapse period and the management of the Defence Child Care Program (DCCP) during this turbulent time. As a result, the DCCP maintained its stability and continued provision of services to Defence families despite great volatility in the sector. A further review will be conducted as part of routine business planning and preparation prior to June 2015.³²

Reform of career management policy and practice

The Action Plan contains one stand-alone initiative in relation to career management: implementation of the *Strategic Career Management Framework*. The objective behind this initiative is to reform career management to facilitate behaviour and cultural change, which is still lacking despite policies to enable career flexibility.

In particular, this focuses on selection, promotion and appraisal of career managers and education programs for them, to ensure that career managers recognise the value of personnel of different backgrounds, support alternate career paths and recognise their role in the retention of personnel. This initiative also focuses on transparency in promotion and command selection by setting clear criteria, to ensure that policies and processes for promotion do not disadvantage women.³³

At the November 2011 Working Group meeting no update was provided. The status of this initiative remained as 'on track' with the following comment: 'Need to revisit'. Although the recommendations within the Framework had been agreed, funding was lacking until 2012-13. Each of the Services reported that processes were underway in relation to selection, training and coordination of career management.

Make commanders accountable for retention

The Action Plan sets out several initiatives with a focus on measuring the contribution made by commanders and career managers to retention of personnel, particularly women, through their decisions and actions. The intention behind these initiatives is to provide for mechanisms to evaluate the retention climate within the ADF and measure the effectiveness of commanders and career managers through the human resources metrics systems, including through performance appraisal reporting, and processes such as capturing and recording information on applications/approvals for flexible working arrangements.³⁴

Each Service has feedback/performance appraisal mechanisms in place. Performance appraisal reports (PARs) are expected to assess the member's performance over the reporting period, to identify individuals' strengths and weaknesses, provide feedback on performance and developmental needs, identify suitability for promotion courses and postings, and monitor performance levels.³⁵

The Action Plan requires a specific assessment of how commanders contribute to the retention of their personnel to be included in performance appraisal reporting. However, despite the recent introduction of a new PAR system, the Working Group noted in November 2011 that 'even the new rating system does not presently hold commanders accountable and so does not address the intent of this initiative'. The Working Group also noted that due to the difficulty in capturing all flexible work arrangements being accessed identified and discussed, this initiative 'may be unable to be completed'.³⁶

Project LASER-Retention (the Longitudinal ADF Study Evaluating Retention) is aimed at accurately modelling the retention of personnel undergoing initial training and in the first five years of service, to provide a better understanding of why members stay or leave. However, as the Working Group has observed, this project is not set up to evaluate the effectiveness of unit command and career management in the retention of their personnel.³⁷

The Working Group concluded that there was a need to identify other methods that can be utilised to make commanders accountable for the retention of their personnel.

Under the broad theme of accountability, the Action Plan also calls for the development of a behavioural compact articulating expected attitudes and behaviours of ADF members. This is one of only two initiatives which are 'complete', as COSC agreed that the intent of this initiative was captured in existing mechanisms/codes of conduct/statement of values for each Service. A further initiative requiring consideration of Defence developing a joint program with the AFL and NRL (national football codes) on respect and responsibility has been 'held for further guidance'.³⁸

In relation to one of the fundamental initiatives underpinning the Action Plan – the requirement to develop lead and lag indicators to measure the impact of the Plan itself – it was reported in April 2011 that some initial discussions had taken place about developing success measures and this was 'on track'. However,

the minutes of the November 2011 Working Group meeting note: 'Discussed the difficulty in developing lead indicators. Meeting to be arranged with workforce planning to progress this action item.' Defence subsequently advised the Review that, to date, no such indicators have been developed.³⁹

Communicate organisational attributes and the suite of available working conditions

The last major theme of the Action Plan is directed towards the need for proactive communication of the various initiatives and actions being undertaken within the ADF to improve recruitment and retention of women.

The Action Plan recommends initiatives around communicating success stories, (particularly examples of personnel who have undertaken non-traditional career paths or have made flexible working arrangements work) to reinforce the message that such career paths are viable and valued. The aim is to educate the ADF workforce, paving the way for behavioural change on available flexible work arrangements, and to clarify myths and misunderstandings. An important aspect is that senior leadership is united in communicating this message consistently.⁴⁰

These communication initiatives overlap with implementation of other areas of the Action Plan, for example:

- creating awareness around family friendly policies and sending the message that a career in the ADF can allow women flexibility and the ability to maintain a suitable work-life balance
- developing the gender diversity leadership education package
- establishing communication processes around the release of new Flexible Working Arrangements policy.⁴¹

The Action Plan also requires a comprehensive communications strategy to be developed, linking success of the Plan to the Defence White Paper 2009. At the November 2011 meeting, however, it was reported that the only completed initiative within this thematic area was the launch of the Action Plan itself.

Appendix E.3 – Report on Women’s Participation in Navy (2009) on the CDF Women’s Action Plan,⁴² Christine McLoughlin – Observations

Observations of the McLoughlin report include:

- the importance of ensuring that senior leadership understands the business case for increasing the participation of women and the costs of failing to retain trained women, improving feedback loops within Defence in relation to policies which have changed and results flowing from the Action Plan
- the Action Plan does not address some fundamental systemic/cultural barriers, such as the absence of women in key leadership and decision-making forums (which are largely position and rank based), or the lack of flexibility in structuring the career continuum for particular roles
- the Action Plan does not address the inconsistency in the ADF’s people management capability and it should contain a component which focuses on accountability in relation to people management capabilities. Items that should be included are lag indicators like discharge requests, sick leave, Equity and Diversity incidents, flexible work arrangement requests and approvals. Lead indicators could include an ‘annual workforce engagement score’ to provide information about the culture in a unit
- the Action Plan does not do enough to address the cultural resistance within the ADF to any notion of preferential treatment for women. One suggestion in the McLoughlin report is to include early, visible and practical education to women from the outset of their careers on how they might be able to make family and career work. This may suggest the need for more radical initiatives, including positive discrimination to achieve a ‘critical mass’ of women across the board.

Appendix F

Chapter 4: The ADF Workforce Pipeline: Women's representation and critical issues – Section 4.1 Representation

Enlistee separation rates by gender, financial year

The Review has calculated that separation rates for recruits are higher for women than men, and this is most noticeable in Army than the other Services. For the period of financial years 2004/05 to 2010/11, recruit separation rates by gender are:

- Army – women 17.8%, men 13.1%
- Navy – women 16.4%, men 14.5%
- Air Force – women 12.2%, men 11.2%.

These conversion rates are calculated from annual ab initio enlistment and 12 month rolling separation figures provided to the Review by the Workforce Planning Branch.⁴³

12 month rolling separations (for rank E00) are taken from 1 July at the beginning of the next financial year and enlistee figures are taken for the entire financial year.

As per the Directorate of Workforce Planning's advice, the Review acknowledges that the definition of Recruits has changed over time, and so the charts below use the Directorate of Workforce Planning's category of E00 for Recruits across each Service.

Army				
	Financial year	Enlistees	Separations from E00	Separation rate from E00
Male	2010/11	1807	265	14.7%
Female	2010/11	184	27	14.7%
Male	2009/10	2482	246	9.9%
Female	2009/10	210	36	17.1%
Male	2008/09	2719	341	12.5%
Female	2008/09	193	41	21.2%
Male	2007/08	2689	316	11.8%
Female	2007/08	207	23	11.1%
Male	2006/07	2154	293	13.6%
Female	2006/07	131	19	14.5%
Male	2005/06	1979	254	12.8%
Female	2005/06	144	17	11.8%
Male	2004/05	1876	349	18.6%

Army				
	Financial year	Enlistees	Separations from E00	Separation rate from E00
Female	2004/05	142	52	36.6%
Total Male	2004/05- 2010/11	15706	2064	13.1%
Total Female	2004/05- 2010/11	1211	215	17.8%

Navy				
	Financial year	Enlistees	Separations from E00	Separation rate from E00
Male	2010/11	835	103	12.3%
Female	2010/11	200	37	18.6%
Male	2009/10	1081	173	16.0%
Female	2009/10	268	52	19.4%
Male	2008/09	931	147	15.8%
Female	2008/09	237	51	21.5%
Male	2007/08	1001	120	12.0%
Female	2007/08	316	31	9.8%
Male	2006/07	973	102	10.5%
Female	2006/07	279	31	11.1%
Male	2005/06	764	128	16.8%
Female	2005/06	215	29	13.5%
Male	2004/05	786	153	19.5%
Female	2004/05	176	47	26.7%
Total Male	2004/05- 2010/11	6371	926	14.5%
Total Female	2004/05- 2010/11	1691	278	16.4%

Air Force				
	Financial year	Enlistees	Separations from E00	Separation rate from E00
Male	2010/11	467	54	11.6%
Female	2010/11	113	12	10.6%
Male	2009/10	593	65	11.0%
Female	2009/10	152	20	13.2%
Male	2008/09	617	71	11.5%
Female	2008/09	152	20	13.2%
Male	2007/08	670	72	10.7%
Female	2007/08	170	25	14.7%
Male	2006/07	603	81	13.4%
Female	2006/07	133	16	12.0%
Male	2005/06	610	58	9.5%
Female	2005/06	136	10	7.4%
Male	2004/05	377	41	10.9%
Female	2004/05	90	12	13.3%
Total Male	2004/05- 2010/11	3937	442	11.2%
Total Female	2004/05- 2010/11	946	115	12.2%

Appendix G

Chapter 4: The ADF Workforce Pipeline: Women's representation and critical issues – Section 4.2 Recruitment

Appendix G.1 – ADF Recruitment Figures

Table 1: All enlistment categories for 2010-11⁴⁴

Gender	Officer (O) or Other Ranks (E)	Ab initio	Transfer from the Reserve	Transfer from Gap Year	Re-enlistment	Service Transfer	Overseas transfer
F	E	493	40	33	11	2	0
F	O	156	22	3	2	4	0
M	E	3065	145	64	101	35	23
M	O	568	80	9	17	36	10
Total =		4282	287	109	131	77	33
4919		(87%)	(5.8%)	(2.2%)	(2.7%)	(1.6%)	(0.7%)

Table 2: Women as a percentage of all enlistment categories for 2010-11⁴⁵

Gender	All categories	Ab initio	Transfer from the Reserve	Transfer from Gap Year	Re-enlistment	Service Transfer	Overseas transfer
% of F Officer and Other Ranks)	15.6%	15.2%	21.6%	33.0%	9.9%	7.8%	0%
% of F (Officers)	20.6%	21.5%	21.6%	25.0%	10.5%	10.0%	0%
% of F (Other ranks)	14.4%	13.9%	21.6%	34.0%	9.8%	5.4%	0%

Table 3: Women as a percentage of ab initio enlistments from financial year 2002-03 to 2010-11⁴⁶

Total ADF ab initio enlistments FY 2002-03 to 2010-11							
FY	Gender	Officer (O) or Other Ranks (E)	ab initio	Total F	Total M	Total	%F
FY2002/2003	F	E	566	708	3501	4209	16.8%
FY2002/2003	F	O	142				
FY2002/2003	M	E	2924				
FY2002/2003	M	O	577				

Total ADF ab initio enlistments FY 2002-03 to 2010-11							
FY	Gender	Officer (O) or Other Ranks (E)	ab initio	Total F	Total M	Total	%F
FY2003/2004	F	E	590	741	3870	4611	16.1%
FY2003/2004	F	O	151				
FY2003/2004	M	E	3296				
FY2003/2004	M	O	574				
FY2004/2005	F	E	402	542	3470	4012	13.5%
FY2004/2005	F	O	140				
FY2004/2005	M	E	2965				
FY2004/2005	M	O	505				
FY2005/2006	F	E	476	636	3790	4426	14.4%
FY2005/2006	F	O	160				
FY2005/2006	M	E	3247				
FY2005/2006	M	O	543				
FY2006/2007	F	E	526	718	4231	4949	14.5%
FY2006/2007	F	O	192				
FY2006/2007	M	E	3606				
FY2006/2007	M	O	625				
FY2007/2008	F	E	659	855	4816	5670	15.1%
FY2007/2008	F	O	196				
FY2007/2008	M	E	4205				
FY2007/2008	M	O	610				
FY2008/2009	F	E	566	724	4723	5447	13.3%
FY2008/2009	F	O	158				
FY2008/2009	M	E	4118				
FY2008/2009	M	O	605				

Total ADF ab initio enlistments FY 2002-03 to 2010-11							
FY	Gender	Officer (O) or Other Ranks (E)	ab initio	Total F	Total M	Total	%F
FY2009/2010	F	E	619	796	4693	5489	14.5%
FY2009/2010	F	O	177				
FY2009/2010	M	E	4094				
FY2009/2010	M	O	599				
FY2010/2011	F	E	486	649	3633	4282	15.2%
FY2010/2011	F	O	156				
FY2010/2011	M	E	3071				
FY2010/2011	M	O	568				

Table 4: Number of enquiries to DFR – Financial Year 2006-07 to 2010-11

The following table shows the number of enquiries received across each of the Services since 2006/07:⁴⁷

	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12**
RAN						
F	911	3463	4575	5670	3989	1010
M	2403	6426	10848	11354	7740	2320
Blank	5131	414	17	0	0	0
Total	8445	10303	15440	17024	11729	3330
ARA						
F	3165	8859	10522	13720	10827	2866
M	16008	32901	45991	50286	39997	10935
Blank	21220	1350	16	0	0	0
Total	40393	43110	56529	64006	50824	13801

	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12**
RAAF						
F	1362	4610	6817	6779	5245	1345
M	3312	10042	16638	17203	12347	3186
Blank	10227	686	16	0	0	0
Total	14901	15338	23471	23982	17592	4531
Service not specified						
F	823	2170	4885	3218	1903	357
M	2141	5377	8232	3984	2494	571
Blank	9238	881	39	0	0	0
Total	12202	8428	13156	7202	4397	928
Total ADF						
F	6261	19102	26799	29387	21964	5578
M	23864	54746	81709	82827	62578	17012
Blank	45816	3331	88	0	0	0
Total	75941	77179	108596	112214	84542	22590
Women as a percentage of total ADF enquiries						
	8.24%*	24.75%	24.68%	26.19%	25.99%	24.69%

* This figure is not considered due to the high number of 'blank' gender counts.

** Figures up to October 2011.

Table 5: Applications to join ADF and Annual Targets – Financial Year 2003-04 to 2010-11

The table below shows the number of applications to join the ADF in each financial year since 2003/04, as well as the recruiting targets set for those years.⁴⁸

	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12**
RAN									
F	1085	775	694	922	1007	1115	1103	920	242
M	3213	2442	2279	2906	2391	3046	3693	2602	748
Total	4298	3217	2973	3828	3398	4161	4796	3522	990

	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12**
ARA									
F	2073	1761	1754	1692	1643	1835	2171	1862	598
M	12094	10650	9921	10843	9736	11883	13372	10574	3886
Total	14167	12411	11675	12535	11379	13718	15543	12436	4484
RAAF									
F	1031	811	926	1060	965	1133	786	579	193
M	3262	2599	2905	2908	2742	3461	3201	2173	654
Total	4293	3410	3831	3968	3707	4594	3987	2752	847
Service not specified									
F					4				
M	1				12				
Total	1	0	0	0	16	0	0	0	0
Total ADF									
F	4189	3347	3374	3674	3619	4083	4060	3361	1033
M	18570	15691	15105	16657	14881	18390	20266	15349	5288
Total	22759	19038	18479	20331	18500	22473	24326	18710	6321
TARGET	8656	8441	8739	9166	10715	11017	9907	7358	2015
Women as a percentage of total ADF enquiries									
	18.40%	17.58%	18.25%	18.07%	19.56%	18.17%	16.69%	17.96%	16.34%

** Figures up to October 2011.

Appendix G.2 – Recruiting Expenditure

Table 1: Total DFR Expenditure 2001-02 to 2010-11⁴⁹

	2001-02 \$m	2002-03 \$m	2003-04 \$m	2004-05 \$m	2005-06 \$m	2006-07 \$m	2007-08 \$m	2008-09 \$m	2009-10 \$m	2010-11 \$m
Actual expenditure	61.338	58.471	90.668	89.996	91.004	110.809	154.178	156.934	153.318	142.111

Table 2: Breakdown of DFR Expenditure 2003-04 to 2010-11⁵⁰

	2003-04 \$m	2004-05 \$m	2005-06 \$m	2006-07 \$m	2007-08 \$m	2008-09 \$m	2009-10 \$m	2010-11 \$m
Employee Expenses	15.317	14.722	15.306	17.167	18.515	19.464	21.838	22.992
Recruiting Services Contract	46.697	46.695	44.288	52.440	78.104	78.717	80.293	72.963
Advertising and Marketing	26.944	26.367	27.193	36.896	49.931	50.512	38.614	33.978
Other	1.711	2.211	4.217	4.306	7.628	8.241	12.573	12.178
Total	90.668	89.996	91.004	110.809	154.178	156.934	153.318	142.111

Defence advised that the substantial increase in expenditure in 2007-08 of about \$26 million per year resulted from funding for the Recruiting Services Contract to implement the Reform of DFR initiatives and for Service Marketing and Branding (part of the R2 initiatives). This covered the cost of establishing and staffing the Candidate Relationship Management Centre, Specialist Recruiting Teams and Career Promotions Teams, additional facilities leases, facility enhancements and relocations, and increased enlistments.⁵¹ Over 2008-10, costs also included extra expenditure for 'contract transition'.

Table 3: Table showing enlistments, expenditure and costs per enlistment from 2000-02⁵²

Year	Reserve Men	Reserve Women	Total Reserve	Permanent Men	Permanent Women	Total Permanent	Gap Year Men	Gap Year Women	Total Gap Year	Grand Total	Recruiting spend*	Cost per enlistment using Grand Total
2000-2001			2,566			5,131				7,697		
2001-2002			2,870			5,836				8,706	61	7,007
2002-2003			3,065			4,322				7,387	58.5	7,919
2003-2004			2,494			4,747				7,241	90.7	12,526
2004-2005			2,372			4,145				6,517	90	13,810
2005-2006			2,432			4,677				7,109	91	12,801
2006-2007	2,384	516	2,900	4,468	761	5,229				8,129	110.8	13,630
2007-2008	2,071	469	2,540	5,169	975	6,144	398	102	500	9,184	154.2	16,790
2008-2009	1,969	401	2,370	4,894	741	5,635	392	231	623	8,628	156.9	18,185
2009-2010	2,253	375	2,628	4,871	804	5,675	458	210	668	8,971	153.3	17,088
2010-2011	1,469	202	1,671	3,771	659	4,430	258	146	404	6,505	142.1	21,845

Notes:
 DFR assumed national recruitment responsibility in FY 2003-04.
 Data between FY 2000-01 and 2005-06 is drawn from Recruiting Achievement Reports.
 Data between FY 2000-01 and 2005-06 lacks the granularity to effectively break recruiting achievement down by gender.
 Gap Year commenced in FY 2007-08.

* From Breakdown of DFR Expenditure table above.

Appendix G.3 – DFR Performance Against Effectiveness and Cost/Efficiency Targets

An audit report by the Australian National Audit Office (ANAO) noted that in December 2006, Defence proposed reforms to DFR to reduce the length of the recruitment process from enquiry to enlistment and improve the conversion ratio, with the aim of allowing Defence to meet its recruitment targets.⁵³ Defence commenced the introduction of the New DFR model with Manpower during 2007–08. The Table below shows 'performance against a number of effectiveness and cost/efficiency targets that Defence proposed to Government to measure the success of the new recruitment model'.⁵⁴

Table 1: DFR recruitment targets and actual achievement 2007-08 to 2009-10

Description	Target					
	2007-08		2008-09		2009-10 (Actual results are for first 6 months of the year only)	
Effectiveness measure	Target	Actual	Target	Actual	Target	Actual
Increasing the % of overall full-time enlistment targets achieved from 84% in Dec 2006	86%	81.6%	88%	78.9%	90%	90.0%
Improving the conversion ratio (enquiry to application to enlistment from 13:3:1 in Dec 2006)	12:3:1	12:3:1	11:3:1	12:3:1	11:3:1	12.9:2.5:1
Cost/efficiency measure						
Maintaining the cost per recruit at \$0.013m (same level as Dec 2006)	\$0.013m	\$0.017m	\$0.013m	\$0.018m	\$0.013m	\$0.013m
Reducing the time taken to process applications for general enlistment from an average 30 weeks (in Dec 2006)*	15 weeks	34 weeks	10 weeks	41 weeks	6 weeks**	49 weeks

* This efficiency measure relates to the total time taken from enquiry to enlistment.

** Defence informed the ANAO that: 'the 6 week target referred to was developed in 2006 when the environmental context was very different, and is based on an industry benchmark for time in process. Defence has dropped this industry benchmark target as unsuitable for ADF recruitment and it will not appear in the next ADF Recruiting Strategic Plan which is currently being developed.'⁵⁵

Appendix G.4 – ADF Recruiting Initiatives

R2 Recruitment Initiatives

Reforms to Defence Force Recruiting (DFR) under R2 included implementation of a 'New Recruitment Model' to improve 'recruitment achievement through a more candidate-focused, streamlined and efficient recruiting process.'⁵⁶ Although there was increased percentage achievement of recruiting targets, however, this initiative did not result in improvements in processing times or enquiry/enlistment ratios.⁵⁷

For example, the marketing and branding initiatives focused on extending Defence's marketing strategies and improving the branding of the Services, to reach to a wider pool of people and influence perceptions of the ADF as a career option within the community. Although brand platforms were launched for each Service, there is no indication that these have been gender-sensitive or that the ADF has taken into account appeal to specific groups, including women, in developing its 'brand oriented communications'.⁵⁸

Similarly, although the ADF Technical Trades Strategy encompasses programs open to young women and men equally, evaluation of the Strategy does not examine its gender impact or whether it has been successful in attracting young women into technical roles which are non-traditional.⁵⁹

Although the Cadets program is directed towards 'youth development', rather than recruitment, cadets are traditionally a strong source of ADF recruits. The R2 initiative was designed to support recruitment by expanding the Cadets program over a 10 year period. This expansion was ongoing at the time of the 2010 R2 evaluation. The report did note, however, that young people joining cadets may already be pre-disposed to an ADF career, rather than developing this interest as a result of participating in the program. It cautioned that the program's impact on increasing recruitment of a wider pool of people into the ADF might therefore be negligible.⁶⁰

A 2008 review of the Cadets scheme found that as well as contributing to the development of confidence, leadership and other skills, many young people found 'their cadet unit is a place where they feel welcome, valued and safe'.

RoWS Initiatives

A key priority of the *CDF Action Plan for the Recruitment and Retention of Women* is increasing the enlistment of women. The starting point of the Action Plan is that to retain women the ADF must attract them, and that within a competitive labour market, the ADF must position itself as an employer of choice. The RoWS predates the Action Plan and was established in 2007 when representation of women in annual ab initio recruit intakes was low at around 13.5%. The main focus of the CDF Action Plan initiatives around recruiting is on implementing the RoWS.

The RoWS was developed from the findings of a 2005 report around attraction of women,⁶¹ later confirmed in a 2010 report.⁶² The research indicated that women often viewed ADF advertising as heavily focused on recruiting men and that there was an overriding perception of the ADF as a 'male dominated' organisation, with few women in high-ranking positions. Media reports of sexual harassment, assault and victimisation, combined with a general lack of awareness about military lifestyle, contributed to this perception.⁶³

The 2005 report identified a need to demystify what daily life was like for women in the ADF. It also highlighted the role of the protracted application process as a barrier to enlistment of potential candidates. The 2010 report further recommended that there needed to be a balance between projecting an attractive image of life in the ADF and portraying a realistic view of a military career.

As one member of the CDF Action Plan Working Group commented:

The metrics around the number of women coming in and asking for a job and then that turning into someone we would employ, there was a massive disparity... I think the research was basically focussed on the fact that we poorly depicted what an ADF model career could be for a woman.⁶⁴

The research showed two major factors impacting on the low conversion rates of female candidates:

- Women second-guessing their decision to join based on lack of insight into realities of career in ADF, and influencers (e.g., parents, partners, friends and teachers) discouraging them.
- Women's perceptions of physical fitness, and fitness assessment failure rates, are a major barrier to enquiry.⁶⁵

Initiatives to generate enquiries and raise awareness of employment opportunities for women in the ADF include:

- an Alumni visits program (where servicewomen visit schools and community groups in their posted regions to share their experiences)
- a 'Women in the ADF' site within the DefenceJobs website
- development of promotional material highlighting jobs that women do in the ADF and how a career in the ADF helps others, makes a difference and allows an appropriate work-life balance.⁶⁶

RoWS initiatives to address these factors have included a Women's Mentoring Program to enable communication and networking between candidates and current serving members, and a 'fitness program to assist women to pass their pre-enlistment physical test', with the capacity to be used to support candidates throughout the recruiting pipeline.⁶⁷

Appendix G.5 – The Recruitment Process

Defence Force Recruiting (DFR) provides marketing and recruiting services to the ADF through a 'public sector/private sector collaboration between Defence and Manpower Services (Australia) Pty Ltd'⁶⁸ (Manpower). DFR's stated mission is to 'recruit the right people to sustain and enhance Defence capability'.

This arrangement replaces the previous system where each Service was responsible for its own recruitment.

Recently, the ADF has signed a five-year contract with ManpowerGroup, covering 'marketing, recruitment operations, medical and psychological assessments and the co-ordination of selection boards and employment offers'. It is reported that 'renewal of the contract will be subject to the ADF's outcome-based requirements, which fundamentally requires that the company delivers the numbers.'⁶⁹

There are 16 Defence Force Recruiting Centres around Australia, with the headquarters located in Canberra. DFR is staffed by Service personnel, APS personnel and Manpower staff, comprising:

- 221 full-time and 86 part-time ADF personnel
- 28 Defence APS personnel
- 365 contracted personnel (including psychology and medical personnel).⁷⁰

There is also a dedicated Candidate Relationship Management Centre (CRMC) staffed by Manpower to 'actively support candidates through the ADF recruiting process and improve the recruitment process by enabling regular contact between potential candidates, ADF personnel and DFR staff'.⁷¹

This is a significant reduction in personnel required to provide Defence's recruiting capability. In the mid-1990s, for example, approximately 1500 ADF and Defence APS personnel were involved in recruiting operations within the single Services.⁷²

A 2003 Defence Instruction sets out the roles and responsibilities involved at various stages of the recruiting process.⁷³ Defence has key responsibilities around recruitment planning and activities through DFR, including:

- Setting enlistment/appointment targets (each Service has the authority for setting its own targets)
- Setting recruiting entry standards and policy
- Monitoring Manpower's performance
- Providing 'embedded' ADF or Defence APS personnel within Manpower.

Manpower provides recruiting services to the ADF to present suitable candidates and achieve recruiting targets, as well as administrative support in managing candidates through the recruiting process. This includes responsibility for:

- processing times for candidates (from initial enquiry to the letter of offer)
- creating and providing Defence data relating to candidates and recruitment
- recruitment services (including psychological and medical testing and assessment) and marketing/advertising expertise
- other requirements as part of the contract with Defence, including achieving key performance indicators
- Manpower also runs a Candidate Relationship Management Centre (CRMC) to 'actively support candidates through the ADF recruiting process and improve the recruitment process by enabling regular contact between potential candidates, ADF personnel and DFR staff'.⁷⁴

A Defence Instruction broadly sets out these key performance indicators as including achievement of enlistment targets in each category and retaining enlistees for at least 12 months. Another KPI is to reduce advertising and marketing expenditure by 5% per year, without adverse impact upon enlistment targets and candidate quality.⁷⁵

Following unsatisfactory recruiting results and a review of the Defence recruiting system in 2006, the 'New DFR' was developed as a recruiting service delivery model to provide a more streamlined and 'candidate-focused' recruiting process.

An overview of the new Service Delivery Model which identifies several key stages of the recruiting process (diagram follows) includes:

- An interested individual makes a phone/online enquiry (or walks into a Recruiting Centre). Initial screening takes place to see if they comply with basic eligibility requirements (for e.g., age or citizenship status). Information is recorded on the candidate's 'PowerForce profile' (an electronic record of their progress through the recruiting pipeline).
- Following initial screening, candidates are booked into a YOU Session ('Your Opportunities Unlimited'), where candidates undergo an aptitude test, an initial medical screening and discuss suitable available job categories with a Careers Counsellor. Candidates are allocated a case manager to finalise their job preferences and help them prepare for assessment (ensuring documentation is collected or any additional testing required).⁷⁶
- The candidate attends an assessment session involving a medical examination, psychologist interview and the 'Defence Interview'.
- If successful, the candidate is allocated to an enlistment coordinator to be allocated a job (if a general entry candidate) or recommendation to Officer Selection Board (officer entry candidate).
- Where a candidate is matched to a recruiting target, they are allocated an enlistment/appointment date and sent a letter of offer. Preparation for enlistment/appointment involves a pathology test, security clearance and passing a Pre-enlistment Fitness Assessment (PFA).⁷⁷

Service Delivery Model – Overview

1

Candidate submits enquiry through DefenceJobs website (www.defencejobs.gov.au) Online Application Tool, 13 19 01 Recruiting Hotline or through a Defence Force Recruiting Centre / Careers Promotion Activity. Candidate initially screened for ADF basic eligibility requirements and booked to initial testing, a Your Opportunities Unlimited (YOU) Session.

2

Your Opportunities Unlimited (YOU) Session

Candidate sits an aptitude test to see what jobs they are eligible for. They see a Nurse for initial medical screening (BMI, Colour Perception, etc) and speak to a Career Counsellor regarding their interest in the ADF. At the end of the session candidates are provided a YOU pack, which will contain all the information to continue their application and identify which jobs the candidate can apply for. The candidate is handed over to their Case Manager who will finalise the candidates preferences and subsequent eligibility requirements.

3

Preparation for Assessment

To prepare candidates for Assessment Session, their Case Manager ensures all required documentation has been signed / collected, including consent to Criminal History Record Check and required education records. Candidate may also be required to undertake additional testing, depending on job preference. Finally, the Case Manager will complete a Checklist with the candidate to make sure they are ready to progress to their Assessment Session.

4

Assessment Session

Candidate's Assessment Session includes examination by Doctor and interview with Psychologist. Candidates will also be interviewed by a Defence Interviewer. Successful General Entry candidates will be allocated to an Enlistment Co-ordinator for job allocation. Officer Entry candidates will be recommended to attend an Officer Selection Board.

5

Preparation for Enlistment / Appointment

Candidates successful at their Assessment Session, and depending on job preferences their Selection Board are allocated a position pending availability. Candidate is required to undertake a pathology test, Pre-enlistment Fitness Assessment and complete a Security Pack, along with any additional forms that are required.

6

Enlistment / Appointment

Candidate completes a brief medical examination and finalises any documentation that is required. Family and friends are invited to attend Enlistment / Appointment ceremony. Candidate is then transported to their respective Services training establishment.

As part of this model, Manpower operates the 'Candidate Relationship Management Centre' ('CRMC'), a centralised call centre to provide for enhanced case management of candidates. This is intended to improve conversion rates and reduce 'wastage' in the recruiting pipeline.⁷⁸ The CRMC has responsibilities to:

- Develop a relationship with and provide some mentoring to candidates
- Confirm candidates' job preferences, understanding of the roles they are applying for and target availability in those areas
- Keep candidates 'warm' through regular contact through the process
- Help candidates with preparation for their interview.

The CRMC has also had some success on a confined scale with a series of specific campaigns to recruit candidates in particular focus areas:

- In 2010 concerns were identified that numbers of candidates in the recruiting pipeline, particularly for the Royal Military College (RMC) intakes, were low. The CRMC ran an outbound campaign contacting 158 ADFA candidates who had withdrawn their applications in 2008, resulting in 23 applications for entry being reactivated.
- In May 2011, all full time rifleman roles were filled, however, candidates continued to list this as their first job preference and were turned away. The CRMC contacted 183 candidates and successfully converted 58 to part-time rifleman positions in geographical areas where there were gaps (e.g. South Australia, Western Australia, Albury and Tasmania).
- In 2011, the applications for Gap Year far exceeded the number of available places. CRMC contacted candidates not shortlisted for Gap Year with the aim of converting them to apply for job categories with unfilled targets. 91 candidates were booked into YOU sessions, including in critical categories.⁷⁹

Appendix G.6 – Gap Year Programs

Navy Gap Year

The Navy Gap Year Program allowed participants to receive training alongside permanent Navy recruits and gain experience at sea. Navy Gap Year participants must undertake an 11-week general entry recruit training followed by a three week seamanship course for development of workplace skills. Training was managed according to the usual RAN training policies.⁸⁰

Following recruit and skills training, participants view officer training at ADFA and HMAS Creswell, and were posted to work experience opportunities, including within sea-going units and shore postings. The aim is to complete at least 22 weeks of service before discharge. The Navy Instruction provides that, where possible, postings will be targeted at vocational interests (e.g. HMAS Albatross for aviation related interests).

Army Gap Year

Army Gap Year service involved completion of an Army Recruit Course, an initial employment training course, and posting to a Land Command unit for at least 5 months. Army indicated that this 'full integration approach' had contributed to Army's high rate of transfers from the Gap Year to ongoing service.⁸¹

Army reported that the Gap Year target for the 2010-11 reporting year was 315. As at May 2010, there were:

- 1002 enquiries and 202 applications from women
- 2571 enquiries and 463 applications from men
- 127 Letters of Offer had been sent to women and 260 to men.

There were 80 female and 111 male enlistees (with a further 21 more females still scheduled to attend recruit training, totaling 85).

Air Force Gap Year

The Air Force Gap Year program consisted of training modules, work experience rotations at Air Force bases, and a visits program. Completion of this is equivalent to completing the Air Force Initial Officer Course and Recruit Training Course. Gap Year service may be terminated early if training is failed.

The Air Force Gap Year program differed from Navy and Army in that participants enlisted as Gap Year Cadets and were provided with a mix of Officer and Other Ranks training, separating them from general enlistment recruits. This was intended to provide participants with a broad experience of the Air Force.

Appendix G.7 – Example of Diversity and Inclusion Service Provider Principles

The National Australia Bank (NAB) has introduced ‘Diversity and Inclusion Service Provider Principles’ as part of its recruiting service provider agreements, which apply from 2012. These principles require recruitment service providers to provide NAB with information regarding their diversity strategy:

Areas to be covered include strategic actions, training and processes that will achieve the supplier’s stated diversity strategy. Reporting on the gender ratio along each step of the recruiting process must also be submitted, including the initial pool of candidates, screening, selection, and short-listing for all roles. There is also a requirement that at least one woman of sufficient quality will be recommended for interview.⁸²

Summary of expectations for search and recruiting firms	
<p>Supporting NAB’s aspirations</p> <p>Service providers will:</p> <ul style="list-style-type: none"> • Be true partners in supporting NAB’s aspirations by <ul style="list-style-type: none"> » Providing a written strategy to improve their own diversity in terms of gender, age, work flexibility, ethnicity, disability, sexual orientation, etc. » Reporting on gender diversity in their own organisations across all levels and any targets in place. • Providing evidence that they are able to support NAB’s diversity aspiration by utilising: <ul style="list-style-type: none"> » Inclusive language and imagery » Channels that target diverse labour pools » Validated short-listing processes that weed out biases » Objective interview processes. • Employ a robust approach to training recruitment consultants on diversity and inclusion, cultural awareness, non-English speaking background, bias in selection, EEO and anti-discrimination. This includes training provided to consultants on the service provider’s diversity policy, NAB’s Diversity and Inclusion Policy and unconscious bias. 	<p>Metrics to track success</p> <p>Service providers must also provide progress updates, including KPIs to NAB on a quarterly basis that cover:</p> <ul style="list-style-type: none"> • Gender metrics for all roles (successfully filled or not) which include the gender ratio for each phase of the process including: <ul style="list-style-type: none"> » Initial pool of candidates » Selected for Interview » Shortlist provided to NAB » Selected to interview by NAB. • In addition, shortlists for senior management roles must include at least one woman of sufficient quality/suitability recommended for interview. If such a candidate is not presented, a written explanation is required each time.

Appendix H

Chapter 4: The ADF Workforce Pipeline: Women's representation and critical issues – Section 4.3 Retention

Appendix H.1 – Rates by Services³³

This data is based on three year average length of service data and assumes that 100 men and women commence in the Service at the same time. The graphs show what percentage will be remaining at yearly intervals.

Figure 1: Navy Retention Profiles (Male v Female)

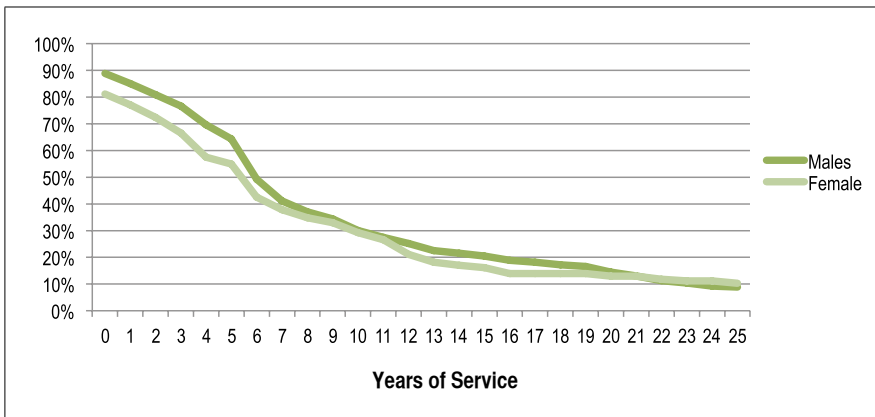


Figure 2: Army Retention Profiles (Male v Female)

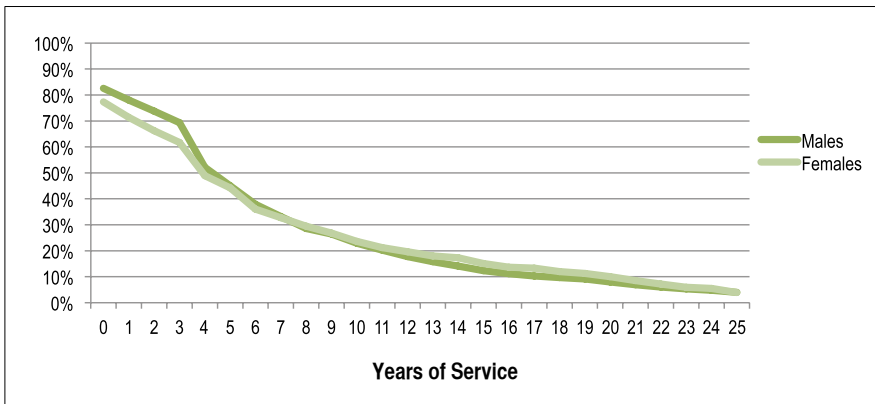
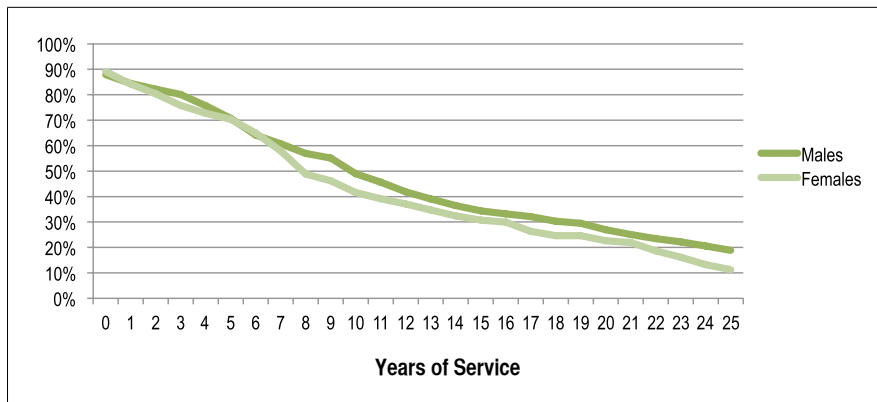


Figure 3: Air Force Retention Profiles (Males v Females)



Appendix H.2 – First-Term Completion by Occupation Group and Sex

The separation rate of personnel differs across the various categories of each Service. Following is a table illustrating the percentage of personnel in other ranks who have completed their Initial Mandatory Period of Service (IMPS) by category and shows some differences between men and women, as well as differences between retention across different Services for similar kinds of work.^{B4} Given the small sample size, the figures are not conclusive, however they do point to some interesting differences that the Review suggests the ADF could investigate further using a larger data pool generated by examining trends over several years.

Figure 1: First-term completion by gender, Service and occupation

Enlistment Occupation Group	RAN			ARA			RAAF			ADF		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Aviation				87.1%	85.7%	87.0%	100% ^{B5}	76.2%	78.3%	87.5%	78.6%	84.8%
Communications, Intelligence and Surveillance	70.3%	59.7%	65.3%	67.1%	55.0%	66.1%	81.2%	81.8%	81.3%	72.1%	64.6%	70.5%
Engineering, Construction and Maintenance	67.8%	55.4%	67.0%	73.8%	80.0%	74.0%	83.5%	83.3%	83.5%	73.0%	62.2%	72.5%
Ground Combat				67.9%		67.9%				67.9%		67.9%
Health	60.0%	62.8%	61.8%	77.5%	65.4%	71.9%	66.7%	63.6%	64.1%	73.3%	64.3%	68.2%
Logistics and Administration	70.2%	66.3%	68.3%	71.2%	71.2%	71.2%	79.7%	81.4%	80.6%	72.2%	72.5%	72.2%
Musician	96.0%	76.9%	89.5%	81.8%	77.8%	80.6%	88.2%	100.0%	90.5%	87.2%	80.0%	85.1%
Sea Combat	59.9%	59.1%	59.8%							59.9%	59.1%	59.8%
Service Police and Airfield Defence				50.0%		50.0%	72.5%	90.5%	74.5%	72.2%	90.5%	74.2%
Total	66.2%	62.5%	65.3%	67.5%	66.9%	67.4%	80.7%	80.5%	80.7%	68.9%	68.5%	68.8%

Ground Combat and Sea Combat exhibit lower first-term completion odds than occupations such as Health, Logistics and Administration. The Air Force appears able to retain a higher proportion of their Communications, Intelligence and Surveillance personnel as well as their Engineering, Construction and Maintenance, Logistics and Administration and Service Police and Airfield Defence personnel, than either Navy or Army.

There is a lower completion rate for women in several categories such as Communications, Intelligence and Surveillance in both Navy and Army, Health in Army, and Engineering, Construction and Maintenance and Musician in Navy. The most significant variance in Air Force is in Aviation where 25% less women completed first-term completion than men.

The precise reasons for the differences in attrition across categories are not known by the ADF and could be a combination of factors including the nature of the positions and the personal and psychological attributes of the personnel (including the kinds of personnel attracted to particular categories).⁸⁶

Appendix H.3 ADF Initiatives aimed at retaining personnel

Project LASER⁸⁷

Project LASER (Longitudinal ADF Study Evaluating Retention) aims to build a better understanding of the retention drivers that influence members to stay or leave the ADF during their initial period of service. The focus of Project LASER is on providing empirical data to the Services to support the development of retention initiatives. Project LASER captures members at entry into the organisation, at regular intervals and then upon exit from the organisation. This provides the vital link between reported turnover intentions and actual turnover behaviour for members during their initial period of service. LASER enables identification of the differences between 'stayers' (members who stay in the ADF) and 'leavers' (members who leave the ADF). This will lead to a better understanding of why members choose to stay or leave and in turn will allow the Services to determine how best to convert 'leavers' into 'stayers' with targeted evidence-based retention strategies and initiatives.

The latest report, a 2011 Report based on all Other Ranks LASER respondents who joined in 2010, includes the following key findings:⁸⁸

- Physical fitness is a key challenge for females joining the Army.
- Fewer friends and relatives are encouraging females to join the Navy in 2010 than in 2009.
- Separation from family/partners presents challenges for recruits in training completion.
- Dissatisfaction with branch/trade is still associated with higher attrition.
- There was a large amount of feedback about recruitment process and information provided throughout the process.
- There has been a reduction in observations and experiences of unacceptable behaviour.

Retention and Recruitment (R2) Program

R2, a major recruitment and retention project aimed at improving recruitment and retention into the ADF, included several initiatives aimed at reducing the separation rate of personnel including the use of retention bonuses and bonuses for critical categories and occupations (such as for submariners). An evaluation of the program demonstrates its apparent success in reducing separation rates across the ADF (see Appendix G.4 for further details).⁸⁹ However, an examination of the specific impact on women's retention was not conducted as part of this evaluation and so it is not clear which of the initiatives had the greatest impact on women's retention. Furthermore, given the majority of the measures in R2 did not address structural and systemic issues or the issues of most concern to women (such as addressing the need for greater flexibility and locational stability), it seems unlikely that the impact of R2 initiatives on women's retention would be profound or long-term.

Plan SUAKIN⁹⁰

As part of the Strategic Reform Program, an extensive study into the Reserve forces known as Plan SUAKIN was initiated, aimed at exploring how the Reserve forces can better contribute to a cost efficient and effective force 2030. Plan SUAKIN recommends capitalising on the capability and willingness to work more days within the Reserve forces to enhance ADF capability. In doing so, it recommends a complete reform of Defence's current workforce model. Key recommendations include:

- To establish a spectrum of employment options including full-time, part-time and casual service across the permanent and Reserve forces (seven different employment models in all). This will allow Defence members to move between different employment models as their life circumstances change.
- To create attractive remuneration packages including superannuation for Reserve service.
- Ensure meaningful career management of Reserve forces.

The benefits of the reforms proposed under Plan SUAKIN could be significant for the attraction and retention of women (and men) in the ADF:

- Men and women juggling work/family responsibilities will have far greater options for part-time and flexible work and, significantly, the ability to move between part-time and permanent employment with greater ease to suit their different needs at any one time.
- Efforts to address many of the structural and cultural barriers to personnel accessing part-time and flexible work will be made such as:
 - » The stigma and guilt associated with accessing part-time work because of difficulty in backfilling permanent positions.
 - » Attitudes towards part-time work as 'lesser', 'uncommitted'.
- Superannuation will be offered for part-time work.

The implementation of Plan SUAKIN was approved by the Chiefs of Service Committee on 25 May 2012.

Navy initiatives

Navy has trialled and implemented several initiatives aimed at addressing the high separation rates, particularly among sailors, as a result of strains on work-life balance caused by sea-going requirements.⁹¹ Under the impetus of the *Seachange Workforce Renewal Project*, alternative crewing strategies used by other Navies and commercial enterprises were investigated, and some trials were conducted on Navy vessels. 'Alternative crewing' arrangements are focused on increasing locational stability and a balance between work and home for Navy personnel while ensuring operational effectiveness. They include the following crewing arrangements:

- *Enhanced crewing*—a form of traditional crewing where enhanced shore support relieves sailors of their duties while alongside (such as duty-watch, force protection and routine maintenance)
- *Supplementation (flexi-crewing)*—additional personnel are posted to a crew to increase flexibility for sailors to be released for leave, respite and training
- *Multi-crewing*—multiple complete crews rotate between platforms
- *Modular crewing*—a minimum core crew can be supplemented by specialist, mission specific teams (referred to as 'capability bricks')
- *Civilian crewing*—RAN crews are replaced by civilian personnel from the Merchant marine. Such systems are already successfully employed in the Royal Navy (Royal Fleet Auxiliary) and United States Navy (Military Sealift Command).

Navy has trialled 'multi-crewing' – the rotation of multiple complete crews between platforms/vessels – on several kinds of vessels in different operational environments. Navy currently multi-crews on Hydrographic (Hydro) and Patrol vessels (PB) and has multi-crewed Mine Countermeasure vessels (MHC) on two occasions in recent years.⁹² An evaluation of the use of multi-crewing in Patrol Boat and Hydrographic fleet has shown these to be successful and well-established.⁹³

The Navy has also implemented a 'Minimum Duty Watch' aimed at reducing the level of duty watch required of personnel posted to vessels alongside homeport.⁹⁴ Additionally, Navy has trialled fly-in/fly-out (FIFO) arrangements including on MHCs with platforms rotating between being 'on station' and in maintenance.⁹⁵

Alternative crewing arrangements have generally been met positively by members and address many of the core concerns of women that leave the ADF. Evaluations of the initiatives make concrete proposals for overcoming many of the difficulties that arose during the trials such as perceived inequality in workloads.⁹⁶

Additionally, the *Submarine Whole of Capability Workforce Review* resulted in implementation of a series of initiatives aimed at improving submariners' work/life balance, including:⁹⁷

- Suitably qualified civilian contractors were hired to replace some members of the ship's Duty Watch, thus freeing up some crew members to take leave and reducing the watch keeping workload for the entire crew.
- Increasing crew sizes from 46 to 58 people providing the Commanding Officer with more flexibility within the crew to manage short-term personnel deficiencies.
- Establishment of a Submarine Support Group (SSG) of 27 people to provide 'fly in, fly out' support services to submarines in port.
- Provision of internet and intranet access to submarines.
- Relocation of the Submarine Communications Centre from the east to Fleet Base West at HMAS *Stirling*, to provide twelve additional shore-based jobs in the west, resulting in improved posting stability and incentives to remain in the Navy for submarine communications sailors and their families.
- A new 'try before you buy' internal recruiting program aimed at attracting more junior sailors and junior officers into the submarine service.
- Retention bonuses.⁹⁸

The financial implications of implementing many of these measures are a consideration, however, some of the costs appear to be countered by reduced expense on relocation of personnel and their families, and the longer-term impact on retention among other savings.⁹⁹

Air Force initiatives¹⁰⁰

Project WINTER was initiated in 2011, in response to ongoing ministerial direction for the Services to increase their overall participation of women in the ADF. The largest employment groups in Air Force in terms of personnel numbers also have the lowest overall representation of women aircrew (4.7%), technical trades (2%) and engineering (8%). Project WINTER was instigated in acknowledgement that even small gains in female representation in these 'non-traditional' fields for women will result in significant gains in overall female representation in Air Force.

Project WINTER has already implemented, or is in the process of implementing, a range of initiatives focusing on the education, retention, support and progression of women in non-traditional employment roles. It includes a series of initiatives ranging from marketing to alternative career pathways for women. The next stage of development – designing a specialised marketing and recruiting campaign that will encourage higher numbers of women to pursue non-traditional careers within Air Force – was approved by the Chiefs of Service Committee on 29 May 2012, with a budget of \$600,000.¹⁰¹

The initiatives under Project WINTER appear to take a holistic approach to women's attraction and retention in 'non-traditional' fields of employment for women, recognising that factors such as lack of breastfeeding facilities, flexible work and initiatives to support diversity within Air Force is needed for the success and sustainability of the project. The fact that the initiative is specifically tailored towards the retention of women means that it addresses women's specific needs and concerns in a way that more general retention initiatives do not.

Appendix I

Chapter 4: The ADF Workforce Pipeline: Women's representation and critical issues – Section 4.4 Career management and progression

Promotions Boards

All boards observed by the Review were for promotion to mid-to-senior officer ranks – the Navy board was for promotion to Lieutenant Commander, the Army board for promotion to Colonel, and the Air Force board for promotion to Squadron Leader. In each case the process was thorough and involved, and some brief observations follow.

Navy board

The Navy board attended by the Review was for promotion within one specific primary qualification (PQ). It was staffed by six officers who were one rank or two ranks (in the case of the Chair) more senior than the rank candidates were competing for promotion to. The board included one 'independent' member, one woman, and the others were from different areas within the primary qualification in question. There were 127 candidates examined. Career managers and a note taker were also present.

A substantial dossier was compiled for each candidate, and this was available to the board members before they met. Based on this material, board members independently submitted scores for PQ competency, performance, professional development, potential and NGN signature behaviours and values. These scores were tallied and the candidates were ranked. When the board met they discussed each candidate, paying particular interest to areas where there was an outlying score given by one board member. Board members also noted any instances where they had any perceived or real conflicts of interest.

Candidates were then ranked in several rounds of examination (e.g. round one 'deciding who will definitely not be promoted', round two, identifying a benchmark 'who is competitive for promotion', round three, assessing all those above this point, and deciding 'who will be recommended for promotion').¹⁰² Candidates were considered for their capacity to be both 'qualified and generalist' officers at the next rank, which appeared to offer some scope for the promotion of officers who had not followed the traditionally prescribed career path.¹⁰³

Finally, according to the Chief of Navy's promotion board guidance, 'the officer's overall performance [should be considered] through the prism of Navy's signature behaviours and values.'¹⁰⁴ All candidates were given a score for their signature behaviours at the board attended by the Review, but the ability for assessment in this area was much more limited than in others. While there were seven categories into which 'performance' and 'competence' could be ranked, there were only four quite generic categories for signature behaviour rankings, one of which applied to the vast majority of those examined.¹⁰⁵ The board had little material for assessing candidates in this area other than attendance at mandatory courses and any conduct records. This made this item more of a check against standard behaviour rather than a chance to examine any positive or proactive displays of leadership in this area.

Army board

The Army board attended by the Review was not category specific. It was staffed by 12 officers who were one rank or two ranks (in the case of the Chair) more senior than the rank that candidates were competing for promotion to. There were 117 candidates examined. The board included one woman, and the Review was informed that women who sit on the boards are drawn from various parts of the Army with the aim of having a diverse panel and varied opinions.¹⁰⁶ DOCM-A is considering ways that it can increase diversity, including by having civilian members on its promotion boards.¹⁰⁷

A document of approximately 40 to 50 pages in length which included six years' worth of performance reviews and other supplementary documents was provided to the board before they met. Individuals were independently assessed against four pillars – performance, qualifications, experience and potential – and given a blind vote in a number of categories which were submitted to DOCM-A to compile for the purposes of an initial ordering for further examination.

The board examined candidates with a process similar to the Navy board. Army board members were encouraged to identify and communicate any conflicts of interest for any particular candidate, with the discussion being led by a member with particular knowledge of the individual, or one who gave an outlying score. The ordering was adjusted, and candidates were assigned one of four bands. Band one was for those likely to be promoted in this round (and if there were insufficient positions, then in the next round), band two for those highly competitive, some of whom may be promoted, band three for those unlikely to be promoted at this time and band four for those not to be re-examined by a board.

After all candidates were considered for promotion within the primary/traditional 'command and leadership' pathway, the board examined applicants for promotion through Army's 'pathway strategy'. 'Pathways' was introduced in 2007 to provide alternative career pathways and allow Army to acknowledge and retain skills and individuals who may not advance along its traditional pathway, and to give the Chief a wider range of personnel to prospectively promote.¹⁰⁸ Candidates could be considered through the traditional stream, and also one of the pathway categories. Pathways categories include logistics, aviation, information management, capability and project management, personnel, operations, plans and training, intelligence, and specialist.¹⁰⁹

Air Force board

The Air Force board attended by the Review was category specific. It was staffed by four officers who were one rank or two ranks (in the case of the Chair) more senior than the rank that candidates were competing for promotion to. There were 106 candidates examined. The board members were drawn from the category in question, and there was one woman. The personnel manager for this category and a secretary were also present.

The Air Force process differed from the Navy and Army processes in a few key ways. There appeared to be less material circulated to the board before the day of the meeting, and there were no pre-submitted independent votes. For this reason, candidates were not examined in a prospective merit order, but by seniority. The personnel manager would introduce each candidate, and talk the board through some details which were projected onto a screen at the front of the room. These details included seniority, three years of PAR and other report scores, postings and any administrative issues. The Chair informed the board that the PAR and other scores prominently noted in each candidate's introduction would be a guide, but that they should pay more attention to the narrative element of any reviews. The panel then reviewed files for each candidate available to them on personal computers. From this point, the process more closely mirrored the Navy and Army boards.

Consideration of individual candidates happened in several rounds. In the first round, the panel decided whether or not the candidates would be broadly competitive for promotion, and assigned them to one of several bands. After this round, the board began to rank candidates by finding 'benchmark' individuals, and then comparing them to others who were similarly placed.

Appendix J

Chapter 5: The ADF Workforce Structure: Opportunities, Pathways and Barriers – Section 5.1 Occupational Segregation

Appendix J.1 – Number of men and women in each category in order of most highly represented by women¹¹⁰

Figure 1: Navy – Number of men and women in each category in order of most highly represented by women

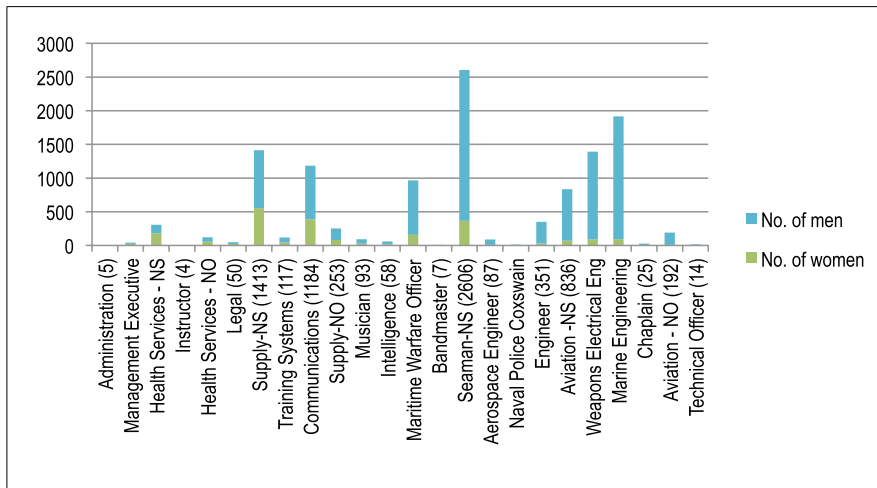


Figure 2: Army – Number of men and women in each category in order of most highly represented by women

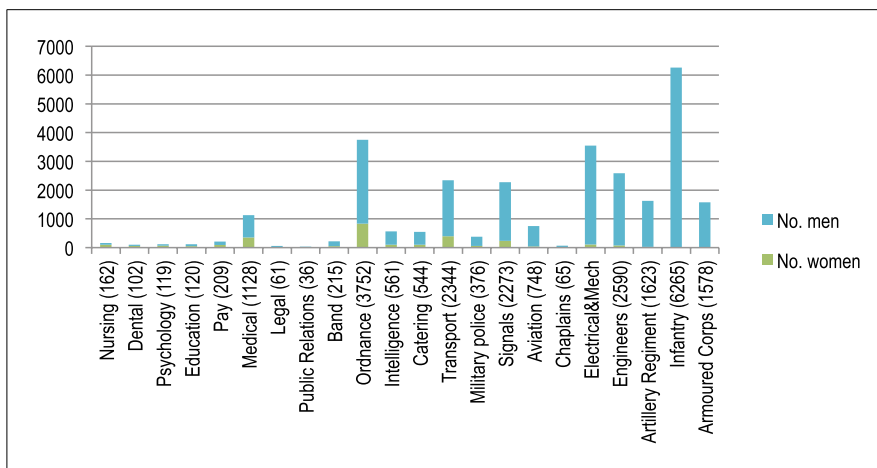
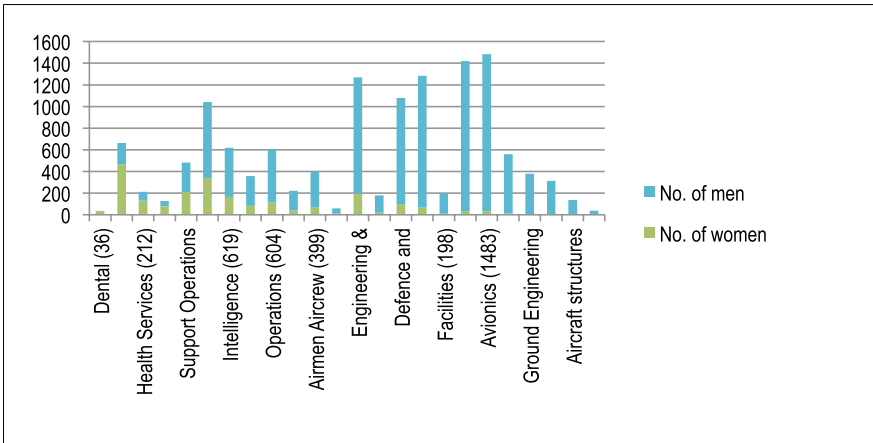


Figure 3: Air Force – Number of men and women in each category in order of most highly represented by women



Appendix J.2 – Changes in the percentage of women by category (in order of most high represented by women) over the last 6 years¹¹¹

Figure 1: Navy – Changes in the percentage of women by category

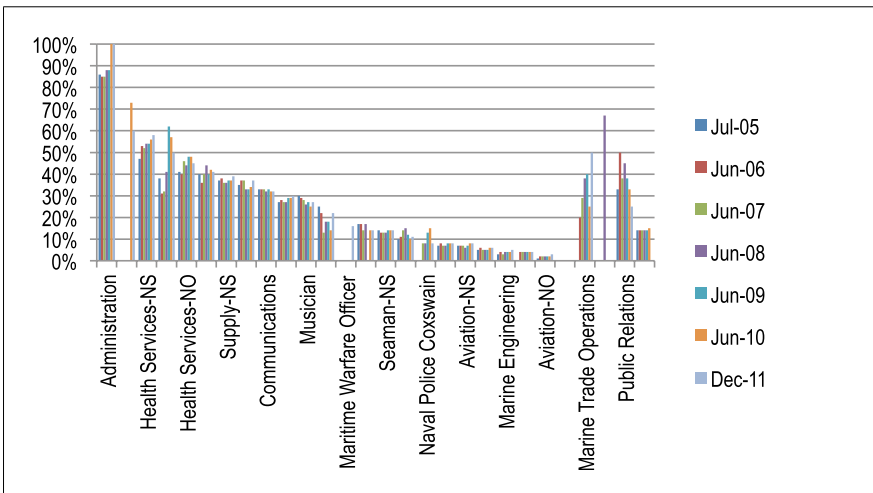


Figure 2: Army – Changes in the percentage of women by category

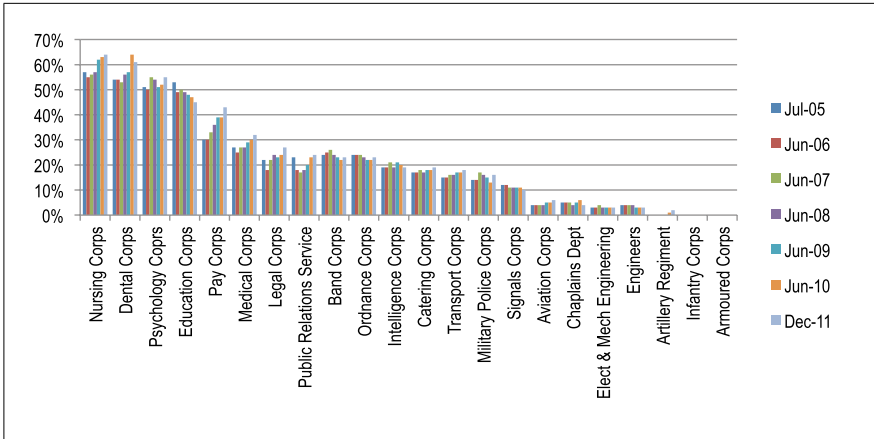
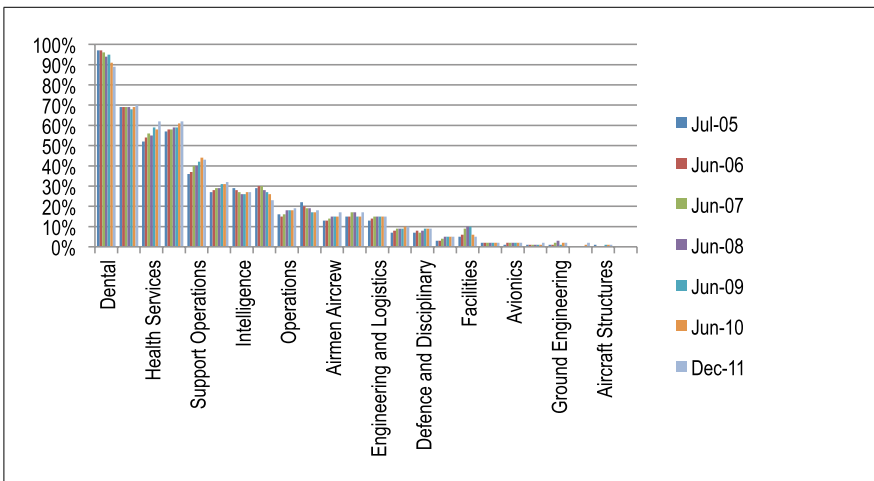


Figure 3: Air Force – Changes in the percentage of women by category



Appendix J.3 – Distribution of ranks within categories¹¹²

Figure 1: Distribution of ranks within categories – Navy non-commissioned officers (other ranks)

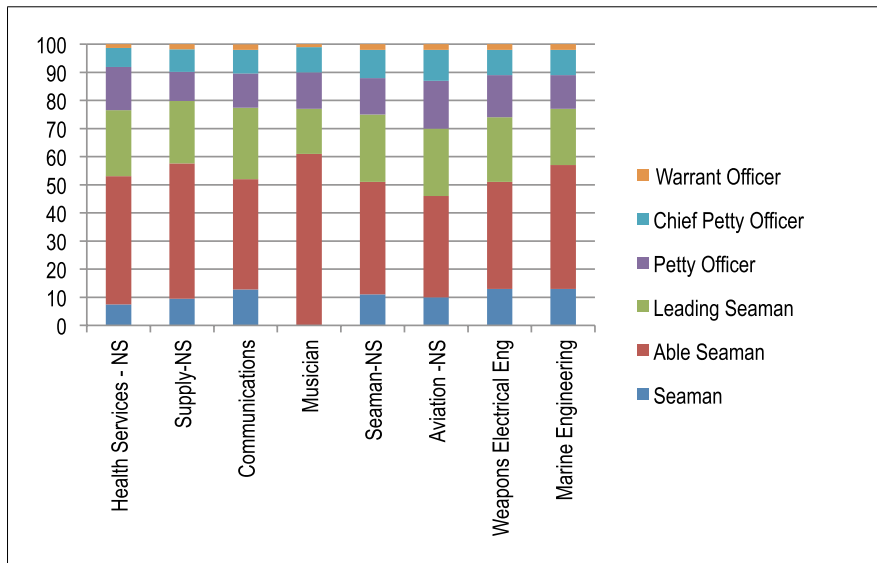


Figure 2: Distribution of ranks within categories – Navy officers ranks

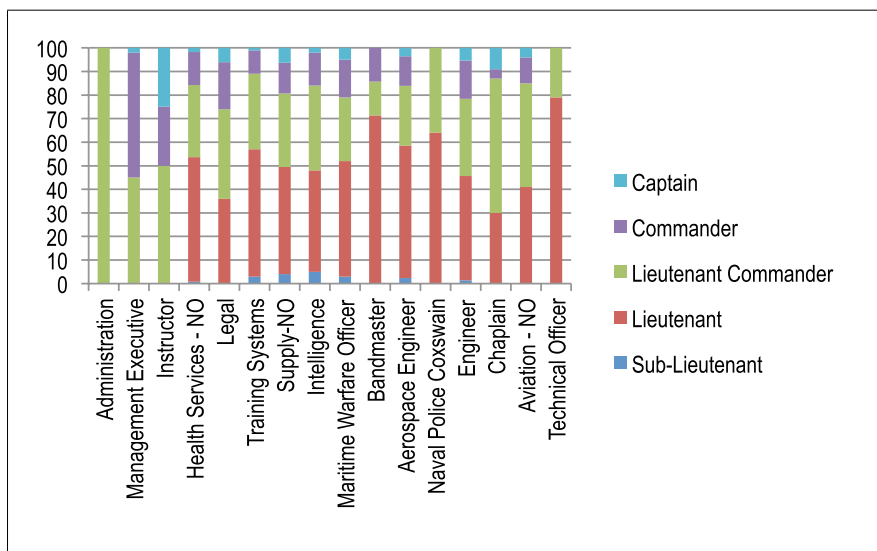


Figure 3: Distribution of ranks within categories – Army non-commissioned officers (other ranks)

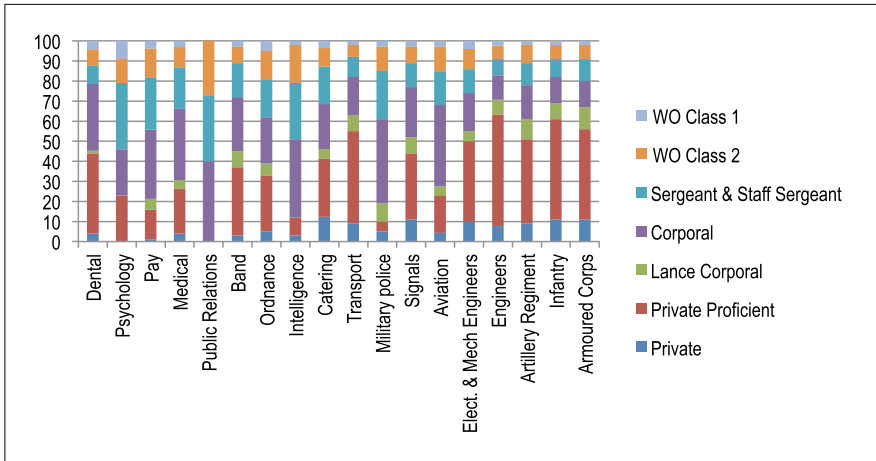


Figure 4: Distribution of ranks within categories – Army officer ranks

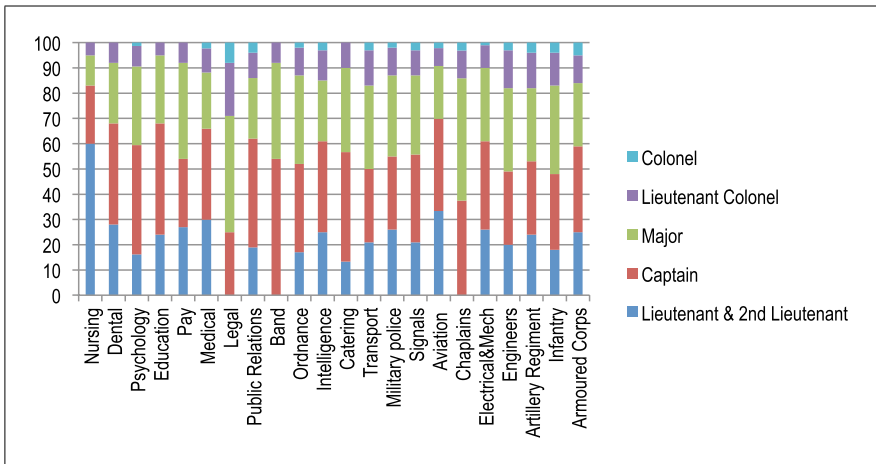


Figure 5: Distribution of ranks within categories – Air Force non-commissioned officers (other ranks)

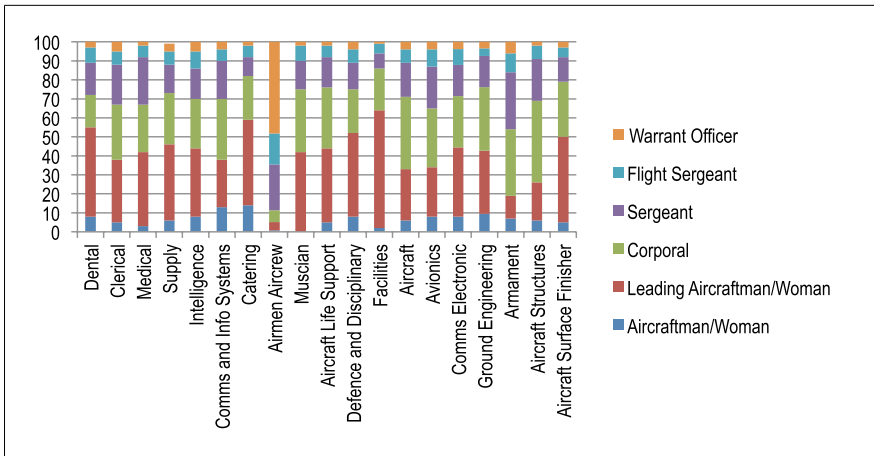
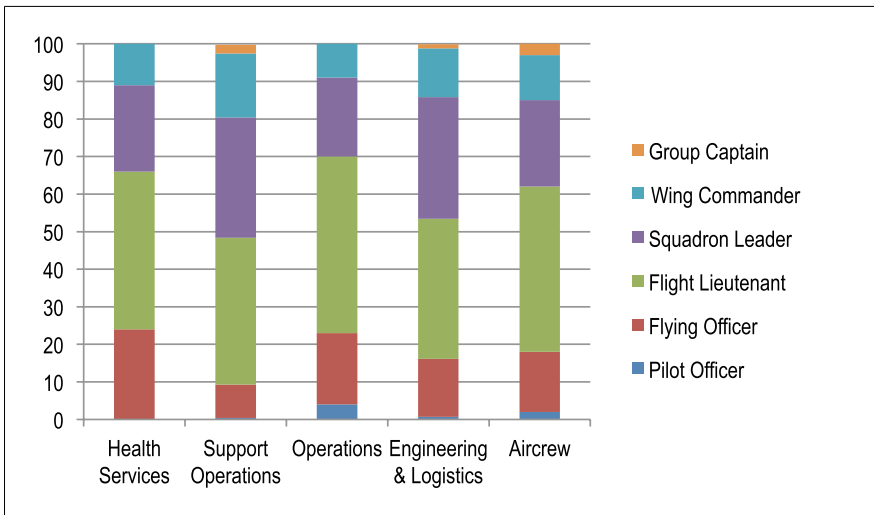


Figure 6: Distribution of ranks within categories – Air Force officer ranks



Appendix J.4 – ADF initiatives to address occupational segregation

The ADF has implemented a number of initiatives that have either aimed to attract women to non-traditional occupations in the ADF or have had this unintended effect. Many of these initiatives are detailed in Appendix G.4. Following is a brief overview of the key aspects of these initiatives that are relevant to addressing occupational segregation.

The ADF Recruitment of Women Strategy (RoWS)

This strategy was launched in 2008 with the aim of increasing the percentage of women among overall recruit intakes annually – with an end goal of achieving a 20% intake of women by Financial Year (FY) 2009-10. The strategy aims at demystifying military life. Although not specifically targeted towards attracting women to technical trades, it does encourage women to consider non-traditional careers through the development of promotional material highlighting the diversity of jobs that women do in the ADF. Initiatives include an Alumni Visits program (visits by servicewomen to schools and community groups in their posted regions) women's mentoring program, and a library of 'Women in the ADF profiles' and other promotional material (with a focus on the range of opportunities open to women in the ADF).

Retention and Recruitment Program (R2)

The R2 Program includes a suite of initiatives aimed at the recruitment and retention of personnel. The Defence Technical Scholarship is granted to students undertaking technically-oriented subjects in years 11 and 12, without any obligation to Defence at the completion of their studies. While not specifically targeted at women, recipients are 'encouraged to consider a trade career in the ADF' through visits and other ADF-oriented activities.

The Gap Year program (See Appendix G.6) exposed young people to Defence Force employment without having to commit to extensive training and return of service. It was very successful in attracting young women to the ADF, particularly in Army, and also enabled women to experience employment in 'non-traditional' fields.

Initiatives of Army

Reduced 'Initial Minimum Period of Service' obligations¹¹³

As a consequence of the Gap Year (which showed that women were more attracted to shorter periods of service), Army has trialled various reduced 'Initial Minimum Period of Service' in trade categories where skills were needed. Currently, there is a reduced 'Initial Minimum Period of Service' from 4 years to 1 year for the following trades:

- Operator Supply
- Driver Specialist
- Operator Administration
- Operator Movements
- Preventative Medicine
- Military Policeman
- Cargo Specialist
- Cook
- Dispatch Air
- Ground Crewman (Mission Support)
- Clerk Finance and
- Dental Assistant.

Other initiatives

The removal of gender-restriction on combat related roles will enable women to enter all positions in Army (an additional 14.6% of positions). These positions are in 'non-traditional' areas of employment for women.

Initiatives of Air Force

Project WINTER¹¹⁴ (See also Appendix H)

Project WINTER aims to implement a vast range of activities designed to increase women's overall representation in Air Force, by targeting those employment fields that are not traditionally attractive to women joining the Air Force. It is currently focused on the recruitment, support, retention and progression of women Pilots, Air Combat Officers, Technicians, Engineers and women intending to pursue careers in ground defence roles. It includes a series of initiatives ranging from marketing to alternative career pathways for women.

Importantly, Project WINTER is part of a holistic approach to attracting women into these occupations, recognising that factors such as lack of breast-feeding facilities, flexible work and initiatives to support diversity within Air Force is needed for the success and sustainability of the project.

Initiatives of Navy

Navy's current initiatives focus on recruitment and include:¹¹⁵

- Women's web page on defence jobs website
- Development of a web forum for online discussion
- Navy support to recruitment seminars and trades shows targeting females in trades
- Fitness and wellbeing apps
- Merchandise through DFR
- Conscious placement of females in all advertising/testimonials in non-traditional roles.

Appendix K

Chapter 5: The ADF Workforce Structure: Opportunities, Pathways and Barriers – Section 5.3 Women in Combat: Removal of Gender Restrictions

Appendix K.1 – ADF Policy on Employment of Women

In 1983, Australia ratified the Convention on the Elimination of all forms of Discrimination against Women (CEDAW). However, it maintained two reservations. One reservation supported the exclusion of women from combat related duties and combat duties.

This reservation was reflected in domestic law in an exemption granted to the ADF under the *Sex Discrimination Act 1984* that nothing in that Act rendered it unlawful to discriminate against a woman on the grounds of gender in relation to ‘combat related duties’ and ‘combat duties’:¹¹⁶

- ‘Combat duties’ were defined as duties ‘requiring a person to commit, or to participate directly in the commission of, an act of violence against an adversary in time of war’.¹¹⁷ A Defence Instruction further defines ‘direct combat duties’ as including ‘duties exposing a person to a high probability of direct physical contact with an armed adversary’.¹¹⁸
- ‘Combat *related* duties’ were defined as duties requiring a person to work in support of, and in close proximity to, a person performing combat duties, in circumstances in which the person may be killed or injured by an act of violence by an adversary.¹¹⁹

From the 1990s onwards, the policy gradually shifted so that women could serve in all units except ‘direct combat’ units and were no longer precluded from ‘combat related’ positions.

In 2000, Australia withdrew part of its CEDAW reservation, so that discrimination against women was only allowed in relation to employment in combat duties. The ADF policy reflecting this is set out in Defence Instruction DI(G) Pers 32-1 *Employment of Women in the Australian Defence Force*:¹²⁰

ADF Policy

3. The ADF policy on the employment of Service members is to provide equality of opportunity consistent with operational effectiveness. Men and women can compete equally for all employment except those involving ‘Direct Combat Duties’....

...

5. The Direct Combat exclusion precludes the employment of women from the following types of units/positions, and

- a. **Navy.** Clearance diving teams (OBERON Class submarines are currently excluded because of accommodation limitations)
- b. **Army.** Armour, artillery, combat engineers and infantry
- c. **Air Force.** Airfield Defence Guards and Ground Defence Officers.

6. When initiating posting action cognizance must also be taken of employment categories that may have the potential for exposure to embryo toxic substances.

In 2005, this policy was further altered to allow employment of women in support roles in infantry, armoured and artillery units. Defence have advised that Paragraph 5b of the policy above is ‘obsolete’, and the Instruction itself will be reviewed and changed in light of the removal of gender restrictions.¹²¹

Appendix K.2 – Current impact of restrictions on women

As at 31 December 2011:

Within Air Force, out of 130 categories:

- 127 categories are open to both men and women (97.6%), however only 97 categories have female members (76.4%)
- The positions from which women are currently restricted are Airfield Defence Guard and Ground Defence Officer.¹²²

Within Army, out of 185 categories:

- 158 categories are open to both men and women (85.4%), however only 119 categories have female members (75.3%)
- The roles from which women are currently restricted are: in Artillery (Gunner, Light Gunner, Observer), in Armoured Corps (Cavalry, Light Cavalry, Tank Crewman), in Infantry (Rifleman, Patrolman, SAS, Commando). Women can serve as Combat Engineers, though not in Combat Engineer Squadrons and Explosive Ordnance Disposal squadrons.¹²³

Within Navy, out of 184 categories:

- 180 categories are open to both men and women (97.8%), however only 118 categories have female members (65.6%)
- The positions from which women are currently restricted are Clearance Diver roles within various categories.

Appendix L

Chapter 5: The ADF Workforce Structure: Opportunities, Pathways and Barriers – Section 5.4 Mentoring, networking and sponsorship

Formal and informal programs

Mentoring relationships can take a number of different forms. For example, senior leaders can engage in one-to-one mentoring relationships with women. Group mentoring activities may be used to create a welcoming environment, encouraging open discussion and dispelling some of the myths of organisational politics.

Formal mentoring programs are sanctioned by the organisation and generally involve the matching of participants. Aspects of the program are often pre-set, such as the duration of the program or frequency and location. Generally formal mentoring programs also have goals set at the beginning of a mentoring relationship.¹²⁴

Informal mentoring, on the other hand, is where mentor and protégé are 'selected' by mutual choice and attraction, the terms of the relationship are as the parties choose and the goals may evolve over time.¹²⁵ Ideally, however, formal mentoring programs can provide a platform for informal mentoring to develop.

Formal mentorship programs can be useful where there is a gap in the quality of informal mentoring received by men and women. Important considerations to take into account are:

- whether the mentoring relationship is established informally or as part of a formal program
- who are the mentors and protégés
- how they are matched
- what support they are provided through the process.

Networking opportunities can come about through a range of forums to bring women into contact with those who have 'made it work' (for example, by successfully negotiating flexible work arrangements, or providing leadership examples). In an organisation with the geographical spread of the ADF, there appears to have been some success with establishing regional networks with specific aims (such as leadership) to assist women in particular areas of their development. Networking may also be enhanced through online technology.

Some studies of companies suggest that participation in mainstream, rather than women-only, networks is more beneficial for women, noting that 'cross-company and cross-gender programs have characteristics that are likely to combat the advantages of men over women'.¹²⁶

However, although many issues relevant to professional development or career decisions are gender-neutral, some are gender-specific or impact disproportionately on women. These include issues such as inflexible career paths and planning children, perceptions of discrimination or sexual harassment, and the representation of women at senior leadership levels to provide positive role models, all of which have been raised as concerns for women in the Review's focus groups.

Other research identifies some challenges to holistic mentoring relationships between senior men and junior women, such as participants' comfort in discussing gender-specific issues, as well as their experience or knowledge in dealing such issues. A lack of mentoring training may exacerbate the ability to overcome such barriers.

In moving from traditional mentorship to sponsorship, the Male Champions of Change report provides a case study of a formal sponsorship program being rolled out by Goldman Sachs that holds senior executives responsible for the success of specific women.¹²⁷ The program was developed in the context of acknowledgement by leaders that promotion rates of senior women were lagging behind their male counterparts, partly due to the perception that they had a lower profile and fewer advocates from outside their business.

With a view to increasing promotion rates from executive director to managing director level, women at executive director level were assigned two managing director sponsors. These sponsors provided coaching focused on the person's impact on the organisation and their profile and reputation both within the organisation and with external clients. Feedback was also sought from sponsors regarding the candidates' responsiveness to feedback and suitability for promotion.

The program was found to help 'close the gap' in terms of the contribution of these women and their broader recognition and visibility within the organisation.¹²⁸

E-mentoring

E-mentoring programs are increasingly being considered as a new and effective approach to mentoring by providing a process for participants to communicate in confidence or share information within an online community. Online communication can avoid some of the traditional difficulties in face-to-face mentoring, such as power differences or geographical barriers.¹²⁹

Some of the more unique benefits for women reported include:

- development of ICT skills
- networking experiences on a wider scale than would normally be possible
- flexibility of communication methods allowed mentoring to occur without mentoring interfering with family or other commitments.¹³⁰

Each Service has some e-mentoring initiatives in place, however, effective e-mentoring requires an accessible online interface and familiarity with online communication.¹³¹ In some situations, such as certain types of deployment or submarines, such access may be limited. E-mentoring is therefore most effective where it is one of several types of support.¹³²

The US Navy piloted a formalised women's e-mentoring process (managed by an external provider) which matched characteristics of mentors and mentees and utilising email, electronic chat software or Skype.

This program of electronic mentoring was set up in recognition of the importance of mentoring for young women, as a tool for supporting women in their careers and advising them on options, and to deal with the difficulties of members being geographically dispersed on deployment.¹³³

Mentoring, networking and other support frameworks in the ADF

The CDF Action Plan calls for a variety of mentoring, networking and coaching models to be made available within Defence to assist with providing insights into organisational strategies, policies, programs and politics. It suggests that these programs could be conducted internally or facilitated with the assistance of external organisations and must recognise the differing needs of individuals at different life and career stages.

The Action Plan emphasises that these programs should account for, and emphasise, the value of people with different needs, rather than focusing only on women. Suggested initiatives include developing non-traditional models of mentoring, utilising social networking technologies, developing an intranet site and a 'Young Female Leaders Network'.

In response to the Action Plan, each Service has put programs in place. Significant programs include:

- The Navy Leadership Development Program and Navy Women's Mentoring Program funded through the Navy Women's Strategic Adviser
- The Army Women's Networking Forum and Regional Women's Networking and Mentoring Sessions
- The Air Force Gender Diversity Strategy and Leadership Exchange Program.

A summary of some of these initiatives follows below.

Navy

Navy has established a Navy Women's Leadership Program, and Navy Women's Mentoring Program, with participation of both Navy and APS personnel. The Leadership program will provide for more than one hundred female leaders to participate in a number of women's leadership development programs and events around Australia.¹³⁴

The Navy Leadership Development Program includes skills based mentoring workshops which are presented on promotion courses for all ranks.

There is also a voluntary executive coaching program, for senior sailors and officers in key positions or who have completed Navy's three day leadership workshops which are made available to all such personnel over a rolling three year program.

In conjunction with the Navy Leadership Development Program, the Navy Women's Strategic Adviser funds the Navy Women's Mentoring Program known as the Emberin 'My Mentor Challenging Women to Make it Happen' program.¹³⁵ In 2010, 50 positions were funded. In 2011, this was increased to 70 positions.

'My Mentor' is a self-paced, self development program covering 12 modules associated with professional and personal development. The Navy Women's Strategic Adviser coordinates the program across Navy during a specific period of time, and encourages women in the same locality to form peer support groups. Defence reported that feedback from 2010 was very supportive of the program.¹³⁶

Army

The primary initiative conducted by the Army is the Army Women's Networking Forum, run by Army Career Management. The Forum takes place in eight locations around Australia each year, allowing participants to hear from subject matter experts on policy developments, and new initiatives affecting Army women.

Previous forum topics have included work-life balance, childcare, breaks in service, establishing organisational presence. More recently, the forum has discussed include integration of the new Physical Employment Standards, Women in Combat Roles and flexible work. The forum also holds workgroups for discussion of set issues with the outcome reported back to the Chief of Army.

Army reports that participants have responded positively to the Forum, indicating that it 'provides them with a valuable learning opportunity and a platform to allow them to have their concerns heard'.¹³⁷

Career Management Army has also introduced an online forum to complement this, providing appraisal and previews from previous mentoring and networking seminars held across Australia, and information on supporting initiatives such as the Self-Paced Mentoring Program and the Chief Executive Women's Talent Development Program.¹³⁸ Senior leaders are encouraged to be involved in the forum.

The Chief Executive Women's Talent Development Program involves selection of four Army women leaders at Major/Lieutenant Colonel rank to participate in a 9 month mentoring and coaching program. The program facilitates interaction with corporate executives, idea sharing and strategy formulation.

This program has been running for six years and has become very popular, attracting many nominations for acceptance into the program.

Air Force

In the first phase of its 'Gender Diversity Strategy', RAAF focused on leadership, mentoring education and development. In 2011, the following programs were offered:

- A Development Grant sponsored amount by DGPERS-AF for members of any rank to undertake a course that they identify will directly contribute to Air Force's gender diversity or a development course of their choice (for women only)
- 'My Mentor: Mastering Gender Leadership' package for male leaders who manage flexible employment in the workplace or are involved in career development or mentoring of female staff. This course was available by distance in 2011 and targeted male managers/supervisors (all ranks)
- 'My Mentor: Challenging Women to make it happen' package for junior female members covering topics such as gender difference, negotiation, leadership, communication and career planning
- A one day Women in Leadership workshop aimed to provide practical steps and skills for leading in a male dominated environment (for female members who manage or supervise personnel)

- Women and Leadership Australia Employer Program for female members (all ranks) involving at the Australian Women's Leadership Symposium (two day conference) and on-site development workshop supported by an individual coaching session
- 'Leadership Journey for Women', a 10-month structured program for senior women involving three workshops, peer learning opportunities and a workshop for mentors (trial at RAAF Williamtown)
- 'Women's Village' providing online articles, discussions and polls on women's issues, personal development, career and learning, health, finance, relationships, home and lifestyle, parenting, and making a difference.

Despite a large expression of interest initially to the Air Force 'My Mentor' program (which had been successfully adopted by Navy) an interim evaluation found the response to it was not positive.¹³⁹ Women felt that the program was too corporate and that it did not provide opportunities to meet women locally and network in the local area.

Participants were encouraged, through the senior group member in each location, to develop local networking opportunities throughout the program, however, the response to this was limited. Engagement from participants began slowly and proved difficult to draw out thoughts and discussion on topics. Little changed with the smaller group facilitation and results varied between groups.

A key problem was that participants found it difficult to fit the pace of the My Mentor program modules in with other work and family commitments. A RAAF briefing notes that the 'relevance and topic content, while generally interesting and beneficial, may not justify the program cost, given those outcomes could be achieved through other, more tailored means of professional development'. The conclusion was that other methods of facilitation of mentoring and networking required investigation, including a formalised local networking arrangement on each base for participants to get greater engagement.¹⁴⁰

Instead, RAAF have developed a customised program called Women's Integrated Networking Groups ('WINGS'), with a launch in April 2012. This program comprises a 10-month, locally delivered program for Air Force women, involving a two hour facilitated session once per month.¹⁴¹

The program is based on the premise that mentoring relationships will form 'naturally' if women are provided the right opportunities and that the most enduring relationships are those that came about through people connecting through work or social forums, rather than through 'artificially enforced mentoring programs'. The program is targeted towards creating networking, mentoring and learning opportunities for women in their local areas, particularly those working in male-dominated fields who have little access to women in their daily work.

Following success with a trial at RAAF Williamtown, it is being rolled out across major bases in 2012. Facilitators in each location have been identified (primarily interested RAAF Reserves senior women at airman or officer rank), selected and a facilitators' guide developed (with a prospect of future training). There is funding for guest speakers selected by the group/facilitator and meetings will include formal presentation, informal networking and 'facilitated feedback and discussion'.

RAAF advised the ultimate aim is 'that WINGs becomes an embedded part of AF life, and that women posted to a new base will automatically seek out and join the local chapter'.¹⁴²

The program is intended to facilitate the building of support networks for women in under-represented groups who have fewer opportunities for regular networking or mentoring through everyday workplace interacts, sporting or other groups or clubs and other forums. In particular, while women in job groups which are highly-feminised may already have strong networks with like-minded women, those in non-traditional employment groups may have less training and workplace opportunities to share their experiences with other women.

RAAF report that feedback from the trial has shown that networking has assisted participants with issues such as child-friendly GPs in the local area, child care, and other issues experienced by women who are new to a community area.

While the trial and initial roll out is focused on women, it is intended that similar programs for networking and support be rolled out for other under-represented workforce groups such as indigenous members, single parents, working dads and gay, lesbian, bi-sexual and transgendered members.

Air Force also approved funding under the Gender Diversity Strategy for participation in the Chief Executive Women Talent Development Program. Air Force is also seeking to nominate a candidate for the 'WLA Advanced Leadership Program' involving coaching and 360 degree feedback focused on development of senior women managers. The funding secured for these programs is aimed at addressing a perceived gap between the focus of women's development at junior-middle rank level in Air Force and the lack of dedicated women's leadership development courses for senior women.¹⁴³

Appendix M

Chapter 6: Combining a Military Career with Family

Appendix M.1 – Maternity and Parental Leave – Policy Overview

The ADF's policy on maternity and parental leave is set out in its Pay and Conditions Manual (PACMAN).

What types of maternity and parental leave are available to ADF members?

There are two types of 'parental' leave available to ADF members:

1. *Maternity leave* is 'granted to a member who is pregnant or has recently given birth'.¹⁴⁴ A total of 52 weeks is available to members, up to 14 weeks of which is paid. Members are able to take recreation leave or long service leave instead of unpaid leave.¹⁴⁵ Maternity leave may be taken at half pay (to extend the period of paid maternity leave) if approved.¹⁴⁶ If a member returns to work early, she is entitled to take maternity leave again during the 52 week period.¹⁴⁷ An application for maternity leave submitted by an eligible member must be approved.¹⁴⁸ The ADF recognises maternity leave as being associated with pregnancy and childbirth, and as such, it is not available to members who become parents through adoption or surrogacy.¹⁴⁹
2. *Parental leave* is available to members on continuous full-time service who become the parent of a 'newborn or adopted dependent child'.¹⁵⁰ Eligible members may be granted two weeks of paid parental leave and up to 64 weeks of additional unpaid parental leave.¹⁵¹ ADF authorities are not obliged to approve applications for parental leave.¹⁵²

Who is eligible for maternity or parental leave?

Maternity leave

All members who are pregnant 20 weeks before the expected date of birth are entitled to a maternity leave absence.¹⁵³ A member remains entitled to maternity leave if her pregnancy terminates (for example, through miscarriage) 20 weeks or later prior to the expected date of birth. The member must observe the required absence (to be outlined further below) in such a situation.¹⁵⁴

ADF members are entitled to *paid maternity leave* if they have worked a continuous period of 12 months of 'full-time service in the ADF, or any other employment recognised for the purpose of the *Maternity Leave (Commonwealth Employees) Act 1973*'.¹⁵⁵ PACMAN states that 'A member is not entitled to paid maternity leave for any period of absence before her first 12 months' qualifying service.' However,

[a] member with less than 12 months' qualifying service before a period of absence may be entitled to salary if she completes the 12 months during the period of absence. She is entitled for any period of absence that meets both of these conditions:

- a) It starts when she completes 12 months' qualifying service
- b) It ends when the member has had 14 weeks maternity leave.¹⁵⁶

Reservists not on continuous full-time service are not eligible for paid or unpaid maternity leave from the ADF, however they are entitled to a 52 week break from their minimum training service obligation.¹⁵⁷

Parental leave

Members are entitled to paid parental leave if they:

- are on continuous full-time service
- become the parent of, or take 'full parental responsibility for, a newborn or adopted dependent child'
- 'are not entitled to paid maternity leave'.¹⁵⁸

Similar eligibility conditions apply to unpaid parental leave although a member who has taken 52 weeks' maternity leave may then take up to 14 weeks' parental leave.¹⁵⁹ Reservists are not eligible for parental leave but can be granted up to 66 weeks' break in their service obligations.¹⁶⁰

What are the conditions of maternity and parental leave?

Maternity leave

Paid maternity leave, including leave taken at half pay, is considered a period of effective service. Unpaid maternity leave is not a period of effective service. PACMAN states that the following conditions apply to unpaid maternity leave:

- a) It counts as continuous service.
- b) It will not break continuity of service if the conditions for a particular entitlement are met.
- c) The member is not required to remain fit or deployable.
- d) The member continues to receive free medical care. The member is not returned to the payroll for hospitalisation, treatment, illness or convalescence.
- e) The member keeps their housing assistance.¹⁶¹

A member who believes she is pregnant must report to an ADF health facility and Command is informed when a pregnancy is confirmed.¹⁶² Members must take a period of 'required absence' during the latter stages of pregnancy and following childbirth. Generally this is from six weeks before the expected date of birth until six weeks after the actual date of birth, although as discussed further below, a member may be given permission to work during this period.¹⁶³

The period of 'required absence' will generally form part of a member's maternity leave. It is not in addition to the 52 weeks' maternity leave.

PACMAN states that:

A member cannot be made to go on maternity leave earlier than six weeks before the expected date of birth. A medical officer or doctor may declare a member unfit for duty for reasons related to her pregnancy. In this case, the normal ADF fitness for duty arrangements must apply. They apply until the member is declared fit for duty or her required absence starts. The member may be considered fit for other duties. One of the purposes of maternity leave is to recognise that a member may not be fit for duty because of her pregnancy. If a member is placed on convalescence at the same time [provided] for maternity leave, they should happen at the same time.¹⁶⁴

A member may be given permission to continue to perform duty during the period of required absence. A medical certificate is required for this to be approved. A similar situation applies if a member wishes to resume duty during the required absence.¹⁶⁵ The ADF has advised that this process is simple, although approval is variable depending on the member's condition and the recommendations of her specialist obstetrician and ADF medical officer.¹⁶⁶

If a member who is already on leave without pay becomes pregnant, she must serve the original period of leave without pay. She must also observe the required absence, however, if the required absence overlaps with the existing leave without pay, she will not be paid for the overlapping period of required absence. The member is entitled to maternity leave from the day after the end of the leave without pay until the day 52 weeks after the required absence begins.¹⁶⁷

Parental leave

Parental leave must be taken within 66 weeks from the date of birth or adoption. Paid parental leave can only be taken as one unbroken two week period or two periods of up to one week each. Unpaid parental leave can be split into separate periods of leave.¹⁶⁸

How does ADF maternity leave interact with national Paid Parental Leave scheme?

The Commonwealth Government's Paid Parental Leave scheme provides up to 18 weeks parental leave, paid at the national minimum wage, to eligible working parents who are the primary carer of a child born or adopted after 1 January 2011. This pay is in addition to any paid maternity or parental leave provided by Defence. It must be taken within the 52 week period from the date of birth or adoption.¹⁶⁹

The eligible parent must be absent from work to receive Parental Leave Pay. PACMAN states that 'This may be on paid or unpaid leave – or a break in training for Reserves.'¹⁷⁰

Receipt of Parental Leave Pay under the Commonwealth Government Scheme does not affect access to the ADF's maternity and parental leave provisions.¹⁷¹

Appendix M.2 – Flexible Working Arrangements – Policy Overview

The ADF's policy on flexible working arrangements is set out in *Defence Instruction (General) Personnel 49-4 Flexible work arrangements for members of the Australian Defence Force*. Conditions related to part-time leave without pay are also included in PACMAN.

Types of flexible working arrangements currently available to ADF members

The following flexible working arrangements are available to ADF members:

- Temporary home located work, which can be used 'in a temporary or occasional arrangement, or as an ongoing arrangement for a specified time, on a part-time or full-time basis.'¹⁷²
- Variable working hours, under which members may 'vary their start and finish times and periods of absence from the workplace to suit their individual circumstances. This may be used in one-off cases or as an ongoing arrangement.'¹⁷³
- Part-time leave without pay (PTLWOP), which enables members to work a reduced number of days in any fortnightly pay period. Under the policy, PTLWOP includes job sharing.¹⁷⁴

Eligibility for flexible working arrangements

All ADF members may apply for temporary home-located work and variable working hours. PTLWOP is only available to members on continuous full time service, and will generally not be approved for members of the Reserve unless the Reservist is on continuous full-time service. In order to be eligible for a flexible working arrangement, a member:

must have completed initial recruit or specialist training, and any period of service to consolidate that training as considered necessary by the CDF or his authorised officer. Defence Members employed overseas on warlike and non-warlike (operational) deployments, on overseas representational duties, overseas exchange programs or on secondment are not eligible for PTLWOP.¹⁷⁵

Members returning from maternity or parental leave 'are entitled to PTLWOP in the two-year period immediately following the birth, or in the case of adoption, the date of placement, of a child or children' where applications for PTLWOP are made in these circumstances, they are 'to be recommended and approved, unless genuine operational requirements exist.'¹⁷⁶

Flexible working arrangements may be considered appropriate in various situations, including:

- allowing greater participation in the care and nurturing of a child, or children, in the two year period immediately following the birth, or in the case of adoption, the date of placement, of a child or children
- enabling respite from arduous periods of ADF service
- fulfilling education, training or other aspirations without terminating ADF Service

- enabling members to meet their personal responsibilities and obligations
- wherever practical, enabling members who are accompanying their spouse or Service-recognised interdependent partner on posting interstate or overseas, to continue working instead of taking Leave Without Pay (LWOP).¹⁷⁷

Application and approval process

Applications are considered on a case-by-case basis. Approval authorities vary depending on the type of flexible working arrangement. For temporary home located work, applications may be approved by the commanding officer (CO)/supervisor (rank must be at least major or equivalent). For variable working hours, applications may be approved by the CO/supervisor (rank must be major or equivalent, or an appropriate delegate). For PTLWOP, applications may be approved by an authority authorised by the Chief of Defence Force, within the career management agencies.¹⁷⁸

The Instruction sets out specific roles and responsibilities for those involved in the application and approval process.

For members, these include identifying the type of flexible working arrangements most appropriate for their circumstances, submitting an application to their CO/supervisor, and ensuring that any application for PTLWOP is also made to the relevant career management agency.

For COs/supervisors, responsibilities include managing workforce and capability issues, providing members with assistance about flexible working arrangements if required, considering 'all FWA [flexible working arrangement] applications in a fair and equitable manner' (noting that external scrutiny will apply to applications that are not approved or recommended), forwarding all applications (regardless of whether or not they are approved) to the career management agency for appropriate action and collection of statistics, maintaining documentation outlining reasons why an application has not been approved and providing these reasons to the member in writing, working with members to manage requirements and workload, regularly reviewing the effectiveness of the flexible working arrangement and including members on flexible working arrangements in workplace activities. Units are responsible for timely processing of flexible work applications.

For career management agencies, responsibilities include working with the member and their CO/supervisor to meet individual and workforce/capability needs, maintaining statistical records for all types of flexible work that are formally applied for and whether these have been approved or not approved, acting as the Approving Authority for PTLWOP applications and processing these applications when received, endeavouring 'not to post a Defence Member during approved periods of PTLWOP, unless genuine operational priorities determine otherwise', and recording details of approved PTLWOP applications on the ADF's personnel management system.¹⁷⁹

As applicable, members who are applying for a flexible working arrangement are encouraged to:

- present a convincing case highlighting personal attributes and the 'associated merits of being employed under a [flexible working] arrangement'
- research employment options in advance, such as locating an appropriate position or task, or another member with whom to job share
- be realistic about whether a unit is likely to be able to support a flexible working position, and prepared to be flexible during negotiations
- be flexible in negotiations for a flexible working arrangement
- allow sufficient time for consideration of the application.¹⁸⁰

When negotiating a flexible working arrangement, managers and members must consider:

- reasons for the request
- duration of the proposed arrangement
- advantages for the member

- advantages for the unit (such as reduced absenteeism, staff retention, and development of skills that are beneficial to the unit)
- whether the duties are suitable for the proposed flexible working arrangement
- the potential impact on the unit's operational effectiveness.¹⁸¹

Managers and members should establish agreed hours of work and communications procedures, and how work will be assessed. Where home-based work is proposed, members and the ADF should consider whether:

- any equipment will be required to enable the member to safely undertake work at home
- the working environment is healthy and safe
- security arrangements are required
- the person who would be working from home is capable of doing so safely and efficiently.¹⁸²

For Army, it should also be considered whether the member's career progression will be affected by any impact of PTLWOP on seniority.¹⁸³

The Instruction notes a number of work areas that may not be suitable for flexible working arrangements, including:

- seagoing or field postings
- jobs that require daily direct customer face to face contact
- situations where regular, face to face contact with other team Defence Members is an integral part of the job
- jobs where access to specialised requirements or classified information is required
- where supervisory or divisional responsibilities may conflict with [flexible working arrangements]
- where the Defence Member is posted to a training establishment
- where equipment or services required to undertake the proposed work cannot be reasonably provided by the Commonwealth.¹⁸⁴

If an application for flexible working arrangements is not approved, members may go through the ADF's Redress of Grievance process. Within Navy, the Navy Personnel Career Management Agency may be able to arrange an alternative place of employment on a case-by-case basis if an application for flexible working arrangements cannot be accommodated in the member's existing workplace. In Air Force, if an application is rejected the member can submit another application for the same or different type of flexible working arrangement through their Chain of Command/Approval Authority.¹⁸⁵

Conditions applying to all flexible working arrangements

Duration

A member may be permitted to use a flexible working arrangement for a maximum of two years per application 'or the remaining tenure of the current posting'. The minimum period for a PTLWOP arrangement is three months.¹⁸⁶

Geographic location

Members can use a flexible working arrangement remote from their posted position, if this is approved and it is cost-neutral to the ADF. Members who are on leave without pay overseas can be employed on a flexible working arrangement, provided that they meet the conditions set out in the Defence Instruction.¹⁸⁷

Additional hours

The Instruction states that 'Members on FWA [flexible working arrangements] may be required to work extra hours in addition to those specified in the FWA [flexible work agreement].'¹⁸⁸

Variation/cancellation/termination

A flexible working arrangement can be varied or cancelled in some circumstances.¹⁸⁹ The policy specifies that at least one month's notice should usually be given to vary or terminate a flexible working arrangement. It also states 'In any job-shared situation, termination of one FWA [flexible working arrangement] may result in the termination of the second FWA [flexible working arrangement] if suitable arrangements cannot be made.'¹⁹⁰

Obligation to meet Service requirements (including individual readiness)

Members on flexible working arrangements must still serve if and when required, including sea duty, deployment and/or exercise. Where this occurs, a flexible working arrangement would usually be temporarily suspended.¹⁹¹

In cases where a member is on PTLWOP, if service is undertaken away from the geographic location of the PTLWOP position (for example, on deployment), the Defence member will usually be required to work full-time hours for the duration of those duties. Generally the member would return to their PTLWOP arrangement at the conclusion of those duties. The maximum duration of the PTLWOP agreement would not be extended by temporary reversion to full-time service.¹⁹² The policy states that:

Regardless of the geographic location of the duties, if the nature of those duties permits their discharge on a part-time basis, then, and at the discretion of the Defence Member's CO, the Defence Member may be permitted to remain on PTLWOP whilst undertaking those duties.¹⁹³

Sea duty can only be undertaken full-time. However, the shore component of a sea/shore roster may be able to be undertaken on a PTLWOP arrangement.¹⁹⁴

Individual readiness standards continue to apply to members on flexible working arrangements.¹⁹⁵

Communication

Ongoing communication is required between the unit and member on flexible working arrangements.¹⁹⁶

Impact on career – Performance appraisal

Members on flexible working arrangements are subject to the ADF's usual performance appraisal process, and if a member is on a flexible working arrangement, this is to be recorded on the appraisal form.¹⁹⁷ The ADF advised the Review that this is for several reasons:

- For the Defence Members: it is important that members working on [flexible working arrangements] have their goals and performance expectations clearly stated and measured against the hours/ conditions worked under the [flexible working arrangement]. This ensures fair assessments are made against explicit (rather than implied) goals and expectations.
- For supervisors: to ensure members are receiving and completing work with outcomes that are reflective of their hours worked. This can also be used as an assessment tool for the effectiveness of the [flexible working arrangement], which is reviewed at regular intervals.
- For the Career Management Agencies: it is to provide the CMA/PMA with an accurate description of the work undertaken in the reporting period and the environment in which the work was undertaken. This is important not only for promotion consideration (may show the member can work without constant supervision, is self-directed and self-disciplined) but may also help identify suitable candidates for positions where members are required to work independent of their chain of command or need to be able to make decisions with limited direction. It may also show that a member has the capacity to manage a heavy workload under significant time restrictions. On the whole, it can positively prove a member's capabilities and capacity for positions of greater responsibility.¹⁹⁸

Impact on career – Promotion – including effect on time in rank

The policy states that ‘Members on [flexible working arrangements] remain eligible for promotion provided they meet normal single-Service promotion criteria. For members on PTLWOP, seniority/time in rank may be calculated on a pro rata basis...’¹⁹⁹ As outlined in section 4.4 arrangements on this issue vary by Service. Part time leave without pay does not affect a member’s seniority in Air Force. However, pro rata calculations are used in Army (although the situation varies depending on whether the member is an officer or a soldier) and Navy to determine the member’s effective service, which is the basis of ‘time in rank’ calculations.

Specific conditions applying for part-time leave without pay

Members on PTLWOP must work a total of between one and nine full days per fortnight.²⁰⁰ This may be in the form of:

- a set number of workdays per fortnightly pay period, or
- a set number of part (work) days per fortnightly pay period, or
- an established period of time in which either a set number of whole or part days can be worked in any one fortnightly pay period.²⁰¹

Members who are involved in a job sharing arrangement would usually work a total of ten days in a fortnightly pay period, shared between the members concerned.²⁰²

Members on PTLWOP remain liable for posting, although where practical, career management agencies will ‘endeavour not to post members during periods of PTLWOP.’²⁰³

Salary is reduced on a pro-rata basis during periods of PTLWOP.²⁰⁴ The policy states that ‘Part-time leave without pay counts as service for salary increment purposes on a pro rata basis.’²⁰⁵ A period of PTLWOP may affect payment of some allowances and accrual of leave.²⁰⁶

If a member on PTLWOP requests maternity leave, the member’s salary during maternity leave will be paid as if the member had continued on PTLWOP during that period. Any recreation leave credit for service during maternity leave would also ‘be reduced as if the member had continued on PTLWOP until it would have ended.’²⁰⁷

Paid days of PTLWOP are counted towards any return of service obligation, at the rate of 1.4 days return of service per paid day.²⁰⁸

Specific conditions applying for temporary home-located work

The policy outlines a number of conditions for temporary home-located work, including:

- a requirement to ensure that the premises are safe
- ensuring that measures are in place to protect the security of Commonwealth assets and classified information
- guidelines to provide for access to the site where necessary.

It also sets out policies related to use of equipment and claims for work-related costs and compensation.²⁰⁹

Appendix M.3 – Defence Child Care Support

The ADF has a 'Defence Child Care Program' which is intended to 'facilitate priority of access to early childhood education and care for Defence families upon arrival in a new posting location, where the local community cannot meet the demand.'²¹⁰

The Defence Child Care Program has two elements:

1. Facilitating priority access to early childhood education and care in Defence Long Day Care and Out of School Hours Care centres. Mission Australia Early Learning Services has operated Defence's child care centres since 1 July 2012. Child care places are available at 20 locations across Australia under this component of the Defence Child Care Program.²¹¹
2. Facilitating access to and sponsorship of Family Day Care under the Extended Child Care Program, including supporting partners of Defence members to become carers. Defence provides \$290,000 per annum to the Extended Child Care Program for 185 places at Darwin Family Day Care, Port Stephens Newcastle, Kath Dickson Toowoomba, Bright Futures Kwinana WA and Wagga Wagga Family Day Care.²¹² When a place at one of these centres is accepted, the Defence family is required to pay the full rate charged.²¹³

The ADF's child care activities are managed by the Defence Community Organisation.

Some funding for child care is provided to Defence families under the Partner Education and Employment Program. Where a partner is 'pursuing job search activities such as travelling to appointments, participating in training, preparing job applications or attending interviews', reimbursement of up to \$250 per child per posting is available for child care costs through a registered child care provider. Families may also be able to access emergency support funding, including for child care, under the Emergency Support for Families Scheme.²¹⁴ However, Defence families are generally expected to pay for child care expenses. The ADF has advised that fees range between \$62-92 per day depending on location, and fees are determined by benchmarking against similar child care services in the area.²¹⁵

Appendix M.4 – Child Care Priority of Access Guidelines – Points Allocation²¹⁶

Category	Criteria	Points allocation per category
A	At least one parent is an ADF member.	5
B	At least one parent is a Defence APS employee.	4
C	At least one parent is a Reserve member not on continuous full time service.	1 <i>(Reserve members given Category C recognition must vacate their placement within one month should it be required by permanent Defence Personnel.)</i>
D	Mobility. Defence Personnel have undertaken a Defence relocation to a new posting locality.	4
E	The child's parent is: single or unaccompanied, is a dual Defence Personnel family, or Defence Personnel returning from maternity leave.	1

Appendix N

Chapter 7: Sexual harassment, sex discrimination and sexual abuse

Appendix N.1 – Key Policy Documents relevant to the management of complaints alleging unacceptable behaviour and sexual offences in the ADF

Unacceptable behaviour

The primary Instruction in relation to the management of complaints of unacceptable behaviour is *Defence Instruction (General) PERS 35-3, 'Management and Reporting of Unacceptable Behaviour'*.²¹⁷ 'Unacceptable behaviour' is defined as behaviour that, having regard to all of the circumstances, would be offensive, belittling, abusive or threatening to another person or adverse to morale, discipline or workplace cohesion, or otherwise not in the interests of Defence.²¹⁸ Unacceptable behaviour is divided into six categories: harassment, workplace bullying, sexual harassment, discrimination, abuse of power and inappropriate workplace relationships and conflict of interest. A definition of the type of conduct that would fall into each of these categories is provided in the policy document.²¹⁹

The 2007 Report by the Acting Commonwealth and Defence Force Ombudsman – *Australian Defence Force: Management of Complaints about Unacceptable Behaviour* (the 2007 Ombudsman Report)²²⁰ assessed this Instruction and found that it was generally user-friendly, comprehensive and accessible. Suggestions were made to augment some sections and these were adopted in a review of the Instruction in 2009.

Whilst a separate Defence Instruction entitled *Defence Instruction (General), PERS 34-2, 'Complaints of Discrimination and Harassment through the Australian Human Rights Commission'*²²¹ provides guidance on how Defence should respond when such an external complaint is made, it is limited in the information it provides to complainants on how to make such a complaint and the manner in which it will be addressed. Whilst *Defence Instruction (General) PERS 35-3, 'Management and Reporting of Unacceptable Behaviour'* notes that complaints may be submitted to an external agency, such as the Australian Human Rights Commission, this should be clearly positioned in the Instruction as one of the various avenues by which a complaint may be made.²²²

In the definitions and categories of unacceptable behaviour contained in Annexure B to the Instruction, the reference to the definition of 'sexual harassment'²²³ contained in the *Sex Discrimination Act 1984* (Cth) does not reflect significant changes recently made to the definition to include anticipating the 'possibility' that the person harassed would be offended.²²⁴ This sets a lower threshold than the previous test that required complainants to establish that 'a reasonable person, having regard to the circumstances, would have anticipated that the person harassed would be offended, humiliated or intimidated'.²²⁵

The manner in which 'discrimination' is defined in Annexure B to the Instruction²²⁶ also conflates a number of provisions of the *Australian Human Rights Commission Act 1986* (Cth).

Each of these matters should be addressed by amendment to the Annexure in order to ensure that all members who rely on the Instruction have correct and clear information about their rights and responsibilities.

Meanwhile, *Defence Instruction (General), ADMIN 67-2, 'Quick Assessment'*²²⁷ provides a clear, effective framework for what should be done following an incident that comes to the attention of the chain of command and where the opinion is formed that a subsequent investigation or inquiry of the occurrence may be required. Its purpose is to quickly assess the known facts about an occurrence – and identify what is not known about an occurrence – in order to make a decision about the most appropriate course of action to be taken in response.

Appropriately, the Instruction emphasises that a Quick Assessment must not be used as the basis for adverse findings or to replace the need for a separate action where it is otherwise necessary. The Quick Assessment is therefore a preliminary inquiry to determine which policy/procedure may apply. When applied to incidents of

unacceptable behaviour such as sexual harassment, abuse or discrimination, it can act as an effective 'funnel' to direct activity in the appropriate direction. The Annexures to the Instruction contain useful tools including a flow diagram and guidance on selecting the most appropriate administrative inquiry, which specifically addresses sexual offences and complaints of harassment or discrimination.

The IGADF 2011 report outlines a number of common perceived problems with the Quick Assessment process, including misunderstanding of the purpose of the process, ambiguity in policy guidance and that engaging in the Quick Assessment process would appear to be unnecessary where an incident is exclusively disciplinary in nature.²²⁸ The IGADF 2011 report notes that the Director General Australian Defence Force Legal Services has advised the IGADF of his intention to amend DI(G) ADMIN 67-2 to address those issues.

The Defence Whistle Blower Scheme²²⁹ is as an alternative and independent means to report alleged misconduct or unethical behaviour.²³⁰

External complaint mechanisms

Options also exist for members to access external avenues for complaint. These include the Inspector General Australian Defence Force and the Defence Force Ombudsman.

In addition, complaints alleging unlawful discrimination under Australia's federal unlawful discrimination laws²³¹ and sexual harassment under the *Sex Discrimination Act 1984* (Cth) ('SDA') may be made to the Australian Human Rights Commission.

Employers may be vicariously liable under the SDA for the discriminatory acts of their employees (including harassment) unless they can demonstrate that they 'took all reasonable steps' to prevent the doing of the act.²³² The onus is on an employer to prove that they 'took all reasonable steps' or 'took reasonable precautions and exercised due diligence'.²³³

As previously noted in Chapter 7 of this Report, in *Lee v Smith*,²³⁴ the Commonwealth (Department of Defence) was held vicariously liable for the actions of its employees who subjected the applicant to a range of unlawful behaviour. The judgment was critical of the way that Defence and some of its employees approached the investigation of the applicant's complaints. It was found that the investigation:

displays both an indifference and even disinclination on the part of all those involved, from Commanding Officer [X] down to deal with the issues fairly and conscientiously. Indeed, the motivating factor appears to be to dispense with the matter with as little controversy as could be managed... I am satisfied that if the equity and diversity education training had been available to the Applicant, the incident of rape may never have occurred in that the Applicant may have reported the early sexual harassment matters....²³⁵

The ADF must also ensure, as far as is reasonably practicable, the health and safety of its members²³⁶ and the provision and maintenance of a work environment without risks to the health and safety of its members.

Sexual offences

Where a complaint of unacceptable behaviour potentially constitutes a sexual offence, *Defence Instruction (General) PERS 35-4, 'Management and Reporting of Sexual Offences'*²³⁷ takes account of the particular issues that arise, including reporting to police and consequent criminal and disciplinary proceedings. The Instruction provides for a Quick Assessment to be conducted, together with other immediate actions in relation to securing the scene and crisis intervention. If there is a reasonable suspicion that a criminal offence may have been committed it constitutes a Notifiable Incident and the additional reporting and management obligations under *Defence Instruction (General) ADMIN 45-2, 'Reporting and Management of Notifiable Incidents'*²³⁸ apply.

The current *Defence Instruction (General) PERS 35-4, 'Management and Reporting of Sexual Offences'* is dated 22 November 2011. It cancels the previous version of the Defence Instruction issued in 2004²³⁹ and incorporates important elements of DEFGRAM No.35/2009 (now also cancelled). Significantly, *Defence Instruction (General) PERS 35-4, 'Management and Reporting of Sexual Offences'* now provides:

- that all alleged sexual offences involving Australian Public Service (APS) employees, Australian Defence Force (ADF) members, and/or external service providers which occur in the Defence workplace, or which have any association to the Defence workplace (e.g. conferences, work related social gatherings etc.) must be immediately reported to the Australian Defence Force Investigative Service (ADFIS), who will coordinate and determine the appropriate jurisdiction for the handling of the matter. In those cases where the alleged sexual offences cannot be prosecuted under the DFDA the alleged offence must still be reported to ADFIS. Reporting to ADFIS must not be delayed as a consequence of any Unit administrative action such as a Quick Assessment. ADFIS must take into account the range of jurisdictional and operational considerations and, where appropriate, report the alleged offence to civilian police regardless of the wishes of the complainant.²⁴⁰
- for the cancellation and withdrawal of attachments to the Instruction²⁴¹ that have previously been the subject of criticism by police agencies for inhibiting the reporting of matters that should be reported.

Attaching specific forms to the relevant Instruction will reduce the need to cross-refer to other Instructions and facilitate use of the Instructions by commanders and managers in situations where they need to act quickly and decisively.²⁴²

If a complaint is referred by ADFIS to civilian authorities, then the matter will take its usual course in the same way that complaints are made directly to civilian police.

If, however, the complaint is regarded as a 'Service offence' then it may be dealt with pursuant to the *Defence Force Discipline Act 1982* (Cth). This legislation creates the following service Tribunals²⁴³ with power to prosecute ADF members on charges of Service offences against the Act:

- Summary authorities (superior summary authorities, commanding officers and subordinate summary authorities)
- Courts martial (general²⁴⁴ and restricted²⁴⁵)
- Defence Force Magistrates²⁴⁶

A discipline officer scheme also exists to deal with minor disciplinary infractions committed by ADF members below non-commissioned rank and officer cadets. The scheme applies only to certain DFDA offences where the member admits the misconduct and there is no dispute as to the facts.

In summary, it is relevant to note that:

- disciplinary action in the form of a prejudicial conduct charge²⁴⁷ under the DFDA may be taken against a member for unacceptable behaviour
- the only sexual offences likely to be prosecuted under the DFDA are act of indecency offences in the second²⁴⁸ and third degree²⁴⁹ and the offence of an act of indecency without consent.²⁵⁰ These do not include sexual assault which would be referred to the civilian police and dealt with in civilian courts.

Appendix N.2 – Offences dealt with under DFDA

The disciplinary system created by the *Defence Force Discipline Act 1982* (Cth) provides for three categories of offences:

- Uniquely military discipline offences, such as absence without leave, disobedience of a command and prejudicial conduct for which there are no civilian criminal counterparts
- Offences with a close, but not exact, civilian criminal law counterpart, such as assault on a superior or subordinate, or falsification of a service document
- The importation of the civilian criminal law applicable in the Jervis Bay Territory, which includes serious criminal offences such as sexual assault.²⁵¹

Whilst the provisions of the DFDA have application to service offences committed by ADF members overseas, the civilian criminal laws of the Australian states, territories and the Commonwealth do not.²⁵²

However, when an offence is committed by an ADF member in Australia, that member may be subject to both the military justice system and the ordinary civilian justice system. This apparent overlap in jurisdiction is addressed, however, in a number of ways.²⁵³

In relation to offences that may also constitute a criminal offence under the ordinary criminal law of the Commonwealth, States and Territories, jurisdiction under the DFDA in Australia may be exercised only where proceedings under the DFDA can reasonably be regarded as substantially serving the purpose of maintaining or enforcing service discipline.²⁵⁴ It is a matter for the Director of Military prosecutions to decide whether the maintenance of discipline requires that DFDA charges be laid in a particular case.²⁵⁵

In addition, the DFDA specifically excludes military jurisdiction for dealing with a number of serious offences unless consent is provided by the Commonwealth Director of Public Prosecutions (DPP).²⁵⁶ These offences include murder and manslaughter²⁵⁷ and certain sexual offences,²⁵⁸ namely, sexual assault in the first,²⁵⁹ second²⁶⁰ and third degree,²⁶¹ sexual intercourse without consent²⁶² and sexual assault with a young person.²⁶³ The *Defence Instruction (General) PERS 35-4, 'Management and Reporting of Sexual Offences* notes, however, that 'due to the seriousness of these offences, it is unlikely the DPP would give the ADF consent to deal with these offences' and that, as a matter of policy, these sexual offences should be referred to civilian authorities in the first instance.²⁶⁴ Since 1985, the Commonwealth DPP has consented on only two occasions to the DFDA prosecution of sexual assault offences which were alleged to have occurred in Australia.²⁶⁵

A number of other sexual offences contained in section 3 of the *Crimes Act 1900* (ACT) are also 'imported' into the DFDA. Whilst prosecution under the DFDA for these offences does not require the consent of the Commonwealth DPP, the *Defence Instruction (General) PERS 35-4, 'Management and Reporting of Sexual Offences* recommends the immediate referral of some of these offences to civilian authorities, where the offence occurs in Australia, because of their seriousness.²⁶⁶

Tracking repeat offenders

A unit case file is created for each unacceptable behaviour complaint in a business unit. That file is to contain the complaint, the quick assessment, the reports required by annexure F to the *Defence Instruction (General) PERS 35-3, 'Management and Reporting of Unacceptable Behaviour'* and all other records created or received by the work unit in the management of the complaint.²⁶⁷ It is also the responsibility of the commanding officer who is managing the complaint to submit an initial report of unacceptable behaviour to the Values, Behaviour and Resolution Branch (formerly Fairness and Resolution Branch). This initial report is to be submitted after completion of the quick assessment and within seven days of receipt of the complaint.²⁶⁸ Names of the people involved are not to be provided when submitting this initial report.²⁶⁹

All complaints of unacceptable behaviour are meant to be resolved within three months of the complaint being made and the final outcome is to be reported to the Values, Behaviour and Resolution Branch within seven days of resolution of the complaint.²⁷⁰

It is only in cases where there is a formal outcome (that is, where disciplinary action or administrative sanction is taken²⁷¹) that the member's name and personal details are to be provided to the Values, Behaviour and Resolution Branch.²⁷²

Termination provisions

Under the *Defence (Personnel Regulations) 2002*, officers may be terminated if:

the officer has been convicted of an offence or a service offence and the Chief of the officer's Service has certified that, having regard to the nature and seriousness of the offence, the retention of the officer is not in the interests of the Defence Force.²⁷³ There is no equivalent provision in the Regulations in relation to enlisted members. The service of an enlisted member may be terminated, however, if the Chief of the enlisted member's Service is satisfied that the retention of the enlisted member is not in the interest of Australia, the Defence Force or the Chief's Service.²⁷⁴

In order to seek termination of an officer or an enlisted member, a termination notice must be issued that:

- states that it is proposed to terminate the person's service
- states the reason for terminating the service
- sets out the facts and circumstances relating to the reason for terminating the service
- invites the person to give the Chief a written statement of reasons why the service should not be terminated
- gives at least 28 days to provide a statement of reasons as to why the proposed action should not be taken.²⁷⁵

All personnel determinations and decisions made under the Regulations must have regard to:

- the ability of the relevant Service to carry out operations that it is carrying out or may be required to carry out
- the size and composition of the relevant Service
- the organisational effectiveness of the relevant Service
- the training of the relevant Service
- the need to ensure the availability of an adequate supply of suitable officers and enlisted members in the relevant Service
- the skills and experience required for the proper performance of duties in the relevant Service
- the management of officers and enlisted members in the relevant Service
- the career advancement needs of officers and enlisted members in the relevant Service.²⁷⁶

The Army has developed more detailed policy around this issue.

In *Defence Instruction (Army) PERS 116-5 'Separation of regular Army Soldiers, Army Reserve soldiers and soldiers on full-time service – policy and procedures'*, it is mandatory to review a soldier's retention in instances involving the use or involvement with prohibited substances, for theft or fraud offences, when a soldier is found to be psychologically unfit for further service or if a soldier breaches a formal warning.²⁷⁷ For all other civilian convictions, Army policy is that retention is to be reviewed and consideration is to be given to the facts of the conviction to determine if it is serious enough to warrant termination action or other administrative action such as a formal warning or censure.²⁷⁸

Appendix N.3 – Survey Information: Sexual Harassment Telephone Survey

The Australian Human Rights Commission's Sexual Harassment National Telephone Survey is administered at regular intervals to examine the nature and prevalence of sexual harassment in Australian workplaces. It was previously administered in 2003 and 2008.

The Sexual Harassment National Telephone Survey (the National Survey) was conducted in 2012 alongside which a workplace sexual harassment survey was also conducted in the ADF (ADF Survey). The simultaneous administration of both surveys allowed for comparisons between the ADF Survey and the National Survey more generally. This report contains a comparison of prevalence data from the ADF Survey and the National Survey.

This appendix gives an overview of the methodology used for the ADF Survey. Following at Appendix N.4 is a comprehensive report of the ADF survey results, prepared by Roy Morgan Research. The ADF survey questionnaire is contained at Appendix N.5.

Methodology

The 2012 Sexual Harassment National Survey is based on the 2008 survey. A few changes were made to the 2012 survey questionnaire to accommodate the 2011 amendments to the *Sex Discrimination Act 1984* (Cth). The 2012 Survey also expanded the age range of survey respondents and the questions for bystanders.

The ADF Survey questionnaire was based on the questionnaire used for the National Survey, with some changes to language to ensure that questions were appropriate within the ADF context. The 2012 Sexual Harassment National Survey was administered via telephone by Roy Morgan Research on behalf of the Australian Human Rights Commission and the Department of Defence.

The Department of Defence provided a random sample of 5,000 permanent ADF personnel that may be invited to participate in the Survey, in order to achieve the participation of 1,000 ADF personnel.

The sample was partially stratified by Service and rank class (senior officers, junior officers, non-commissioned officers / warrant officers, other ranks).

Rather than stratifying the survey sample by gender, equal numbers of men and women were included, to ensure that women were adequately represented. This was necessary as the findings of previous national surveys indicate that women are more likely than men to experience sexual harassment, and it enabled a comparative analysis of the prevalence among women and men in the ADF.

The survey sample only included Permanent members aged 18 years and older with access to a land line and in some cases to a mobile phone,²⁷⁹ and for practical reasons did not include members on active deployment or posted overseas.

Telephone surveying of ADF personnel commenced on 24 May 2012.

During the Survey period, Roy Morgan Research contacted or attempted to contact 4,997²⁸⁰ ADF personnel. A total of 1,000 personnel completed the survey (500 women and 500 men).

The results of the Survey were then weighted to reflect the actual gender and Service distribution of the ADF population aged 18 years and older, as of 1 June 2012.

Caveats

In gaining approval from the Australian Defence Human Research Ethics Committee to conduct the survey with ADF personnel, the following caveats relating to the material and analyses of the findings were noted:

- The survey data has been derived from a sample of the target population who were motivated to respond, and who made an autonomous decision to do so. It may not necessarily be representative of the entire ADF population.
- Personnel may have different motivations for choosing whether or not to participate in the survey, which may impact on accuracy of the results. It is possible that those who chose to participate in the study may have experienced some form of sexual harassment and this motivated their decision to participate. Similarly, those that have not experienced any form of sexual harassment may not have chosen to participate because they perceived the study to not be of any relevance to them or chose to participate to counter perceived negative attention on sexual harassment in the ADF.
- Members may have withdrawn from the survey after initially agreeing to participate due to personal experiences of sexual harassment, which may impact on accuracy of results.
- Some participants may not feel comfortable discussing issues regarding sexual harassment over the telephone in a work environment which may influence results of the research.

Roy Morgan Research has mitigated the impact these issues may have had on the survey results. The ADF survey was conducted with a robust sample of 1,000 personnel and findings were re-weighted to reflect the gender and service breakdown of the ADF. This provides findings that are representative of the ADF population.

To address the impact of respondents discomfort discussing issues regarding sexual harassment in the work environment, all were offered an opportunity to be called back at another time and/or on a different telephone number.

In addition, three ADF members withdrew from the survey. These members were excluded from the results.

Appendix N.4 – 2012 Sexual Harassment Prevalence Survey: Prevalence and Nature of Sexual Harassment in the Australian Defence Force

Roy Morgan
— Research —

2012 Sexual Harassment Prevalence Survey:

*Prevalence and Nature of Sexual Harassment in the
Australian Defence Force*

– Prepared for –

Australian Human Rights Commission

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Prevalence and Nature of Sexual Harassment in the ADF • 2012

1 Introduction

In April 2011, the Minister for Defence requested that the Australian Human Rights Commission (the Commission) to initiate a Review into the Treatment of Women in the Australian Defence Force.

The first phase of the Review, completed in October 2011, consisted of a cultural review into the treatment of women at the Australian Defence Force Academy (ADFA) specifically.

Phase Two of the Review examines the treatment of women across the broader Australian Defence Force (ADF). As part of this phase, a survey of sexual harassment in the ADF was conducted.

The survey of ADF personnel was conducted alongside the Commission's national survey of sexual harassment in the workplace in the Australian population, which it has previously conducted in 2003 and 2008. The simultaneous administration of both surveys allows for comparisons between the ADF workplace and National Survey more generally. This report contains a comparison of prevalence data in the ADF workplace and the National Survey.

2 The Prevalence of sexual harassment in the ADF

2.1 Introduction

This chapter investigates the prevalence of sexual harassment amongst ADF employees. It outlines the results regarding the prevalence of sexual harassment in general and specifically in the ADF workplace, looking at the differences between gender and services.

Respondents were initially read an abridged version of the legal definition of sexual harassment, as follows:

“Sexual harassment is an unwelcome sexual advance, unwelcome request for sexual favours or other unwelcome conduct of a sexual nature which, in the circumstances, a reasonable person, aware of those circumstances, would anticipate the possibility that the person would feel offended, humiliated or intimidated.”¹

Respondents who reported having experienced sexual harassment as per the legal definition in the ADF in the last five years were then read a list of 12 sexual harassment behaviours and asked which, if any, described what had happened to them.

Respondents who did *not* report having experienced sexual harassment after being read the definition above were read the same list of behaviours, and asked whether they had experienced any of the behaviours in the ADF workplace in the last five years.

This was to ensure that the experiences of respondents who were unable to identify sexual harassment from the legal definition would still be recorded.

The combination of these results provides an accurate representation of the prevalence of sexual harassment, since anyone who identified at least one behaviour from the list was counted. This combined figure was used as the base to measure and report on the total incidence of sexual harassment in the ADF workplace in the last 5 years, as outlined in the following section.

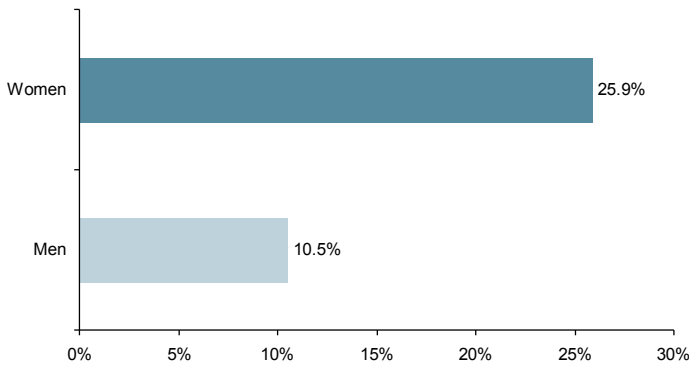
¹ This is a simplified legal definition that accords with the definition under the *Sex Discrimination Act* (Cth) 1984.

Prevalence and Nature of Sexual Harassment in the ADF • 2012

2.2 Prevalence of sexual harassment in the ADF workplace

Around a quarter of women (25.9%) and one in 10 men (10.5%) in the ADF reported that they had experienced sexual harassment in the ADF workplace some time in the last 5 years.

Figure 1 – Prevalence of sexual harassment in the ADF workplace in the last 5 years (by gender)²



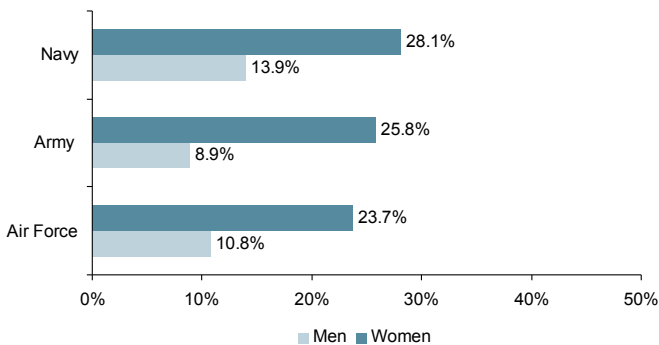
Base: ADF, all respondents (n=1,000); men (n=500); women (n=500).

² Q5a. Out of the following, how would you describe this harassment? Please answer yes or no to each one of these definitions.
 Q5b. In the last five years, have you experienced any of the following in an Australian Defence Force workplace or at an Australian Defence Force work related event in a way that was unwelcome? Please answer yes or no to each one of these definitions.
 S1. Can you please confirm your gender?

Across the services, women in the Navy recorded the highest incidence of sexual harassment (28.1%), followed by the Army (25.8%) and the Air Force (23.7%).

The Navy was also the service with the highest incidence of sexual harassment for men (13.9%), followed by the Air Force (10.8%) and the Army (8.9%).

Figure 2 – Prevalence of sexual harassment in the ADF workplace in the last 5 years (by gender and service)³



Bases: ADF, all respondents (n=1000); Navy, men (n=108); Navy, women (n=128); Army, men (n=235); Army, women (n=182); Air Force, men (n=157); Air Force, women (n=190).

Comparing these results with the National Survey, Figure 3 shows that the incidence of sexual harassment in the workplace is almost the same for women in the ADF (25.9%) as for women in the National Survey (25.3%).

Looking at the different services, the incidence rate amongst women is higher in the Navy (28.1%) compared to the National Survey.

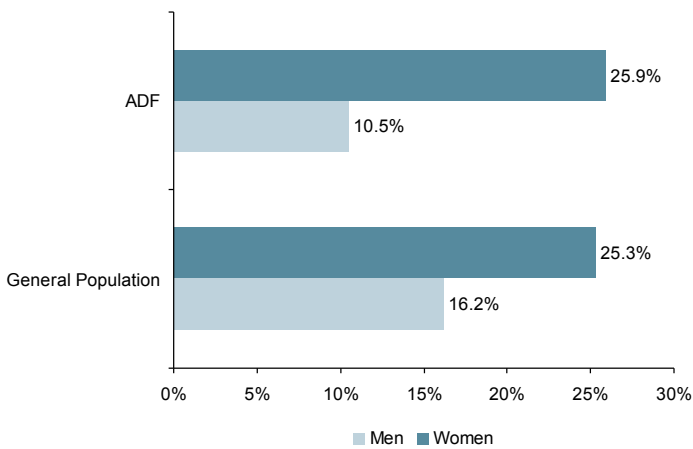
For men, the incidence of sexual harassment in the workplace is higher in the National Survey by nearly 6 percentage points (16.2% compared to 10.5%).

³ Q5a. Out of the following, how would you describe this harassment? Please answer yes or no to each one of these definitions.
 Q5b. In the last five years, have you experienced any of the following in an Australian Defence Force workplace or at an Australian Defence Force work related event in a way that was unwelcome? Please answer yes or no to each one of these definitions.
 S1. Can you please confirm your gender?
 S3. Which Service are you currently a member of?

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This difference decreases to 2.3 percentage points when focusing on the Navy (16.2% compared to 13.9% in the National Survey).

Figure 3 – Prevalence of sexual harassment in the workplace in the last 5 years – comparison between ADF and National Survey (by gender)⁴



Base: ADF, all respondents (n =1,000); men (n=500); women (n=500). National Survey, all respondents (n=2,002); men (n=966); women (n=1,036).

⁴ Q5a. Out of the following, how would you describe this harassment? Please answer yes or no to each one of these definitions.
 Q5b. In the last five years, have you experienced any of the following in an Australian Defence Force workplace or at an Australian Defence Force work related event in a way that was unwelcome? Please answer yes or no to each one of these definitions.
 S1. Can you please confirm your gender?

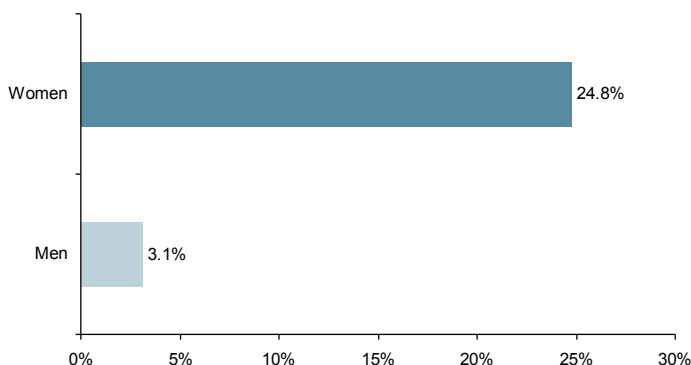
2.3 Understanding of the legal definition

Approximately a quarter of ADF female respondents (24.8%) reported having experienced some sort of sexual harassment at some point in their lives, identifying this experience from the legal definition provided during the interview.

The proportion for male respondents is 3.1%.

Figures for the National Survey show that 33% of women and 21% of men reported having experienced some sort of sexual harassment at some point in their lives - higher than the ADF respondents.

Figure 4 – Prevalence of sexual harassment based on legal definition (by gender)⁵



Base: ADF, all respondents (n=1,000); women (n=500); men (n=500).

⁵ Q1. Have you ever personally experienced sexual harassment?
S1. Can you please confirm your gender?

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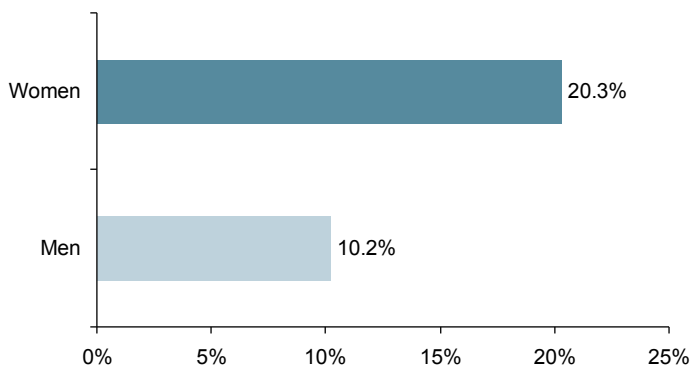
Out of those, approximately four in five women (78.6%) and two thirds of men (66.7%) said that they had experienced this behaviour in the ADF workplace. When asked about the timeframe of the incident, 59% of female respondents and 81.8% of male respondents said that they had experienced this behaviour in the ADF more than 5 years ago.⁶

Out of those women who reported that they had not experienced sexual harassment when read the legal definition, approximately one in five (20.3%) later reported that they had experienced one or more of the listed behaviours which constitutes sexual harassment in the ADF workplace in the last five years.

Out of those men who reported that they had not experienced sexual harassment when read the legal definition, approximately one in ten (10.2%) later reported that they had experienced one or more of the listed behaviours in the ADF in the last five years.

⁶ It is important to note that the results regarding male respondents are based on small numbers and should be interpreted with care.

Figure 5 – Prevalence of sexual harassment in the ADF workplace in the last 5 years for those who did not recognise it based on legal definition (by gender)⁷



Base: ADF, respondents who did not report experiencing sexual harassment after being read the legal definition (n=962); women (n=464); men (n=498).

⁷ Q1. Have you ever personally experienced sexual harassment?
Q5a. Out of the following, how would you describe this harassment? Please answer yes or no to each one of these definitions.
Q5b. In the last five years, have you experienced any of the following in an Australian Defence Force workplace or at an Australian Defence Force work related event in a way that was unwelcome? Please answer yes or no to each one of these definitions.
S1. Can you please confirm your gender?

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2.4 *Prevalence of the sexual harassment behaviour in the same location*

ADF respondents who reported being aware of someone else who had been sexually harassed in the same location where they had experienced harassment were asked how common that type of behaviour was.

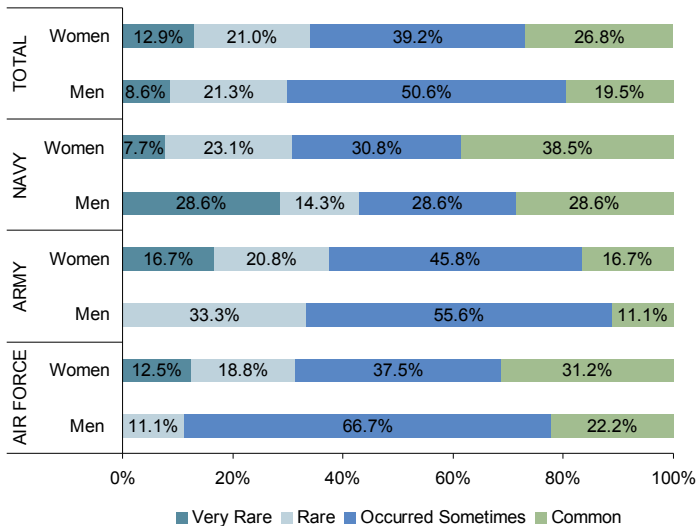
As shown in Figure 6, overall men in the ADF (70.1%) were slightly more likely than women (66%) to report that the type of behaviour they experienced was common or occurred sometimes in the location where they were harassed.

Men were also more likely than women to report sexual harassment behaviours as common or occurring sometimes in the Army and in the Air Force. The difference in the perception between men and women was highest in the latter, with 88.9% of men considering the type of sexual harassment experienced a relatively common occurrence in that workplace, compared to 68.7% of women.

The Navy was the only service where this perception was reversed, with 69.3% of women considering their experience as common compared to 57.2% of men.⁸

⁸ These figures should be interpreted with caution, due to very small sample sizes (less than 20 respondents).

Figure 6 – Prevalence of sexual harassment behaviour in the workplace where respondent experienced sexual harassment (by gender, by service)⁹



Bases: Respondents aware of someone else being sexually harassed in the same location where they had experienced sexual harassment (n=78); men (n=25); women (n=53). Navy, men (n=7); Navy, women (n=13). Army, men (n=9); Army, women (n=24). Air Force, men (n=9); Air Force, women (n=16).

⁹ Q6d. Thinking about your workplace at that time, would you say that this type of behaviour was very rare, rare, occurred sometimes or was common?
 S1. Can you please confirm your gender?
 S3. Which Service are you currently a member of?

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2.5 *Awareness of sexual harassment happening to someone else in the ADF*

This section investigates the experience of those who witnessed sexual harassment or became aware of someone else being sexually harassed, their reaction and the consequences of their actions.

ADF respondents who reported experiencing sexual harassment in the ADF workplace in the last 5 years were asked if they were aware of anyone else being sexually harassed in that same location where they had this experience.

Later in the questionnaire all respondents, not just those who had experienced sexual harassment, were asked if they were aware of sexual harassment happening to someone else in any – or any other – ADF workplace in the last five years.

The figures from these two questions were combined to produce a total figure for respondents who witnessed or knew of someone else being harassed across the whole ADF workplace. These results are presented in section 2.5.1.

The results of the observation of someone else being harassed in the same location where the respondent experienced sexual harassment are presented in section 2.5.2.

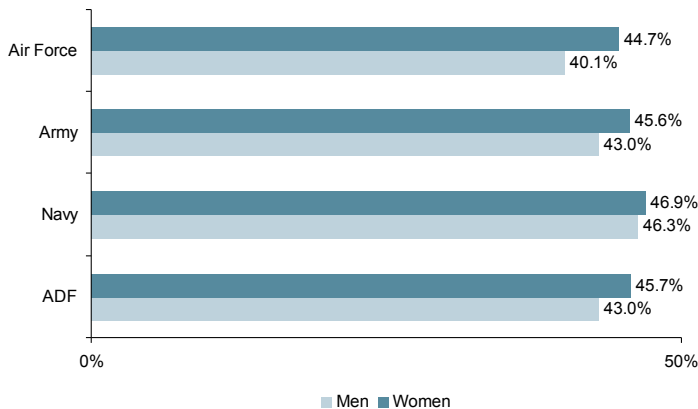
2.5.1 *Awareness of sexual harassment happening to someone else in the ADF workplace*

In the ADF as a whole, 45.7% of women and 43% of men were aware of someone else being sexually harassed in an ADF workplace.

In the Navy men and women were equally aware of sexual harassment happening to someone else in the ADF workplace – 46.9% and 46.3% respectively.

The greatest difference in awareness between men and women was in the Air Force, with 44.7% of women aware of sexual harassment happening to someone else in an ADF workplace compared to 40.1% of men.

Figure 7 – Total aware of someone else being harassed in the ADF workplace¹⁰



Base: ADF, all respondents (n =1,000); men (n=500); women (n=500). Navy, men (n=108); Navy, women (n=128). Army, men (n=235); Army, women (n=182). Air Force, men (n=157); Air Force, women (n=190).

Respondents who experienced sexual harassment in the ADF in the last five years were more aware of sexual harassment happening to someone else in the ADF workplace than those who had not been harassed (76% compared to 38%).

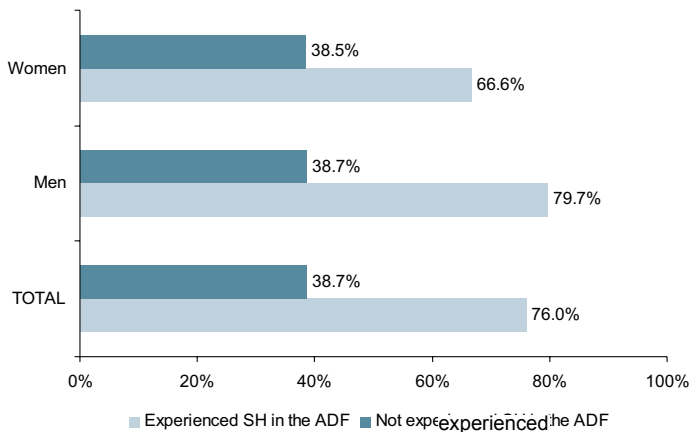
Men who were harassed were more likely to be aware of sexual harassment in the ADF than women who had been harassed (79.7% and 66.6% respectively).

Approximately two in five (38.7%) respondents who had not experienced sexual harassment in the ADF in the last five years were aware of sexual harassment happening in the ADF workplace in general, with no difference according to gender.

¹⁰ Q6b. Do you know if this happened to anyone else in that same location?
 Q21. Have you been aware of sexual harassment happening to someone else in an ADF workplace/ in an ADF workplace other than the workplace we have just discussed in general in the last 5 years?
 S1. Can you please confirm your gender?
 S3. Which Service are you currently a member of?

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Figure 8 – Awareness of someone else being sexually harassed in the ADF workplace (by gender, by experience of sexual harassment)¹¹



Base: Respondents who experienced sexual harassment in the ADF workplace in the last 5 years (n=181); men (n= 53); women (n=128). Respondents who did *not* experienced sexual harassment in the ADF workplace in the last 5 years (n=819); men (n=447); women (n=372).

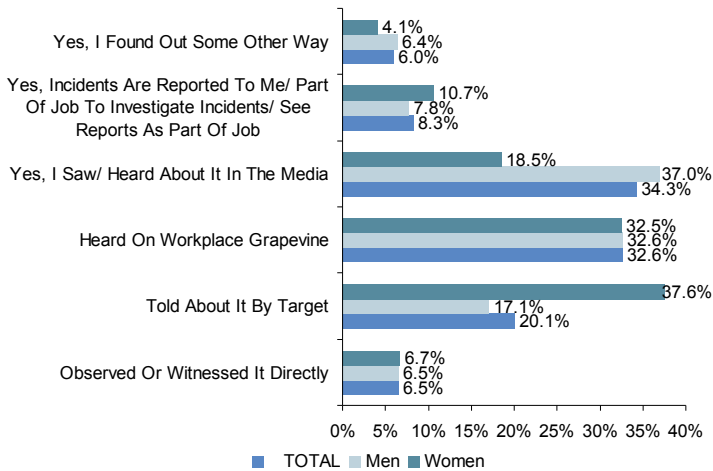
Figure 9 focuses specifically on the awareness of sexual harassment in the ADF workplace in general, excluding those episodes which occurred in the same place where the respondent reported being sexually harassed, which have been discussed in section 2.5.1. The chart shows how the respondent became aware of sexual harassment happening somewhere else in the ADF.

Out of those respondents who were aware of sexual harassment happening in general in the ADF (excluding episodes which occurred in the same location where respondents were harassed, when applicable), only a small group of men (6.5%) and women (6.7%) observed or witnessed the behaviour directly.

¹¹ Q6b. Do you know if this happened to anyone else in that same location?
 Q21. Have you been aware of sexual harassment happening to someone else in an ADF workplace/ in an ADF workplace other than the workplace we have just discussed in general in the last 5 years?
 S1. Can you please confirm your gender?

Women in the ADF were more likely than men to have been told about the sexual harassment by the target (37.6% and 17.1% respectively), and were less likely than men to have heard about it from the media (18.5% compared to 37.0%).

Figure 9 – Source of awareness of sexual harassment happening somewhere else in the ADF (by gender)¹²



Base: ADF respondents aware of sexual harassment happening to someone else in the ADF, excluding episodes which occurred in the same place where the respondent reported being sexually harassed (n=442); men (n=214); women (n=228)

2.5.2 Observation of someone else being harassed in the same location where respondent experienced sexual harassment

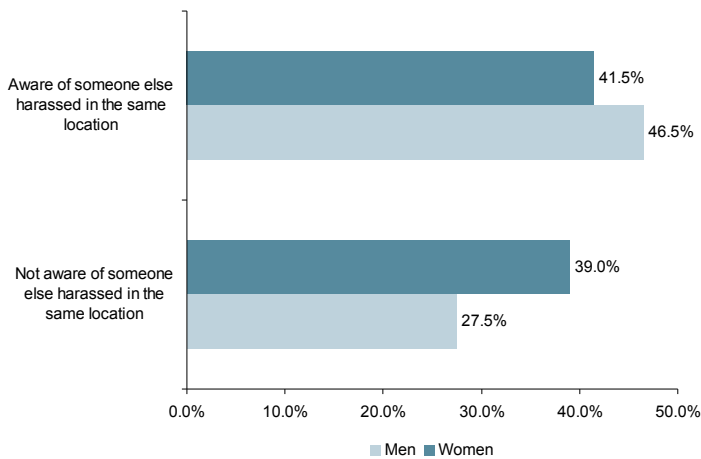
Respondents who reported experiencing sexual harassment in the ADF workplace in the last 5 years were asked if they were aware of anyone else being sexually harassed at that same location where they had this experience.

Slightly more men than women were aware of someone else being harassed at the same location, respectively 46.5% and 41.5% as shown in Figure 10.

¹² Q21. Have you been aware of sexual harassment happening to someone else in an ADF workplace/ in an ADF workplace other than the workplace we have just discussed in general in the last 5 years?
S1. Can you please confirm your gender?

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Figure 10 – Awareness of someone else being harassed in the same location¹³



Base: Respondents who experienced sexual harassment in ADF in the last 5 years (n=181); men (n=53); women (n=128).

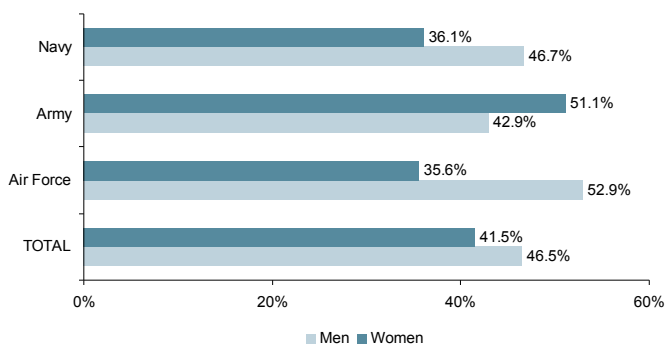
Looking at Service differences, men in the Air Force were most likely to be aware (52.9%).

Women in the Army were more likely to be aware than those in the Navy and Air Force (51.1% compared to around 35%).¹⁴

¹³ Q6b. Do you know if this happened to anyone else in that same location?
S1. Can you please confirm your gender?

¹⁴ These figures should be interpreted with caution, due to very small sample sizes (less than 20 respondents).

Figure 11 – Awareness of other cases of harassment in place where respondent experienced harassment¹⁵



Bases: Respondents who experienced sexual harassment in ADF in the last 5 years (n=181); men (n=53); women (n=128). Navy, men (n=15); Navy, women (n=36). Army, men (n=21), Army, women (n=47). Air Force, men (n=17); Air Force, women (n=45).

¹⁵ Q6b. Do you know if this happened to anyone else in that same location?
 S1. Can you please confirm your gender?
 S3. Which Service are you currently a member of?

3 The nature of sexual harassment

3.1 Introduction

This section provides an analysis of the nature of sexual harassment in the ADF workplace, including the types of sexual harassment experienced, characteristics of the target of sexual harassment, characteristics of the harasser and characteristics of the workplace where the sexual harassment happened.

3.2 Nature of sexual harassment

3.2.1 Types of sexual harassment

All respondents were asked to identify whether they had experienced any of the following sexual harassment behaviours, as listed below:

Unwanted sexual attention	<ul style="list-style-type: none"> • Unwelcome touching, hugging, cornering or kissing • Inappropriate staring or leering that made you feel intimidated
Crude/offensive behaviour	<ul style="list-style-type: none"> • Sexual gestures, indecent exposure or inappropriate display of the body • Sexually suggestive comments or jokes that made you feel offended • Sexually explicit pictures, posters or gifts that made you feel offended
Crude/offensive behaviour	<ul style="list-style-type: none"> • Sexually explicit emails or SMS messages
Unwanted sexual attention	<ul style="list-style-type: none"> • Repeated or inappropriate invitations to go out on dates • Intrusive questions about your private life or physical appearance that made you feel offended
Sexual assault	<ul style="list-style-type: none"> • Inappropriate physical contact
Unwanted sexual attention	<ul style="list-style-type: none"> • Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague
Sexual coercion	<ul style="list-style-type: none"> • Requests or pressure for sex or other sexual acts
Sexual assault	<ul style="list-style-type: none"> • Actual or attempted rape or sexual assault
Other	<ul style="list-style-type: none"> • Any other unwelcome conduct of a sexual nature

This list was used to determine the overall figure for the prevalence of sexual harassment (as reported in Chapter 3), and is also of value in identifying the prevalence of specific behaviours.

Figure 12 shows that out of those respondents who experienced some sort of sexual harassment in the ADF workplace in the last 5 years, “sexually suggestive comments or jokes” was the most common type of behaviour experienced, reported by 56.5% of women and 40% of men.

Women appear to be generally more likely to experience most types of sexual harassment behaviours, with the exception of “sexually explicit pictures, posters or gifts”, “sexual gestures, indecent exposure or inappropriate display of the body” and “sexually explicit emails or SMS messages”.

These types of behaviour were more commonly experienced by men, with the difference particularly noticeable in the case of “sexually explicit emails or SMS messages”, experienced by 12% of women and 38.9% of men.

The most serious types of behaviour were not commonly experienced. “Actual or attempted rape or sexual assault” was reported by 3.5% of women who experienced sexual harassment, and no men.

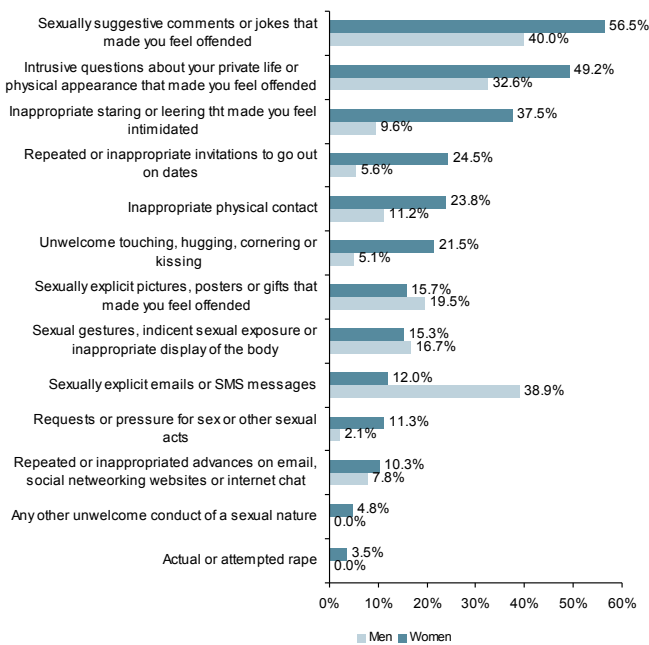
It appears that the prevalence of behaviours (from more to less prevalent) aligns with the seriousness of behaviours (from less to more serious).

This conclusion is valid also for the types of sexual harassment reported in the National Survey.

Amongst men, there was no spike in the experience of “sexually explicit emails or SMS messages”, however this type of behaviour was more commonly experienced by men than women.

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Figure 12 – Most common types of sexual harassment experienced in the ADF workplace in the last five years (by gender)¹⁶



Base: Respondents who experienced sexual harassment in the ADF workplace in the last 5 years (n=181); men (n=53); women (n=128).

¹⁶ Q5a. Out of the following, how would you describe this harassment? Please answer yes or no to each one of these definitions.
 Q5b. In the last five years, have you experienced any of the following in an Australian Defence Force workplace or at an Australian Defence Force work related event in a way that was unwelcome? Please answer yes or no to each one of these definitions.
 S1. Can you please confirm your gender?

3.2.2 *Duration of sexual harassment*

All respondents who reported experiencing sexual harassment in the ADF in the last 5 years were asked how long the harassment lasted.

For almost half of men (47.7%) and about one-third of women (37.3%) the harassment was a one-off occurrence. One-fifth of women (19.9%) and 13.4% of men said that it lasted less than a month.

The numbers of respondents decreased as the duration of harassment increased, with only 1.6% of women reporting that it lasted more than a year.

However, harassment was ongoing for 6.7% of women and 5.6% of men.

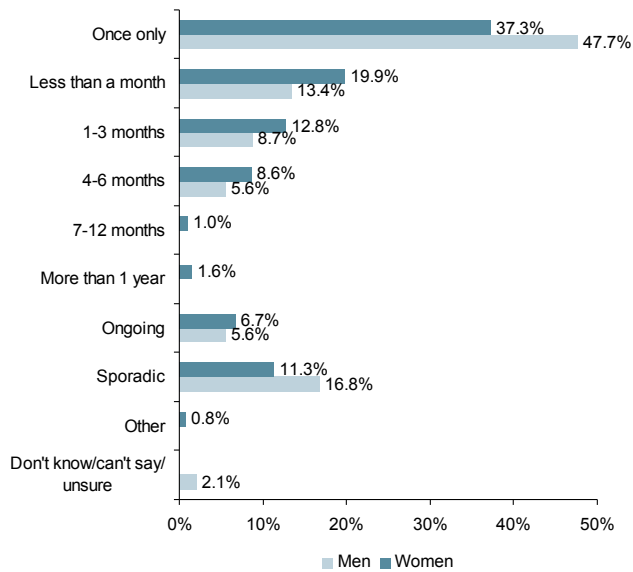
Another 16.8% of men and 11.3% of women described the harassment as sporadic – an occasional incident or a series of one-off incidents at irregular intervals.

On average, harassment continued over a longer time period for women than for men, with the incidence for women exceeding that of men for all categories except those of small duration (one-off and sporadic).

The results appear to have a similar trend in the National Survey.

Prevalence and Nature of Sexual Harassment in the ADF • 2012

Figure 13 – Duration of sexual harassment in the ADF workplace, in the last 5 years (by gender)¹⁷



Base: Respondents who experienced sexual harassment in ADF in the last 5 years (n=181); men (n=53), women (n=128).

¹⁷ Q6a. How long did the behaviour/behaviours go on for?
S1. Can you please confirm your gender?

3.2.3 *Perceived severity of sexual harassment*

In addition to experiencing sexual harassment over a longer period, women perceived the harassment as more offensive and more intimidating than male targets of harassment.

All respondents who reported experiencing sexual harassment in the ADF workplace in the last 5 years were asked to rate how offended and how intimidated the harassment made them feel on a scale from one to five (where one was “Not at all” and five was “Extremely”).

Figure 13 shows that most men did not feel intimidated – nearly 80% fell within the first two points of the scale and only 9% in the uppermost two points.

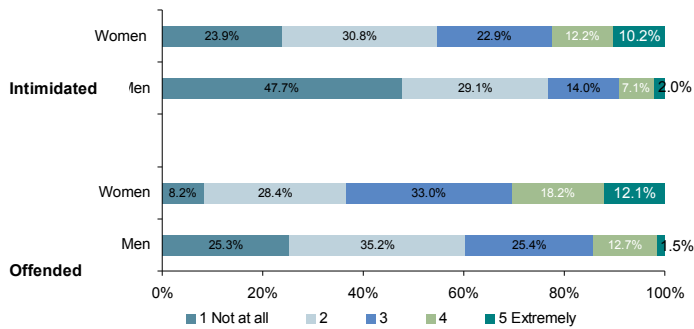
While more than half of ADF women (55%) also fell within the first two points of the scale, 22% – more than twice the figure for men – were at the extreme end of the scale (points four and five).

Both men and women in the ADF were more likely to feel offended than intimidated – although women at twice the rate of men (30% within points four and five of the scale compared to 15% of men).

Only about a third (36%) of women were not really offended, compared to 60% of men. The marked difference between responses for men and women implies a fundamental difference in perceptions of acceptable behaviour.

Prevalence and Nature of Sexual Harassment in the ADF • 2012

Figure 14 – Degree to which target was intimidated and offended¹⁸



Base: Respondents who experienced sexual harassment in ADF in the last 5 years (n=181); men (n=53); women (n=128).

¹⁸ Q5c. On a scale of 1 to 5, where 1 means not at all offended and 5 means extremely offended, overall how offended did the harassment make you feel?
 Q5d. On a scale of 1 to 5, where 1 means not at all intimidated and 5 means extremely intimidated, overall how offended did the harassment make you feel?
 S1. Can you please confirm your gender?

3.3 *Characteristics of the target of sexual harassment*

3.3.1 *Age of the target at the time of sexual harassment*

Figure 15 shows a reverse relationship between age and experience of sexual harassment, with younger people more likely to experience this type of behaviour than older people.

Women appear to have experienced sexual harassment at a younger age than men: just over two thirds (71.5%) of women who were sexually harassed were under 30 years of age at the time of the harassment, and about two in five (44.5%) were between 18 and 24 years old. Given that just under half (48.9%) of women were aged under 30 at the time of the survey, this represents a disproportionately high number of young women who experienced harassment.

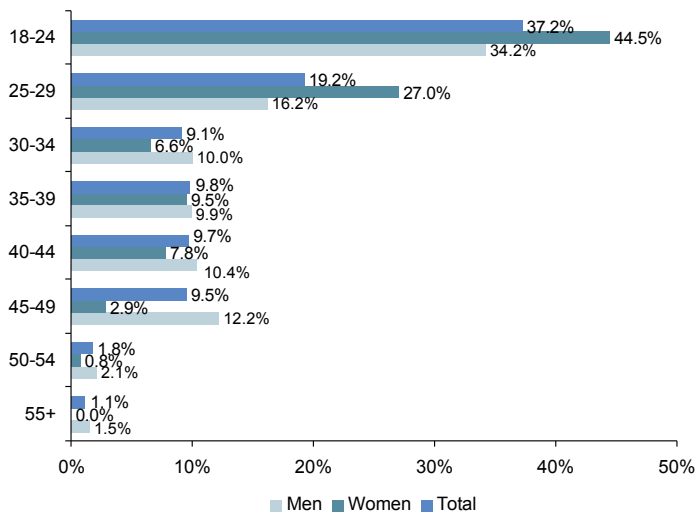
No women who experienced sexual harassment was aged 55 or over at the time she was harassed. Women in this age group make up less than 5% of the female ADF workforce.

Approximately half (50.4%) of men who experienced sexual harassment in the ADF workplace in the last five years were under 30 years of age at the time of the harassment. Out of those, 34.2% were aged between 18 and 24 years, and 16.2% between 25 and 29 years old. Again, this is disproportionate to the number of men in this age group in the ADF workforce, with 40.7% aged under 30.

On average, ADF respondents who experienced sexual harassment were 30 years old at the time of harassment.

Prevalence and Nature of Sexual Harassment in the ADF • 2012

Figure 15 – Age at the time of sexual harassment (by gender)¹⁹



Base: Respondents who experienced sexual harassment in the ADF workplace in the last 5 years (n=181); men (n=53); women (n=128).

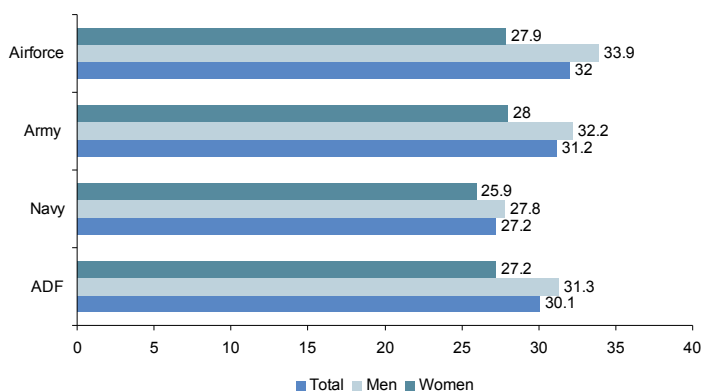
Figure 16 shows that the mean age at the time of harassment differs by gender, with women having experienced sexual harassment on average at the age of 27, and men at 31.

Looking at the differences across services, both men and women in the Navy experienced sexual harassment at a younger age than the ADF average and the other services.

¹⁹ Q6. How old were you when the harassment happened?
S1. Can you please confirm your gender?

The average age of sexual harassment in the Navy is 27 years old, with women aged on average 26 years at the time of sexual harassment and men 28 years.²⁰

Figure 16 – Mean age at the time when sexual harassment was experienced (by gender, by service)²¹



Bases: Respondents who experienced sexual harassment in ADF in the last 5 years (n=181); men (n=53); women (n=128). Navy, men (n=15); Navy, women (n=36). Army, men (n=21), Army, women (n=47). Air Force, men (n=17); Air Force, women (n=45).

²⁰ These figures should be interpreted with caution, due to very small sample sizes (less than 20 respondents).

²¹ Q6. How old were you when the harassment happened?
S1. Can you please confirm your gender?
S3. Which Service are you currently a member of?

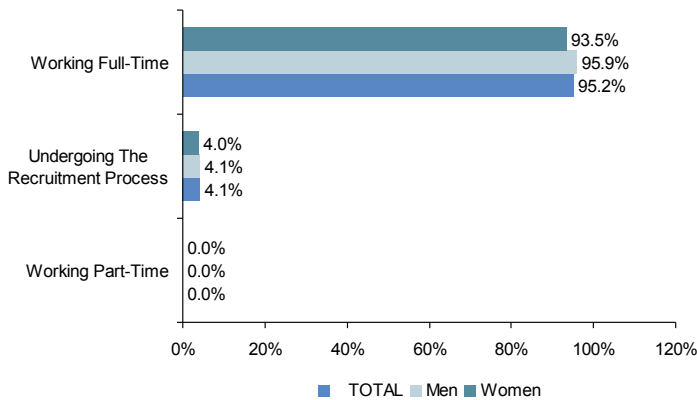
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3.3.2 Employment base

Figure 17 shows that the vast majority of ADF respondents who experienced sexual harassment reported they were working full time at the time of the harassment (over 90% of both men and women). No respondent reported experiencing sexual harassment while working part time. To a large extent this is due to the fact that about 98% of ADF personnel are employed on a full-time basis and only 1% on a part-time basis.²²

A very small group of ADF men and women (about 4%) were sexually harassed during the recruitment process.

Figure 17 – Employment status at the time of sexual harassment (by gender)²³



Base: Respondents who experienced sexual harassment in the ADF workplace in the last 5 years (n=181); men (n=53); women (n=128).

²² Source: 2011 Census Report.

²³ Q16a. At the time of harassment, were you working full time, part time or were you in the recruitment process?

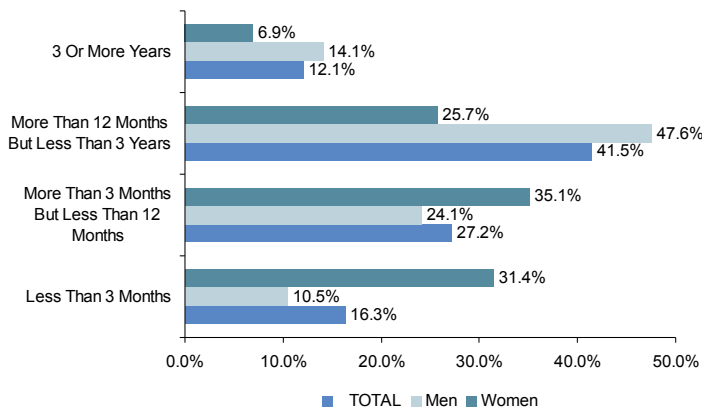
S1. Can you please confirm your gender?

3.3.3 Length of time at the location before experiencing sexual harassment

ADF respondents who were working at the time of sexual harassment (and not in the recruitment process) were asked how long they had been posted to the location where the sexual harassment occurred.

Women in the ADF were more likely to experience sexual harassment earlier in their posting than men, with 66.5% of respondents harassed in their first year at the location and about half of these during the first three months. The situation is reversed for men, 61.7% of whom experienced sexual harassment after working at the location for more than a year.

Figure 18 – Length of time working at the location where sexual harassment occurred (by gender)²⁴



Bases: Respondents who experienced sexual harassment in ADF in the last 5 years and who were working full/part time (n=171); men (n=51); women (n=120).

²⁴ Q17. At the time of the harassment how long had you been posted to your location?
S1. Can you please confirm your gender?

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3.3.4 Category/trade or corps of the target

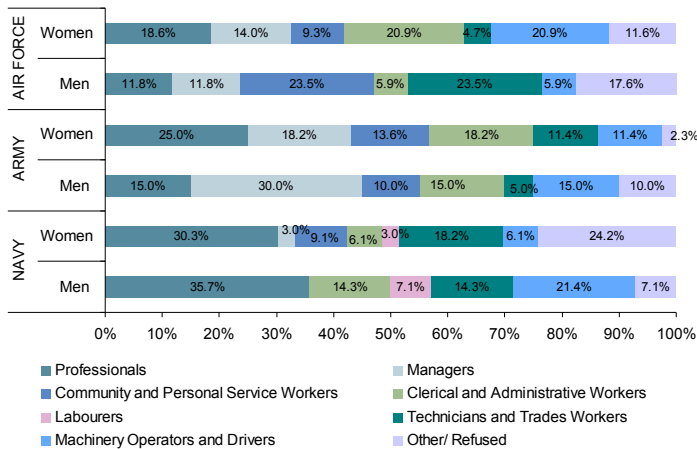
All ADF respondents who reported experiencing sexual harassment were asked about their category/trade or corp at the time they experienced sexual harassment. Responses were clustered under broad occupational groupings provided by the Department of Defence (Directorate of Strategic Personnel Policy Research) to assist in analysing trends across occupational groups.

The responses were different depending on the service, with men in the Army more likely to have been in managerial roles (30%) compared to all other services.

In the Navy both women (30.3%) and men (35.7%) were more likely to have experienced sexual harassment in professional roles than any other role, compared to all other services.²⁵

²⁵ These figures should be interpreted with caution, due to very small sample sizes (less than 20 respondents).

Figure 19 – Category/trade or corp at the time of sexual harassment (by gender, by service)²⁶



Bases: Respondents who experienced sexual harassment in ADF in the last 5 years and who were working full/part time (n=171); men (n=51); women (n=120). Navy, men (n=14); Navy, women (n=33). Army, men (n=20), Army, women (n=44). Air Force, men (n=17); Air Force, women (n=43).

²⁶ Q19a. What was your category/trade at the time the harassment occurred?
 Q19b. What was your corp at the time the harassment occurred?
 Q19c. What was your category/trade at the time the harassment occurred?
 S1. Can you please confirm your gender?
 S3. Which Service are you currently a member of?

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3.4 Characteristics of the harasser

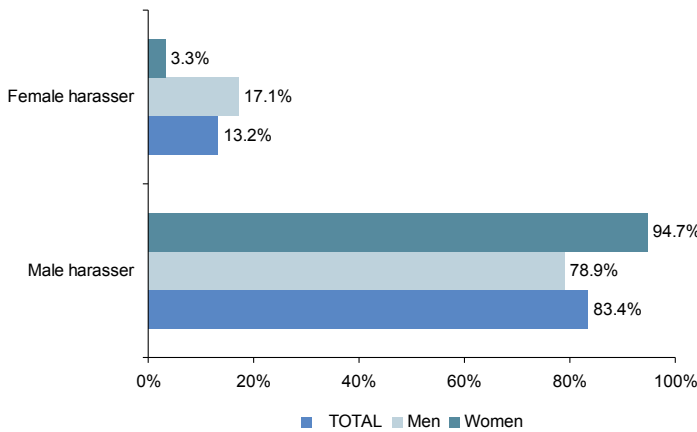
In the vast majority of sexual harassment occurrences, the harassment was perpetrated by a male coworker aged between 20 and 40 years.

3.4.1 Gender of the harasser

Women in the ADF were more likely than men to have been harassed by a male (94.7% of women and 78.9% of men respectively).

Looking at the few cases in which the harassment was perpetrated by a woman, male respondents in the ADF were more likely to have been harassed by a woman than were females in the ADF (17.1% of men and 3.3% of women respectively).

Figure 20 – Gender of the harasser (by respondents’ gender)²⁷



Base: Respondents who experienced sexual harassment in the ADF workplace in the last 5 years (n=181); men (n=53); women (n=128).

²⁷ Q12. Was the harasser male or female?
S1. Can you please confirm your gender?

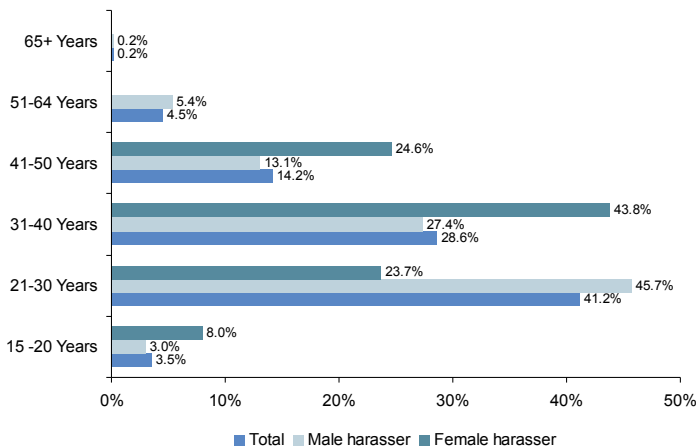
3.4.2 Age of the harasser

Overall, about three quarters (73.3%) of harassers were judged to be aged 40 years or less.

Figure 21 shows an inverse relationship for men in the ADF between age and propensity to perpetrate sexual harassment. Male harassers were more likely to perpetrate harassment at an early age, with 76.1% aged 40 years and younger and 45.7% between 21 and 30 years when committing the harassment.

The situation is slightly different for female harassers, who were more likely to perpetrate sexual harassment when over 30.²⁸

Figure 21 – Age of the harasser (by gender of the harasser)²⁹



Base: Respondents who experienced sexual harassment in the ADF workplace in the last 5 years (n=181); respondents harassed by male harasser (n=164); respondents harassed by female harasser (n=13).

²⁸ These figures should be interpreted with caution, due to very small sample sizes (less than 20 respondents).

²⁹ Q12. Was the harasser male or female?
Q13. About how old was the harasser?

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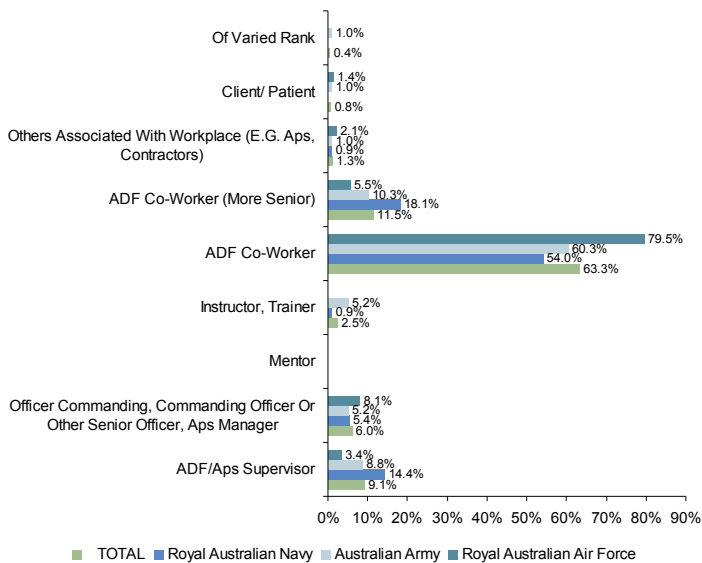
3.4.3 Harasser's relationship to the target

As shown in Figure 20, in the majority of occurrences sexual harassment was perpetrated by an ADF co-worker. A more senior co-worker was the next most common.

In the Air Force this was the case in nearly 80% of occurrences, the highest of all the services.

In the Army, the harassment was perpetrated by a co-worker in 54% of occurrences, lower than any other service. The Army also had the highest proportion of respondents who were harassed, indicating a more senior co-worker (18.1%) or an ADF/Aps supervisor (14.4%) as the harasser.

Figure 22 – Harasser’s relationship to the target (by service)³⁰



Base: Respondents who experienced sexual harassment in the ADF workplace in the last 5 years (n=181); Navy (n=51); Army (n=68); Air Force (n=62).

3.4.4 Presence of multiple harasser or repeat harassers

Of those ADF respondents who reported being aware of someone else being sexually harassed in the same location where they experienced harassment, 59.1% of women and 55.7% of men reported that the harassment was perpetrated by the same harasser as the one who had targeted them.

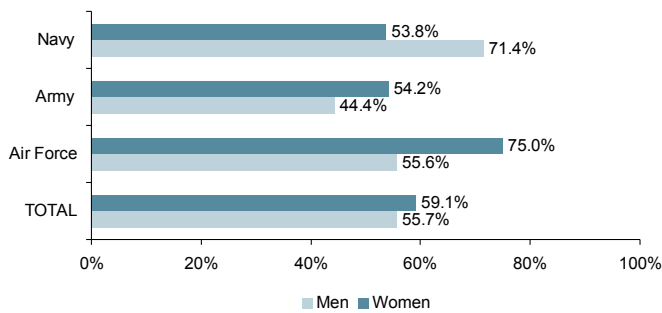
This implies that 40.9% of women and 44.3% of men who were harassed in the ADF were harassed by a different harasser, indicating the presence of multiple harassers in the same unit or location where they were harassed.

³⁰ Q14. What was the harasser’s relationship to you?
S3. Which Service are you currently a member of?

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Women in the Air Force reported being aware of others being harassed by the same harasser who harassed them more than women in the other services (75%), while men in the Navy were more likely to report this (71.4%) than men in the other services.³¹

Figure 23 – Awareness of sexual harassment perpetrated by the same harasser on multiple people³²



Bases: Respondents aware of someone else being sexually harassed in the same location where they had experienced sexual harassment (n=78); men (n=25); women (n=53). Navy, men (n=7); Navy, women (n=13). Army, men (n=9); Army, women (n=24). Air Force, men (n=9); Air Force, women (n=16).

³¹ These figures should be interpreted with caution, due to very small sample sizes (less than 20 respondents).

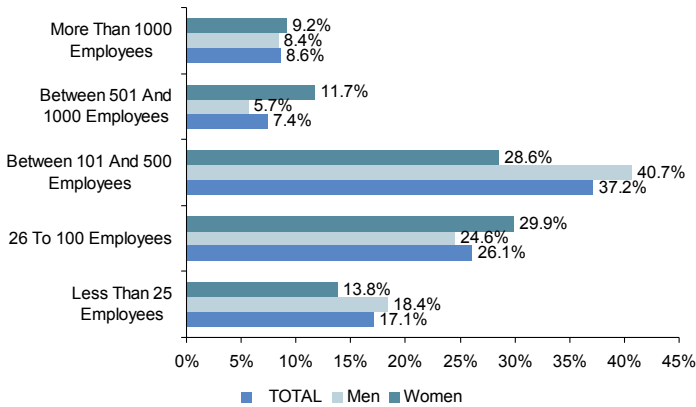
³² Q6c1. And was the harasser the same person who harassed you or was it someone else?
 S1. Can you please confirm your gender?
 S3. Which Service are you currently a member of?

3.5 Characteristics of the workplace

Over half (58.5%) of women and about two thirds (65.3%) of men who experienced sexual harassment in the ADF workplace in the last 5 years were working in medium-sized locations (between 26 and 500 employees).

About one in five women (20.9%) and one in seven men (14.1%) reported experiencing sexual harassment in locations with over 500 employees, and 13.8% of women and 18.4% of men who experienced harassment worked in small workplaces (less than 25 employees).

Figure 24 – Size of the workplace where the sexual harassment occurred (by gender)³³



Base: Respondents who experienced sexual harassment in the ADF workplace in the last 5 years (n=181); men (n=53); women (n=128).

³³ Q15. How many employees would there have been at your posting location in total?
S1. Can you please confirm your gender?

4 Addressing Sexual Harassment

4.1 Introduction

This section provides an analysis of the nature of the reporting of sexual harassment, the support and advice sought by ADF employees in regard to the sexual harassment they experienced, satisfaction with the overall complaint process, complaint finalisation, who received the complaints, the consequences for the target, harasser and ADF following the complaint, and the time it took for the harassment and for formal complaints to be raised.

All ADF employees were also asked about their most preferred sources of information about sexual harassment, with their first response and all other responses recorded.

It is worth noting that only a very small proportion (n=30) of those who experienced sexual harassment in the ADF workplace in the last five years made a formal report or complaint.

The sample is even smaller when taking gender into account (men: n=5; women: n=25) or service differences (Navy: men n=1, women n=11; Army: men n=2, women n=11; Air Force: men n=2, women n=3).

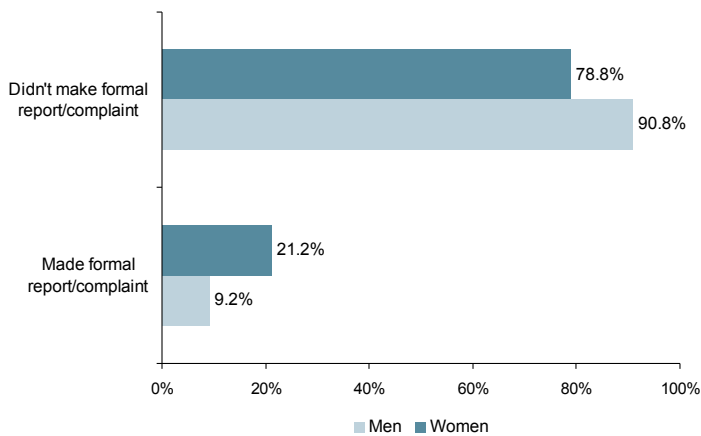
Because of such small sample sizes, the results are discussed in terms of a fraction (x/y) rather than a percentage (%). However, in the interests of consistency with the rest of the report, percentages are presented in the charts to the first decimal point.

4.2 Formal reports and complaints

All ADF respondents who reported experiencing sexual harassment in the ADF workplace in the last 5 years were asked whether they made a formal report or complaint.

One in five (21.2%) women and one in ten (9.2%) men made a formal complaint as shown in Figure 25.

Figure 25 – Formal Report/Complaint³⁴



Base: ADF, respondents who experienced sexual harassment in the ADF workplace in the last 5 years (n=181); men (n=53); women (n=128).

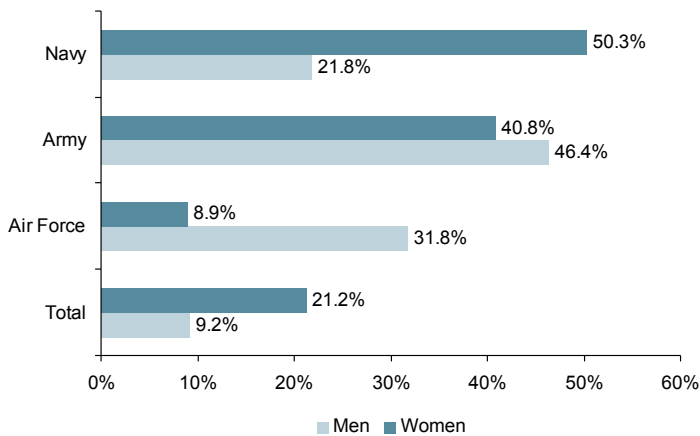
Looking at service differences, women in the Navy (11/25) are more likely than men in other services to make a formal report or complaint about the sexual harassment. Compared to other services, the Air Force was the only service where men (2/5) were more likely than women (3/25) to make a formal report or complaint.³⁵

³⁴ Q7c. Did you formally report or make a complaint about the harassment to anyone?
S1. Can you please confirm your gender?

³⁵ These figures should be interpreted with caution, due to very small sample sizes (less than 20 respondents).

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Figure 26 – Formal Report/Complaint³⁶



Base: ADF, respondents who experienced sexual harassment in the ADF workplace in the last 5 years and made a formal report or complaint (n=30); men (n=5); women (n=25). Navy, men (n=1); Navy, women (n=11). Army, men (n=2), Army, women (n=11). Air Force, men (n=2); Air Force, women (n=3).

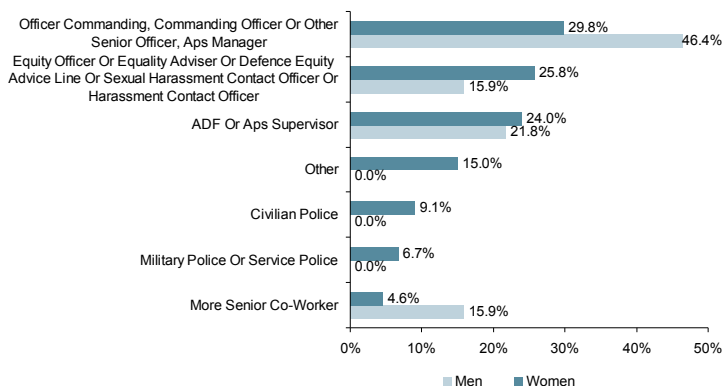
³⁶ Q7d. Did you formally report or make a complaint about the harassment to anyone?
 S1. Can you please confirm your gender?
 S3. Which Service are you currently a member of?

4.2.1 Complaint Recipients

Of those ADF respondents who were harassed and made a formal complaint or report, just under half of men (2/5) reported the incident to their Officer Commanding or other Senior Officer or Aps Manager compared to eight out of 25 women in the ADF.

Six out of 25 women reported the incident to the Equity Officer or sexual harassment contact officer compared to one out of five men in the ADF.³⁷

Figure 27 – Formal Report/Complaint³⁸



Base: ADF, respondents who experienced sexual harassment in the ADF workplace in the last 5 years and made a formal report or complaint (n=30); men (n=5); women (n=25).

³⁷ These figures should be interpreted with caution, due to very small sample sizes (less than 20 respondents).

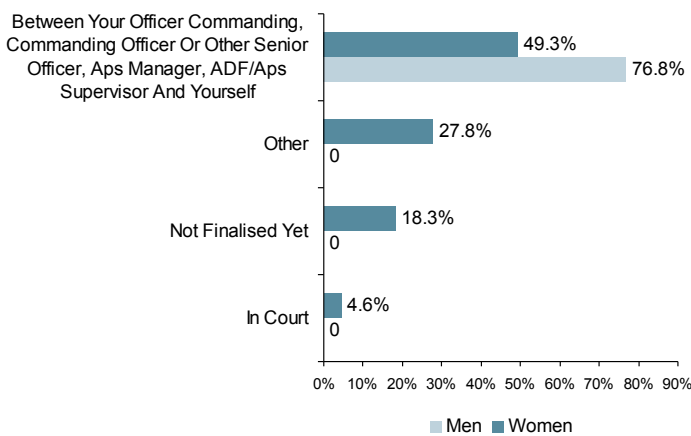
³⁸ Q7d. Who did you report the incident to?
S1. Can you please confirm your gender?

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Four out of the five men who made a formal complaint had the issue finalised between their Officer Commanding or other senior staff and themselves.

Four out of 25 women still have not had their sexual harassment complaint finalized.³⁹

Figure 28 – How the complaint was finalised⁴⁰



Base: ADF, respondents who experienced sexual harassment in the ADF workplace in the last 5 years and made a formal report or complaint (n=30); men (n=5); women (n=25).

³⁹ These figures should be interpreted with caution, due to very small sample sizes (less than 20 respondents).

⁴⁰ Q11a. How was your complaint finalised?
S1. Can you please confirm your gender?

4.2.2 Consequences of the complaint

(a) Consequences for the target following the complaint

The most common positive consequences for women in the ADF who made a formal complaint was “the harassment stopped” (12/25), “Officer Commanding apologised for failing to prevent the harassment” (4/25), and “received positive feedback for making complaint” (2/25), as shown in Figure 29a.

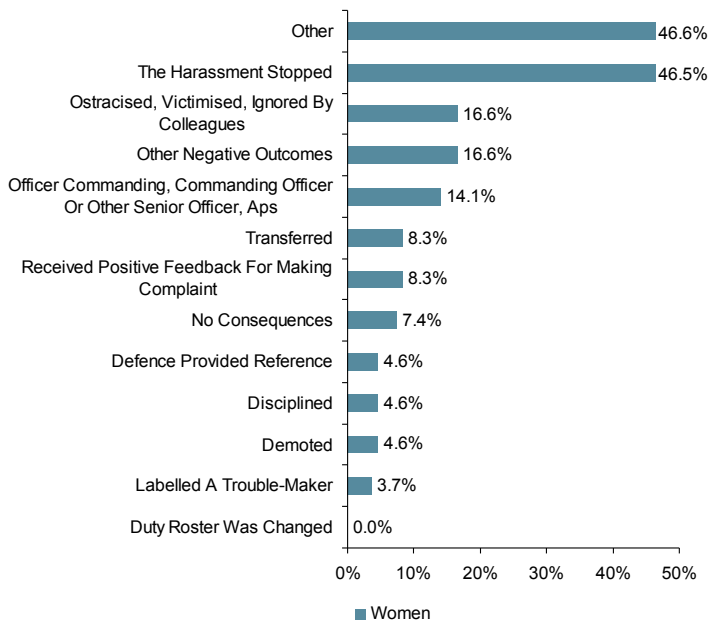
Compared to women in the ADF who made a formal complaint, the majority of men in the ADF had no consequences. Figure 29b shows that two out of five men reported that “the harassment stopped” and one out of five men was “transferred”.

The most common negative consequence for both men and women who made a formal complaint was that they were “ostracised, victimised, ignored by colleagues” (one out of five men and four out of 25 women).⁴¹

⁴¹ These figures should be interpreted with caution, due to very small sample sizes (less than 20 respondents).

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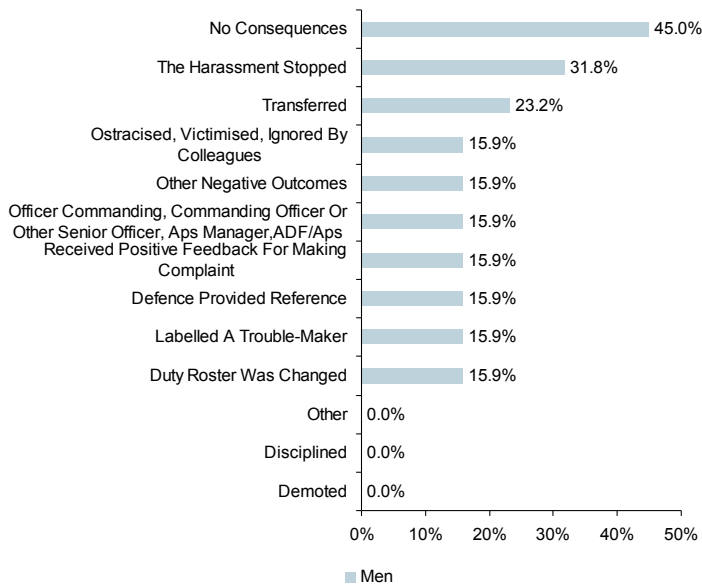
Figure 29a – Consequences for women following the complaint⁴²



Base: ADF, female respondents who experienced sexual harassment in the ADF workplace in the last 5 years and made a formal report or complaint (n=25).

⁴² Q9a. What were the positive and/or negative workplace consequences for you, following your complaint?
S1. Can you please confirm your gender?

Figure 30b – Consequences for men following the complaint⁴³



Base: ADF, male respondents who experienced sexual harassment in the ADF workplace in the last 5 years and made a formal report or complaint (n=5).

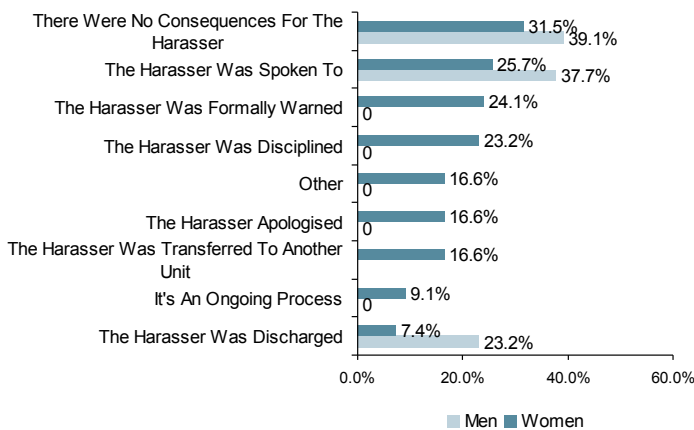
⁴³ Q9a. What were the positive and/or negative workplace consequences for you, following your complaint?
S1. Can you please confirm your gender?

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(b) Consequences for the harasser following the complaint

There were no consequences for the harasser for two out of the five men and eight of the 25 women in the ADF who made a formal complaint about the sexual harassment that happened to them.

Figure 31 – Consequences for the harasser⁴⁴



Base: ADF, respondents who experienced sexual harassment in the ADF workplace in the last 5 years and made a formal report or complaint (n=30); men (n=5); women (n=25).

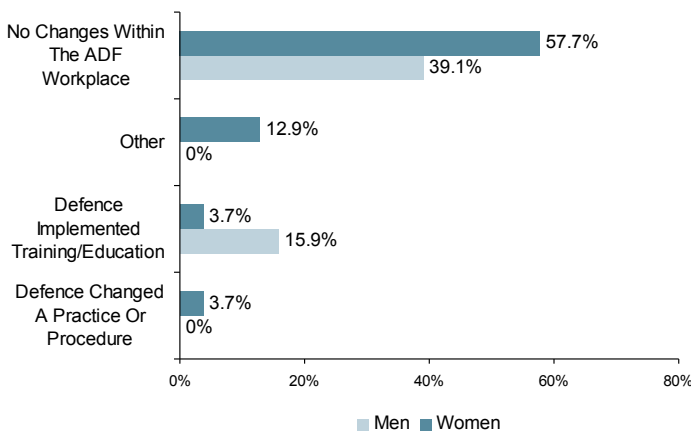
⁴⁴ Q9c. What were the consequences for the harasser following your complaint?
S1. Can you please confirm your gender?

(c) Consequences for the ADF following the complaint

The majority of men (2/5) and women (15/25) who made a formal complaint about the sexual harassment they experienced reported that there were no consequences for the ADF following their complaint.

In very few cases were training or educational sessions organised or practice or procedures changed.⁴⁵

Figure 32 – Consequences for the ADF following the complaint⁴⁶



Base: ADF, respondents who experienced sexual harassment in the ADF workplace in the last 5 years and made a formal report or complaint (n=30); men (n=5); women (n=25).

⁴⁵ These figures should be interpreted with caution, due to very small sample sizes (less than 20 respondents).

⁴⁶ Q9c. What were the consequences of your complaint for the ADF?
S1. Can you please confirm your gender?

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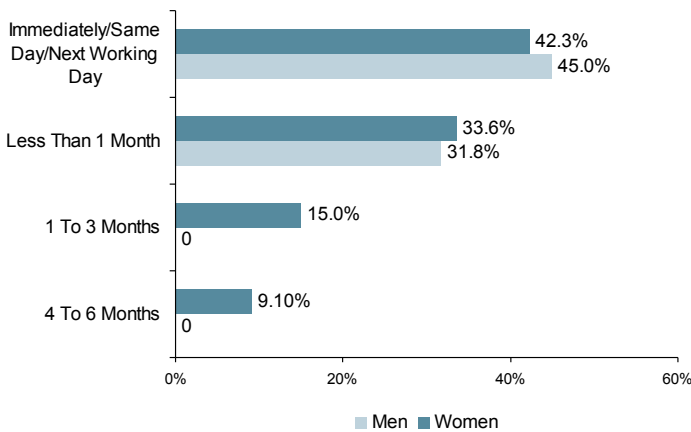
4.2.3 Timeframe of the Complaint

All ADF respondents who made a formal complaint about the sexual harassment that happened to them were asked how long it was between the sexual harassment that happened and reporting it.

Two in five men and ten out of 25 women made a formal complaint about the sexual harassment that happened to them immediately, the same day, or the next working day. Nine out of 25 women and two out of five men reported it in less than a month and 4 out of 25 women reported the harassment one to three months after it occurred.⁴⁷

The results follow a similar trend in the National Survey.

Figure 33 – Time period between harassment and reporting⁴⁸



Base: ADF, respondents who experienced sexual harassment in the ADF workplace in the last 5 years and made a formal report or complaint (n=30); men (n=5); women (n=25).

⁴⁷ These figures should be interpreted with caution, due to very small sample sizes (less than 20 respondents).

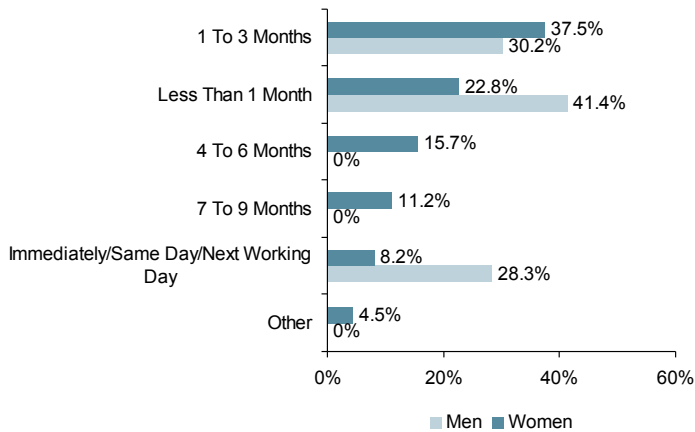
⁴⁸ Q10. What was the time period between when the harassment began and when you reported it?

S1. Can you please confirm your gender?

Of the men in the ADF who made a formal complaint, two out of four had their complaint finalised in less than a month and one out of four finalised immediately.

It took one to three months for eight out of 21 women in the ADF who made a formal complaint to have their complaint finalised. A small proportion of women had their complaint finalised immediately (two out of 21).⁴⁹

Figure 34 – Time taken to finalise complaint⁵⁰



Base: ADF, respondents who experienced sexual harassment in the ADF workplace in the last 5 years and made a formal report or complaint (n=30); men (n=5); women (n=25).

⁴⁹ These figures should be interpreted with caution, due to very small sample sizes (less than 20 respondents).

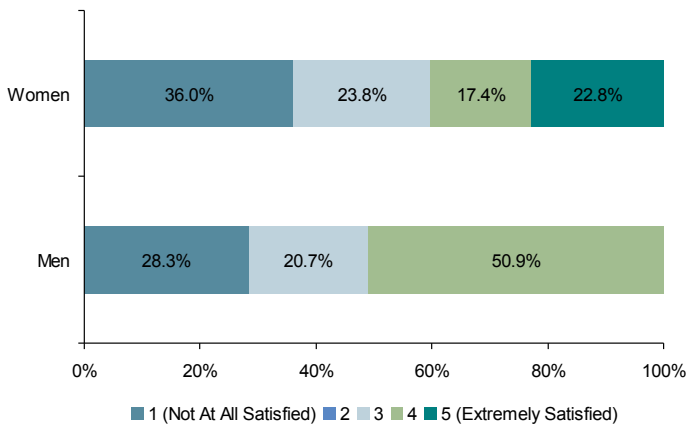
⁵⁰ Q11b. How long did it take to finalise your complaint?
S1. Can you please confirm your gender?

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4.2.4 Satisfaction with the Complaint Process

Most of the men (four out of five) in the ADF who made a complaint about the sexual harassment that happened to them were satisfied with the overall process of how their complaint was dealt with. Seven out of 21 women in the ADF were not at all satisfied with how their complaint was dealt with overall.⁵¹

Figure 35 – Satisfaction with overall complaint process⁵²



Base: ADF, respondents who experienced sexual harassment in the ADF workplace in the last 5 years and made a formal report or complaint and complaint finalised (n=25); men (n=4); women (n=21).

⁵¹ These figures should be interpreted with caution, due to very small sample sizes (less than 20 respondents).

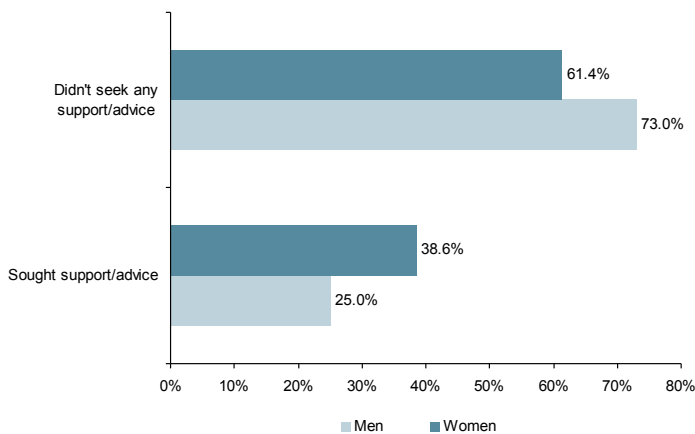
⁵² Q11c. On a scale of 1 to 5 where 1 mean not at all satisfied and 5 means extremely satisfied/5 means extremely satisfied and 1 means not at all satisfied, how would you rate the overall process of dealing with your sexual harassment complaint?
S1. Can you please confirm your gender?

4.3 Advice and assistance

All ADF respondents who reported experiencing sexual harassment in the ADF workplace in the last 5 years were asked whether they sought support or advice about the harassment that happened to them.

Women (38.6%) were more likely than men (25.0%) in the ADF to seek support or advice about the harassment they experienced. These figures are similar to the National Survey.

Figure 36 – Whether sought support or advice about the sexual harassment that occurred⁵³



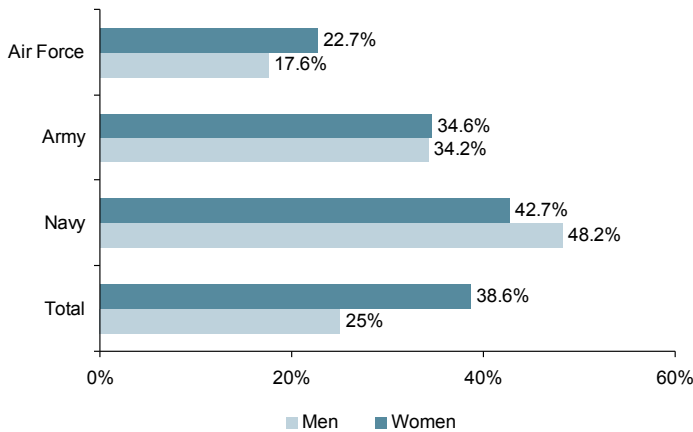
Base: ADF, respondents who experienced sexual harassment in the ADF workplace in the last 5 years (n=181); men (n=53); women (n=128).

⁵³ Q7a. Did you seek any support or advice about this harassment that happened to you?
S1. Can you please confirm your gender?

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More women in the Navy (42.7%) sought support about the sexual harassment that occurred than women in the other services. Similarly, men in the Navy (48.2%) were more likely than men in the other services and women in the Navy to seek support or advice.⁵⁴

Figure 37 – Seek support or advice about the sexual harassment that occurred⁵⁵



Base: ADF, respondents who experienced sexual harassment in the ADF workplace in the last 5 years (n=181); men (n=53); women (n=128). Navy, men (n=15); Navy, women (n=36). Army, men (n=21), Army, women (n=47). Air Force, men (n=17); Air Force, women (n=45).

⁵⁴ These figures should be interpreted with caution, due to very small sample sizes (less than 20 respondents).

⁵⁵ Q7a. Did you seek any support or advice about this harassment that happened to you?
 S1. Can you please confirm your gender?
 S3. Which Service are you currently a member of?

4.3.1 Sources of Assistance/Advice

All ADF respondents who experienced sexual harassment in the ADF workplace in the last 5 years and sought advice were asked who they sought it from.

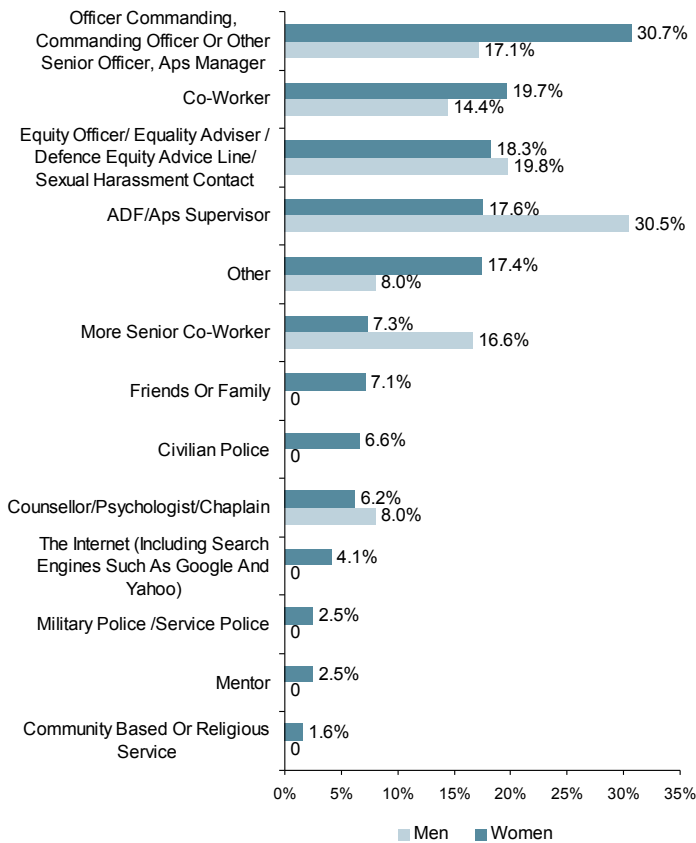
The most common source of assistance or advice for women in the ADF was the Officer Commanding or other Senior Officer or Aps Managers (30.7%), followed by co-worker (19.7%) and equity officer or sexual harassment contact officer (18.3%).

For men in the ADF, the most common source of advice was the ADF/Aps Supervisor (30.5%) followed by equity officer or sexual harassment contact (19.8%) and Officer Commanding or other Senior Officer (17.1%).⁵⁶

⁵⁶ These figures should be interpreted with caution, due to very small sample sizes (less than 20 respondents).

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Figure 38 – Sources of Assistance/Advice⁵⁷



Base: ADF, respondents who experienced sexual harassment in the ADF workplace in the last 5 years and sought advice (n=61); men (n=13); women (n=48).

⁵⁷ Q7b. Who did you seek assistance or advice from?
S1. Can you please confirm your gender?

4.4 Reasons for not seeking advice or making a formal complaint

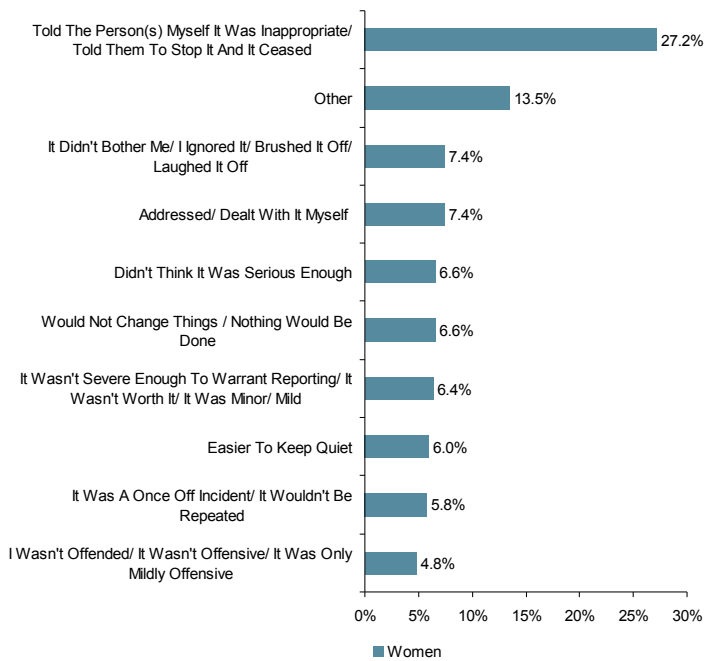
The most common reason for both men (26.7%) and women (27.2%) in the ADF for not seeking advice or making a formal complaint was because the target told the person(s) themselves that it was inappropriate or told them to stop it.

A small group of men (6.9%) and of women (7.4%) in the ADF said that the behaviour did not bother them, that they ignored it, brushed it off or laughed it off.

Another reason for not seeking advice or making a formal complaint was that 7.9% of men and 4.8% of women in the ADF felt that the sexual harassment behaviour they had experienced was only mildly offensive.

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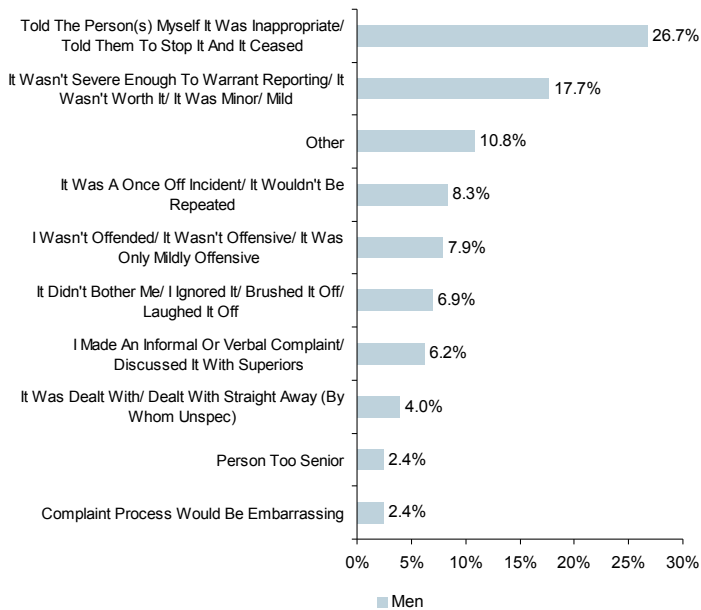
Figure 39a – Ten most common reasons for women not seeking advice or making a formal complaint⁵⁸



Base: ADF, female respondents who experienced sexual harassment in the ADF workplace in the last 5 years and didn't make a formal complaint or didn't seek support (n=103).

⁵⁸ Q8. Why did you not seek support or advice or/report or make a complaint?
S1. Can you please confirm your gender?

Figure 40b – Ten most common reasons for *men* not seeking advice or making a formal complaint⁵⁹



Base: ADF male respondents who experienced sexual harassment in the ADF workplace in the last 5 years and didn't make a formal complaint or didn't seek support (n=48).

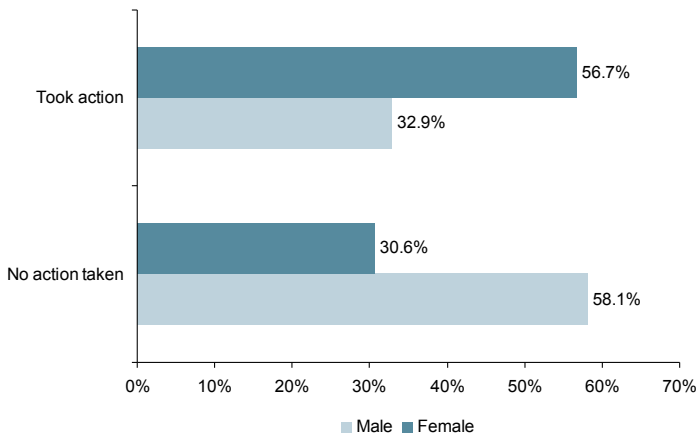
⁵⁹ Q8. Why did you not seek support or advice or/report or make a complaint?
S1. Can you please confirm your gender?

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4.5 Bystander actions

Out of those respondents who were aware of sexual harassment happening in general in the ADF (excluding episodes which occurred in the same location where respondents were harassed, when applicable), 58.1% of men took no action about this, compared to only 30.6% of women.

Figure 41 – Action taken (by gender)⁶⁰



Base: ADF respondents aware of sexual harassment happening to someone else in the ADF, excluding episodes which occurred in the same place where the respondent reported being sexually harassed (n=442); men (n=214); women (n=228).

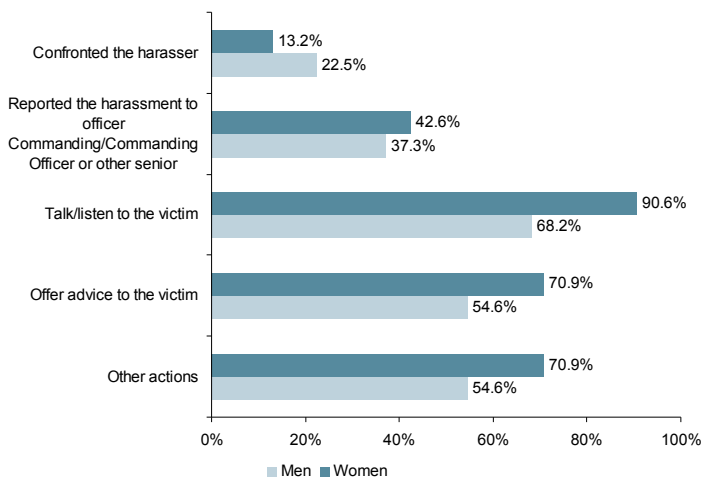
Out of those who took action after becoming aware of sexual harassment, the majority talked or listened to the target of sexual harassment. Women in the ADF were more likely to do so than men (90.6% and 68.2% respectively). The second most common type of action was offering advice to the victim, by 70.9% of women and 54.6% of men.

Only 13.2% of women confronted the harasser directly, while men were more likely to do so (22.5%).

⁶⁰ Q22. Did you take any of the following actions after hearing about/ witnessing this?
S1. Can you please confirm your gender?

Amongst the other types of actions taken, the most common was participating in the reporting or reporting the incident through the ADF internal mechanism, participating in education or discussions, providing support to the victim and reporting the incident through an external mechanism (i.e. civilian police).

Figure 42 – Type of action taken (by gender)⁶¹



Base: Respondents who took action after becoming aware of someone else being harassed (n=215) men (n=77); women (n=138).

In the general population, “talk or listen to the target of sexual harassment” was the most common action taken, followed by offering advice to the victim.

⁶¹ Q22. Did you take any of the following actions after hearing about/ witnessing this?
S1. Can you please confirm your gender?

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(a) Consequences

In the vast majority of cases, there were no consequences for those who took action after hearing of or witnessing the occurrence of sexual harassment in the ADF workplace, with 95.2% of men and 92.7% of women reporting no consequences following their actions, as shown in Table 1.

Table 1: Consequences experienced by those who took action after witnessing or becoming aware of someone else being sexually harassed, in the ADF in general, by gender (top 6)

Australian Defence Force			
sample	TOTAL n=215	Men n=77	Women n=138
No Consequences	94.7%	95.2%	92.7%
Other	2.7%	2.4%	3.6%
Received Positive Feedback For Making Complaint	1.4%	1.4%	1.5%
Ostracised, Victimised, Ignored By Colleagues	0.3%	0%	1.3%
Harassment Stopped	1.2%	1.4%	0.7%
Disciplined	1.1%	1.4%	0%

Looking at the different services, the vast majority of respondents did not experience any sort of consequences for acting against sexual harassment.

Table 2 on the following page shows the types of consequences faced, with a break-down by service and gender.

Table 2: Consequences experienced by those who took action after witnessing or becoming aware of someone else being sexually harassed, by gender and service (top 6)

Royal Australian Navy			
sample	TOTAL n=54	Men n=20	Women n=34
No Consequences	95.5%	95.0%	97.1%
Received Positive Feedback For Making Complaint	3.8%	5.0%	0%
Harassment Stopped	3.8%	5.0%	0%
Disciplined	0%	0%	0%
Transferred	0%	0%	0%
Had Duty Roster Changed	0%	0%	0%
Australian Army			
sample	TOTAL n=86	Men n=36	Women n=50
No Consequences	95.3%	97.2%	86.0%
Received Positive Feedback For Making Complaint	0.7%	0%	4.0%
Harassment Stopped	0.3%	0%	2.0%
Ostracised, Victimised, Ignored By Colleagues	0.3%	0%	2.0%
Disciplined	2.3%	2.8%	0%
Transferred	0%	0%	0%
Royal Australian Air Force			
sample	TOTAL n=75	Men n=21	Women n=54
No Consequences	92.2%	90.5%	96.3%
Ostracised, Victimised, Ignored By Colleagues	0.6%	0.0%	1.9%
Other	3.9%	4.8%	1.9%
Received Positive Feedback For Making Complaint	0%	0%	0%
Disciplined	0%	0%	0%
Transferred	0%	0%	0%

Prevalence and Nature of Sexual Harassment in the ADF • 2012

4.6 Access to information

All respondents in the ADF were asked where they would prefer to source information about sexual harassment. The first source of information mentioned was recorded, followed by any other sources mentioned. Figure 41 shows the total mentions.

The most preferred source of information about sexual harassment for just over a third of men (37.3%) and two in five women (41.5) in the ADF was the Internet – including search engines such as Google and Yahoo – followed by the Defence Restricted Network or Defence Intranet (28.4% of men and 25.3% of women in the ADF), and Equity Officer or Sexual Harassment Contact Officer (17.9% of men).

Table 3: Total mentions of preferred sources of information about sexual harassment⁶²

Men		Women	
More than 20%			
Internet	37.3%	Internet	41.5%
Defence Restricted Network	28.4%	Defence Restricted Network	25.3%
10% to 20%			
Equity Officer	17.9%	Equity Officer	19.1%
Manager or Supervisor	13.6%	Manager or Supervisor	13.3%
Other	11.1%	Defence Instructions General	12.1%
5% to less than 10%			
Defence Instructions General	9.2%	Other	8.5%
Training	5.2%	Co-worker – more senior	5.1%
Co-worker – more senior	5%		
Less than 5%*			
Print media		Medical Centre	
Chaplain/padre		Counsellor/psychologist	
Annual training		Annual training	
Counsellor/psychologist		Co-worker	
Medical Centre		Print media	
Co-worker		Training	
Email		Chaplain/padre	
TV or radio		Employer/boss	
ADF publications		Brochures/pamphlets	
Telephone hotline		Telephone hotline	
Employer/boss		Friends or family	
Brochures/pamphlets		ADF publications	
Lawyer or legal service		Lawyer or legal service	
Divisional Systems		Australian Human Rights Commission	
Friends or family		Defence community organisation	
HR Manager or equivalent		Divisional Systems	
Australian Human Rights Commission		HR Manager or equivalent	
Library		TV or radio	
Defence community organisation		Email	
		Library	

Base: ADF, all respondents (n=1,000); men (n=500); women (n=500).

* These figures listed in order of preference.

⁶² Q24A/B. Where would be your preferred sources of information about sexual harassment? (total mentions).

S1. Can you please confirm your gender?

Appendix N.5 – Sexual harassment survey 2012 (ADF component)

Good [Morning/ Afternoon/ Evening]. My name is (SAY NAME) from Roy Morgan Research. May I please speak to (SAY RANK AND NAME OF RESPONDENT e.g. Lieutenant Smith).

IF NECESSARY, RE-INTRODUCE

My name is (SAY NAME) from Roy Morgan Research. We are conducting a social survey about sexual harassment in the Australian Defence Force workplace on behalf of Defence and in conjunction with the Australian Human Rights Commission, which is administering a similar survey in the Australian community. The results of the two surveys will be compared.

Participation in this study is entirely voluntary and you can withdraw at any time. You can also choose not to answer any questions you are uncomfortable with.

This survey will take approximately 12 minutes and aims to determine the prevalence, nature and reporting of sexual harassment in the ADF.

When completing this survey, you will be asked whether or not you have experienced sexual harassment and to recall your or others' experiences of harassment.

We recognise and understand that some survey questions may be of a sensitive nature. If you require support following this survey, please contact an appropriate service. You should have received a list of Defence and non-Defence support services by mail. This information can be provided again during this phone survey. If this survey invokes a severe reaction in you, please be sure to contact Defence health personnel via the local Health Centre or clinic.

Your answers will remain strictly confidential. We will allocate your survey with a unique identifying number and will not record your name and telephone number with your responses. We will only use your name to track your survey if you wish to withdraw your participation at a later date. The de-identified survey data will be provided to the Australian Human Rights Commission. Only aggregated survey results will be reported.

Defence provided your contact details and allowed us to contact you to conduct this important study.

ASK ALL:

[Single]

I1. Would you like to participate?

IF NECESSARY SAY: *Is now a good time or would it be more convenient if I made an appointment to speak to you at another time?*

IF NECESSARY, MAKE AN APPOINTMENT.

1		YES, CONTINUE NOW
2		MAKE APPOINTMENT
3		NO

IF NO TERMINATE

Thank you for your time.

ENDIF

IF APPOINTMENT ON I1

ENDIF

ASK ALL:

[Single]

I2. This call may be monitored by a supervisor for training purposes. Supervisors are bound by the same confidentiality requirements as interviewers. Do you agree to this call being monitored?		
1		YES
2		NO

IF NO (CODE 2 ON I2) SAY:

INTERVIEWER: ALERT SUPERVISOR TO EXCLUDE FROM MONITORING – CONTINUE

ENDIF

[Single]

S0. Firstly, are you OVER 18?		
1		YES
2		NO

IF CODE 2 ON S0, SAY:

Thankyou but we need to speak to respondents aged 18 years or older.

ENDIF

ASK ALL:

Before we continue any further, I will just ask you a few preliminary questions.

[Single]

S1. Can you please confirm your gender? INTERVIEWERS NOTE: DO NOT READ IF OTHER, HIGHLIGHT OTHER AND TYPE IN RESPONSE		
1		MALE
2		FEMALE
3	Openend	OTHER (SPECIFY)

Thank you for your time and assistance but we have spoken to enough #/males/females/.

[Single]

S1b. Which of these age groups are you in?		
INTERVIEWER NOTE: READ OUT		
2		18-29
3		30-39
4		40-49
5		50-64
6		65+

ASK ALL:

[Single]

S2. What is the main language spoken at home?		
INTERVIEWER NOTE: DO NOT READ LIST		
1		ENGLISH
2		ITALIAN
3		GREEK
4		CANTONESE
5		MANDARIN
6		ARABIC
7		VIETNAMESE
97	Openend	OTHER
98		DON'T KNOW/ CAN'T SAY/ UNSURE
99		REFUSED

[Single]

S3. Which Service are you currently a member of?		
INTERVIEWERS NOTE: DO NOT READ		
1		ROYAL AUSTRALIAN NAVY
2		AUSTRALIAN ARMY

3		ROYAL AUSTRALIAN AIR FORCE
99		NOT DISCLOSED

IF CODE 1 ON S3 (NAVY), ASK:

[Single]

<p>S4A. What is your rank? The responses will be combined into rank groups and will not be used in any way that could identify you.</p> <p>INTERVIEWER NOTE: DO NOT READ LIST</p> <p>IF OTHER, HIGHLIGHT OTHER AND TYPE IN RESPONSE</p>		
1		RECRUIT
2		APPRENTICE
3		SEAMAN*
4		SEAMAN
5		ABLE SEAMAN
6		LEADING SEAMAN
7		PETTY OFFICER
8		CHIEF PETTY OFFICER
9		WARRANT OFFICER
10		MIDSHIPMAN
11		ACTING SUB LIEUTENANT
12		SUB LIEUTENANT
13		LIEUTENANT
14		LIEUTENANT COMMANDER
15		COMMANDER
16		CAPTAIN
17		COMMODORE
18		REAR ADMIRAL

19		VICE ADMIRAL
20		ADMIRAL
97	Openend	OTHER (SPECIFY)
98		DON'T KNOW/ CAN'T SAY/ UNSURE
99		NOT DISCLOSED

ENDIF

IF CODE 2 ON S3 (ARMY), ASK:

[Single]

<p>S4B. What is your rank? The responses will be combined into rank groups and will not be used in any way that could identify you.</p> <p>INTERVIEWER NOTE: DO NOT READ LIST</p> <p>IF OTHER, HIGHLIGHT OTHER AND TYPE IN RESPONSE</p>		
1		RECRUIT
2		APPRENTICE
3		PRIVATE - TRAINEE
4		PRIVATE (OR EQUIVALENT)
5		PRIVATE - PROFICIENT (OR EQUIVALENT)
6		LANCE CORPORAL
7		CORPORAL (OR EQUIVALENT)
8		SERGEANT
9		STAFF SERGEANT
10		WARRANT OFFICER CLASS 2
11		WARRANT OFFICER CLASS 1
12		STAFF CADET / OFFICER CADET
13		2ND LIEUTENANT
14		LIEUTENANT

15		CAPTAIN
16		MAJOR
17		LIEUTENANT COLONEL
18		COLONEL
19		BRIGADIER
20		MAJOR GENERAL
21		LIEUTENANT GENERAL
22		GENERAL
97	Openend	OTHER (SPECIFY)
98		DON'T KNOW/ CAN'T SAY/ UNSURE
99		NOT DISCLOSED

ENDIF**IF CODE 3 ON S3 (AIR FORCE), ASK:**

[Single]

S4C. What is your rank? The responses will be combined into rank groups and will not be used in any way that could identify you.		
INTERVIEWER NOTE: DO NOT READ LIST		
1		RECRUIT
2		APPRENTICE
3		AIRCRAFTMAN/AIRCRAFTWOMAN - TRAINEE
4		AIRCRAFTMAN/AIRCRAFTWOMAN
5		LEADING AIRCRAFTMAN/AIRCRAFTWOMAN
6		CORPORAL
7		SERGEANT
8		FLIGHT SERGEANT
9		WARRANT OFFICER

10		OFFICER CADET
11		PILOT OFFICER
12		FLYING OFFICER
13		FLIGHT LIEUTENANT
14		SQUADRON LEADER
15		WING COMMANDER
16		GROUP CAPTAIN
17		AIR COMMODORE
18		AIR VICE-MARSHAL
19		AIR MARSHAL
20		AIR CHIEF MARSHAL
97	Openend	OTHER (SPECIFY)
98		DON'T KNOW/ CAN'T SAY/ UNSURE
99		NOT DISCLOSED

ENDIF

ASK ALL:

This is an important study of the prevalence and impact of sexual harassment. Firstly, I would like to read the definition of Sexual Harassment. I'd like to assure you that your answers to these questions are completely confidential.

“Sexual harassment is an unwelcome sexual advance, unwelcome request for sexual favours or other unwelcome conduct of a sexual nature which, in the circumstances, a reasonable person, aware of those circumstances, would anticipate the possibility that the person would feel offended, humiliated or intimidated.”

ASK ALL:

[Single]

Q1. Have you ever personally experienced sexual harassment?		
1		YES
2		NO
98		DON'T KNOW/ CAN'T SAY/ UNSURE
99		REFUSED

IF YES (CODE 1 ON Q1) ASK:

THE ANSWER PLACES TO Q2 WILL BE RANDOMISED

[Single] {Random}

<p>Q2. Where was that sexual harassment experienced?</p> <p>INTERVIEWER NOTE: IF PERSON STATES THEY HAD MULTIPLE EXPERIENCES ASK THEM ABOUT THE MOST RECENT EXPERIENCE</p> <p>INTERVIEWER NOTE: READ OUT:</p> <p>IF OTHER, HIGHLIGHT OTHER AND TYPE IN RESPONSE</p>		
1		In an Australian Defence Force workplace
2		In or at an ADF work related event (eg social event, conference, mess activity)
3		As a recruit or trainee in an ADF training institution
4		During the recruitment process
5		In a workplace other than the ADF
97	Fixed Openend	Elsewhere (SPECIFY)
98	Fixed	(DO NOT READ) DON'T KNOW/ CAN'T SAY/ UNSURE
99	Fixed	(DO NOT READ) REFUSED

IF CODE 5 ON Q2, ASK:

<p>Q2a. Out of the following, how would you describe this harassment? Please answer Yes or No to each one of these definitions.</p>
<p>STATEMENTS A-J WILL BE RANDOMISED: STATEMENTS K-M WILL APPEAR AT THE END</p>
<p>A. Unwelcome touching, hugging, cornering or kissing B. Inappropriate staring or leering that made you feel intimidated C. Sexual gestures, indecent exposure or inappropriate display of the body D. Sexually suggestive comments or jokes that made you feel offended E. Sexually explicit pictures, posters or gifts that made you feel offended F. Repeated or inappropriate invitations to go out on dates G. Intrusive questions about your private life or physical appearance that made you feel offended H. Sexually explicit emails or SMS messages I. Inappropriate physical contact J. Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague K. Requests or pressure for sex or other sexual acts L. Actual or attempted rape or sexual assault</p>

[Single]

M. Any other unwelcome conduct of a sexual nature IF YES, HIGHLIGHT YES AND TYPE IN RESPONSE		
1	Openend	YES (SPECIFY)
2		NO
98		DON'T KNOW/ CAN'T SAY/ UNSURE
99		REFUSED

YOU HAVE NOT COMPLETED ALL QUESTIONS PLEASE GO BACK AND DO SO

[Single]

Q2b. Did you seek any support or advice about this harassment that happened to you?		
1		YES
2		NO
98		DON'T KNOW/ CAN'T SAY/ UNSURE
99		REFUSED

[Single]

Q2c. Did you formally report or make a complaint about the harassment to anyone?		
1		YES
2		NO
98	Single	DON'T KNOW/ CAN'T SAY/ UNSURE
99	Single	REFUSED

IF CODE 1 ON Q2C, ASK:

THE ANSWER PLACES TO Q2D WILL BE RANDOMISED

[Multiple] {Spread: 20 Random}

Q2D. What were the positive and/or negative workplace consequences for you, following your complaint?		
INTERVIEWER NOTE: READ LIST AND PROBE		
IF OTHER, HIGHLIGHT OTHER AND TYPE IN RESPONSE		
HIGHLIGHT ALL MENTIONED		
1		Your employer apologised for failing to prevent the harassment
2	Openend	Your employer paid you compensation because of the harassment (ASK: How much?) (SPECIFY)
3		The harassment stopped
4		Your employer provided you with a reference
5		You received positive feedback for making the complaint
6		Your shifts were changed
7		You were transferred
8		You resigned
9		You were dismissed
10		You were demoted
11		You were disciplined
12		You experienced other negative outcomes i.e. denied training, no promotion etc
13		You were ostracised, victimised, ignored by colleagues
14		You were labelled a trouble-maker
15	Single	There were no consequences for me
97	Fixed Openend	(DO NOT READ) OTHER (SPECIFY)
98	Fixed Single	(DO NOT READ) DON'T KNOW/ CAN'T SAY/ UNSURE
99	Fixed Single	(DO NOT READ) REFUSED

THE ANSWER PLACES TO Q2E WILL BE RANDOMISED

[Multiple] {Spread:20 Random}

<p>Q2e What were the consequences for the harasser following your complaint? INTERVIEWER NOTE: READ LIST AND PROBE IF OTHER, HIGHLIGHT OTHER AND TYPE IN RESPONSE HIGHLIGHT ALL MENTIONED</p>		
1		The harasser was disciplined
2		The harasser was formally warned
3		The harasser was spoken to
4		The harasser was transferred
5		The harasser had his/her shifts changed
6		The harasser resigned
7		The harasser apologised
8	Openend	The harasser paid you compensation (ASK: How much?) (SPECIFY)
9		There were no consequences for the harasser
97	Fixed Openend	(DO NOT READ) OTHER (SPECIFY)
98	Fixed Single	(DO NOT READ) DON'T KNOW/ CAN'T SAY/ UNSURE
99	Fixed Single	(DO NOT READ) REFUSED

THE ANSWER PLACES TO Q2F WILL BE RANDOMISED

[Multiple] {Spread:20 Random}

<p>Q2f Thinking about the medium to long term consequences for you of the sexual harassment would you say: INTERVIEWER NOTE: READ LIST AND PROBE IF OTHER, HIGHLIGHT OTHER AND TYPE IN RESPONSE HIGHLIGHT ALL MENTIONED</p>		
1	Single	There were no long term consequences
2		It has negatively impacted on your employment / career / work

3		It had financial consequences for you (loss of job/ unemployment/in less well paid job)
4		It has impacted negatively on your relationships with partner/children/friends/ family
5		It has impacted on your self-esteem and confidence
6		It has impacted on your health and general well-being
7		There were some positive aspects to the experience, (PROMPT: greater assertiveness, confidence in managing difficult situations)
97	Fixed Openend	(DO NOT READ) OTHER (SPECIFY)
98	Fixed Single	(DO NOT READ) DON'T KNOW/ CAN'T SAY/ UNSURE
99	Fixed Single	(DO NOT READ) REFUSED

THE ANSWER PLACES TO Q2G WILL BE RANDOMISED

[Single] {Random}

Q2g. How was your complaint finalised? INTERVIEWER NOTE: READ OUT: IF OTHER, HIGHLIGHT OTHER AND TYPE IN RESPONSE		
1		Between your boss and yourself
2		Between your employer and yourself
3		With your union's involvement
4		With the involvement of the Australian Human Rights Commission or state or territory anti-discrimination agency
5		By your legal representative/lawyer
6		In Court
7	Fixed	Not finalised yet
97	Fixed Openend	(DO NOT READ) OTHER (SPECIFY)

98	Fixed Single	(DO NOT READ) DON'T KNOW/ CAN'T SAY/ UNSURE
99	Fixed Single	(DO NOT READ) REFUSED

ENDIF

ENDIF

IF (CODES 1 TO 4 ON Q2) ASK:

[Single]

Q4. When did this harassment start?		
INTERVIEWER NOTE: READ LIST IF REQUIRED:		
1		LESS THAN 1 YEAR AGO
2		BETWEEN 1 TO 2 YEARS AGO
3		BETWEEN 2 TO 3 YEARS AGO
4		BETWEEN 3 TO 4 YEARS AGO
5		BETWEEN 4 TO 5 YEARS AGO
6		MORE THAN 5 YEARS AGO
98		(DO NOT READ) DON'T KNOW/ CAN'T SAY/ UNSURE
99		(DO NOT READ) REFUSED

ENDIF

ENDIF

IF CODES 1 TO 5 ON Q4, ASK:

Q5a. Out of the following, how would you describe this harassment? Please answer Yes or No to each one of these definitions.
--

ENDIF

IF CODE 2 98 OR 99 ON Q1 OR CODE 5 TO 99 ON Q2 OR CODE 2 TO 99 ON Q2C OR CODE 6 TO 99 ON Q4, ASK:

Q5b. In the last five years, have you experienced any of the following in an Australian Defence Force workplace or at an Australian Defence Force work related event in a way that was unwelcome? Please answer Yes or No to each one.
--

ENDIF

STATEMENTS A-J WILL BE RANDOMISED: STATEMENTS K-M WILL APPEAR AT THE END
<p>A. Unwelcome touching, hugging, cornering or kissing B. Inappropriate staring or leering that made you feel intimidated C. Sexual gestures, indecent exposure or inappropriate display of the body D. Sexually suggestive comments or jokes that made you feel offended E. Sexually explicit pictures, posters or gifts that made you feel offended F. Repeated or inappropriate invitations to go out on dates G. Intrusive questions about your private life or physical appearance that made you feel offended H. Sexually explicit emails or SMS messages I. Inappropriate physical contact J. Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague K. Requests or pressure for sex or other sexual acts L. Actual or attempted rape or sexual assault</p>

[Single]

M. Any other unwelcome conduct of a sexual nature		
IF YES, HIGHLIGHT YES AND TYPE IN RESPONSE		
1	Openend	YES (SPECIFY)
2		NO
98		DON'T KNOW/ CAN'T SAY/ UNSURE
99		REFUSED

YOU HAVE NOT COMPLETED ALL QUESTIONS PLEASE GO BACK AND DO SO

IF AT LEAST ONE CODE 1 ON Q5A-Q5M, CONTINUE, OTHERS GO TO Q21

[Single]

<p>Q5C. On a scale of 1 to 5, where #/1 means not at all offended and 5 means extremely offended/ 5 means extremely offended and 1 means not at all offended/, overall how offended did the harassment make you feel?</p> <p>INTERVIEWER NOTE: REPEAT SCALE IF NECESSARY</p>		
1		1- NOT OFFENDED AT ALL
2		2
3		3
4		4

5		5- EXTREMELY OFFENDED
98		DON'T KNOW/ CAN'T SAY/ UNSURE
99		REFUSED

[Single]

<p>Q5D. On a scale of 1 to 5, where #/1 means not at all intimidated and 5 means extremely intimidated/ 5 means extremely intimidated and 1 means not at all intimidated/, overall how intimidated did the harassment make you feel?</p> <p>INTERVIEWER NOTE: REPEAT SCALE IF NECESSARY</p>		
1		1- NOT INTIMIDATED AT ALL
2		2
3		3
4		4
5		5- EXTREMELY INTIMIDATED
98		DON'T KNOW/ CAN'T SAY/ UNSURE
99		REFUSED

[Quantity] {Min: 1, Max: 99, Default Value:99}

<p>Q6. How old were you when the harassment happened?</p> <p>RECORD AGE IN YEARS</p> <p>IF DON'T KNOW OR CAN'T SAY, RECORD AS 99.</p>

[Single]

<p>Q6a. How long did the behaviour#//s/ go on for?</p> <p>INTERVIEWER NOTE: READ OUT:</p> <p>IF OTHER, HIGHLIGHT OTHER AND TYPE IN RESPONSE</p>		
1		It was a one off
2		Less than 1 month
3		1 to 3 months

4		4 to 6 months
5		7 to 12 months
6		More than one year
7		Ongoing (continuous)
8		Sporadic (comes and goes)
97	Openend	(DO NOT READ) OTHER (SPECIFY)
98		(DO NOT READ) DON'T KNOW/ CAN'T SAY/ UNSURE
99		(DO NOT READ) REFUSED

[Single]

Q6b. Do you know if this happened to anyone else in that same location?		
1		YES
2		NO
98		DON'T KNOW/ CAN'T SAY/ UNSURE
99		REFUSED

IF CODE 1 ON Q6B, ASK:

[Single]

Q6c1. And was the harasser the same person who harassed you or was it someone else?		
1		YES, IT WAS THE SAME HARASSER
2		NO, IT WAS SOMEONE ELSE
98		DON'T KNOW/ CAN'T SAY/ UNSURE
99		REFUSED

[Single]

<p>Q6d. Thinking about your workplace at that time, would you say that this type of behaviour was #/very rare, rare, occurred sometimes or was common/ common, occurred sometimes, rare or very rare/?</p> <p>INTERVIEWER NOTE: REPEAT SCALE IF NECESSARY</p>		
---	--	--

1		VERY RARE
2		RARE
3		OCCURRED SOMETIMES
4		COMMON
98		DON'T KNOW/ CAN'T SAY/ UNSURE
99		REFUSED

ENDIF

IF CODE 2 ON Q6b, OR ANY CODE ON Q6d, ASK:

[Single]

Q7a. Did you seek any support or advice about this harassment that happened to you?		
1		YES
2		NO
98		DON'T KNOW/ CAN'T SAY/ UNSURE
99		REFUSED

IF CODE 1 ON Q7A, ASK:

[Multiple] {Spread:20}

Q7b. Who did you seek assistance or advice from?		
INTERVIEWER NOTE: DO NOT READ OUT		
IF OTHER, HIGHLIGHT OTHER AND TYPE IN RESPONSE		
HIGHLIGHT ALL MENTIONED		
1		FRIENDS OR FAMILY
2		OFFICER COMMANDING, COMMANDING OFFICER OR OTHER SENIOR OFFICER, APS MANAGER
3		ADF/APS SUPERVISOR
4		MENTOR
5		OTHER CO-WORKER MORE SENIOR THAN YOU

6		DUTY OFFICER
7		EQUITY OFFICER/ EQUALITY ADVISER / DEFENCE EQUITY ADVICE LINE/ SEXUAL HARASSMENT CONTACT OFFICER/ HARASSMENT CONTACT OFFICER
8		CO-WORKER
9		A DEFENCE LAWYER OR DEFENCE LEGAL SERVICE REPRESENTATIVE
10		AUSTRALIAN HUMAN RIGHTS COMMISSION OR STATE OR TERRITORY ANTI-DISCRIMINATION AGENCY
11		COUNSELLOR/PSYCHOLOGIST/CHAPLAIN
12		THE INTERNET (INCLUDING SEARCH ENGINES SUCH AS GOOGLE AND YAHOO)
13		COMMUNITY BASED OR RELIGIOUS SERVICE
14		OMBUDSMAN
15		MILITARY POLICE /SERVICE POLICE
16		CIVILIAN POLICE
97	Openend	OTHER (SPECIFY)
98	Single	DON'T KNOW/ CAN'T SAY/ UNSURE
99	Single	REFUSED

ENDIF**ANY CODE ON Q7b OR IF CODE 2 ON Q7a, ASK:**

[Single]

Q7c. Did you formally report or make a complaint about the harassment to anyone?		
1		YES
2		NO
98	Single	DON'T KNOW/ CAN'T SAY/ UNSURE
99	Single	REFUSED

IF CODE 1 ON Q7C, ASK:**THE ANSWER PLACES TO Q7D WILL BE RANDOMISED**

[Multiple] {Spread:20 Random}

<p>Q7d. Who did you report the incident to? INTERVIEWER NOTE: READ OUT: HIGHLIGHT ALL MENTIONED IF OTHER, HIGHLIGHT OTHER AND TYPE IN RESPONSE</p>		
1		Officer Commanding, Commanding Officer or other senior officer, APS manager
2		ADF or APS supervisor
3		Other co-worker more senior than you
4		Duty Officer
5		Equity Officer or Equality Adviser or Defence Equity Advice Line or Sexual Harassment Contact Officer or Harassment Contact Officer
6		Co-worker at your level or junior to you
7		The person harassing you
8		A Defence lawyer or Defence legal service representative
9		Australian Human Rights Commission or to a state or territory anti-discrimination agency
10		Ombudsman
11		Military Police or Service Police
12		Civilian Police
97	Fixed Openend	(DO NOT READ) OTHER (SPECIFY)
98	Fixed Single	(DO NOT READ) DON'T KNOW/ CAN'T SAY/ UNSURE
99	Fixed Single	(DO NOT READ) REFUSED

ENDIF

IF CODE 2 ON Q7C, ASK:

[Multiple] {Spread:20}

<p>Q8. Why did you not #/seek support or advice or/ report or make a complaint? DO NOT READ HIGHLIGHT ALL MENTIONED IF OTHER, HIGHLIGHT OTHER AND TYPE IN RESPONSE</p>		
1		NOT AWARE OF HOW THE COMPLAINT PROCESS WORKED OR WHO TO REPORT TO
2		FAMILY/FRIENDS/CO-WORKERS ADVISED ME NOT TO
3		EASIER TO KEEP QUIET
4		THOUGHT I WOULD NOT BE BELIEVED
5		COMPLAINT PROCESS WOULD BE EMBARRASSING
6		COMPLAINT PROCESS WOULD BE DIFFICULT
7		WOULD NOT CHANGE THINGS / NOTHING WOULD BE DONE
8		SEXUAL HARASSMENT IS ACCEPTED IN MY WORKPLACE
9		DON'T TRUST THE PEOPLE I COULD COMPLAIN TO
10		LACK OF CONFIDENTIALITY OF THE COMPLAINT PROCESS
11		PERSON TOO SENIOR
12		TOO SCARED/FRIGHTENED
13		PEOPLE WOULD TREAT ME LIKE THE WRONGDOER
14		PEOPLE WOULD THINK I WAS OVER REACTING
15		THOUGHT I WOULD GET FIRED
16		AFRAID FOR MY CAREER ASPIRATIONS
17		THOUGHT MY REPUTATION WOULD BE DAMAGED
18		FEARED NEGATIVE CONSEQUENCES FOR THE HARASSER
19		I MOVED TO ANOTHER PLACE OF WORK
20		HARASSER WAS ALREADY BEING DEALT WITH
21	Openend	DIDN'T THINK IT WAS SERIOUS ENOUGH (ASK:Why did you think it was not serious enough?) (SPECIFY)

22	Openend	TOOK CARE OF THE PROBLEM MYSELF (ASK: How did you take care of it?) (SPECIFY)
97	Openend	OTHER (SPECIFY)
98	Single	DON'T KNOW/ CAN'T SAY/ UNSURE
99	Single	REFUSED

ENDIF

IF CODE 1 ON Q7C, ASK:

THE ANSWER PLACES TO Q9A WILL BE RANDOMISED

[Multiple] {Spread:20 Random}

<p>Q9a. What were the positive and/or negative workplace consequences for you, following your complaint?</p> <p>Any of the following?</p> <p>INTERVIEWER NOTE: READ LIST AND PROBE</p> <p>IF OTHER, HIGHLIGHT OTHER AND TYPE IN RESPONSE</p> <p>HIGHLIGHT ALL MENTIONED</p>		
1		Officer Commanding, Commanding Officer or other senior officer, APS manager, ADF/APS supervisor apologised for failing to prevent the harassment
2	Openend	Defence paid you compensation because of the harassment. (ASK: How much?) (SPECIFY)
3		The harassment stopped
4		Defence provided you with a reference
5		You received positive feedback for making the complaint
6		Your duty roster was changed
7		You were transferred
8		You resigned
9		Your were discharged
10		You were demoted
11		You were disciplined

12		You experienced other negative outcomes i.e. denied training, no promotion etc
13		You were ostracised, victimised, ignored by colleagues
14		You were labelled a trouble-maker
15	Single	There were no consequences for you
97	Fixed Openend	(DO NOT READ) OTHER (SPECIFY)
98	Fixed Single	(DO NOT READ) DON'T KNOW/ CAN'T SAY/ UNSURE
99	Fixed Single	(DO NOT READ) REFUSED

IF CODE 1 ON Q7C, ASK:

THE ANSWER PLACES TO Q9B WILL BE RANDOMISED

[Multiple] {Spread:20 Random}

<p>Q9b What were the consequences for the harasser following your complaint? Any of the following? INTERVIEWER NOTE: READ LIST AND PROBE IF OTHER, HIGHLIGHT OTHER AND TYPE IN RESPONSE HIGHLIGHT ALL MENTIONED</p>		
1		The harasser was disciplined
2		The harasser was formally warned
3		The harasser was spoken to
4		The harasser was transferred to another unit
5		The harasser had his or her duty rosters changed
6		The harasser resigned
7		The harasser apologised
8	Openend	The harasser paid you compensation (ASK: How much?) (SPECIFY)
9		There were no consequences for the harasser

97	Fixed Openend	(DO NOT READ) OTHER (SPECIFY)
98	Fixed Single	(DO NOT READ) DON'T KNOW/ CAN'T SAY/ UNSURE
99	Fixed Single	(DO NOT READ) REFUSED

IF CODE 1 ON Q7C, ASK:

THE ANSWER PLACES TO Q9C WILL BE RANDOMISED

[Multiple] {Spread:20 Random}

<p>Q9c What were the consequences of your complaint for the ADF? Any of the following? INTERVIEWER NOTE: READ LIST AND PROBE IF OTHER, HIGHLIGHT OTHER AND TYPE IN RESPONSE HIGHLIGHT ALL MENTIONED</p>		
1		Defence or your Officer Commanding/ Commanding Officer or other senior officer, APS manager developed or changed the existing policy on sexual harassment
2		Defence or your Officer Commanding/ Commanding Officer or other senior officer, ADF/APS manager/supervisor changed a practice or procedure (e.g., complaints procedure)
3		Defence or your Officer Commanding/ Commanding Officer or other senior officer, APS manager, ADF/APS supervisor implemented training/education
4		There were no changes within the ADF workplace following your complaint
97	Fixed Openend	(DO NOT READ) OTHER (SPECIFY)
98	Fixed Single	(DO NOT READ) DON'T KNOW/ CAN'T SAY/ UNSURE
99	Fixed Single	(DO NOT READ) REFUSED

THE ANSWER PLACES TO Q9D WILL BE RANDOMISED

[Multiple] {Spread:20 Random}

<p>Q9d Thinking about the medium to long term consequences for you of the sexual harassment or sexual harassment behaviours, would you say:</p> <p>INTERVIEWER NOTE: READ LIST AND PROBE</p> <p>IF OTHER, HIGHLIGHT OTHER AND TYPE IN RESPONSE</p> <p>HIGHLIGHT ALL MENTIONED</p>		
1	Single	There were no long term consequences
2		It has negatively impacted on your employment / career / work
3		It had financial consequences for you (discharged/ affected your career)
4		It has impacted negatively on your relationships with partner/children/friends/ family
5		It has impacted on your self-esteem and confidence
6		It has impacted on your health and general well-being
7		There were some positive aspects to the experience, (PROMPT: greater assertiveness, confidence in managing difficult situations)
97	Fixed Openend	(DO NOT READ) OTHER (SPECIFY)
98	Fixed Single	(DO NOT READ) DON'T KNOW/ CAN'T SAY/ UNSURE
99	Fixed Single	(DO NOT READ) REFUSED

[Single]

<p>Q10. What was the time period between when the harassment began and when you reported it?</p> <p>INTERVIEWER NOTE: READ OUT:</p> <p>IF OTHER HIGHLIGHT OTHER AND SPECIFY TIME PERIOD</p>		
1		Immediately/same day/next working day
2		Less than 1 month
3		1 to 3 months
4		4 to 6 months
97	Openend	Other (SPECIFY)

98	Single	(DO NOT READ) DON'T KNOW/ CAN'T SAY/ UNSURE
99	Single	(DO NOT READ) REFUSED

THE ANSWER PLACES TO Q11A WILL BE RANDOMISED

[Single] {Random}

Q11a. How was your complaint finalised? INTERVIEWER NOTE: READ OUT: IF OTHER, HIGHLIGHT OTHER AND TYPE IN RESPONSE		
1		Between your Officer Commanding, Commanding Officer or other senior officer, APS manager, ADF/APS supervisor and yourself
2		With the involvement of the Australian Human Rights Commission, or state or territory anti-discrimination agency
3		By your legal representative/lawyer
4		In Court
5	Fixed	Not finalised yet
97	Fixed Openend	(DO NOT READ) OTHER (SPECIFY)
98	Fixed Single	(DO NOT READ) DON'T KNOW/ CAN'T SAY/ UNSURE
99	Fixed Single	(DO NOT READ) REFUSED

IF CODES 1 TO 4 OR 97 ON Q11A, ASK:

[Single]

Q11b. How long did it take to finalise your complaint? INTERVIEWER NOTE: READ OUT: IF OTHER, HIGHLIGHT OTHER AND TYPE IN RESPONSE		
1		Immediately/same day/next working day
2		Less than 1 month
3		1 to 3 months

4		4 to 6 months
5		7 to 9 months
6		10 to 12 months
7		More than 12 months
97	Openend	(DO NOT READ) OTHER (SPECIFY)
98	Single	(DO NOT READ) DON'T KNOW/ CAN'T SAY/ UNSURE
99	Single	(DO NOT READ) REFUSED

[Single]

<p>Q11c. On a scale of 1 to 5, where #/1 means not at all satisfied and 5 means extremely satisfied/5 means extremely satisfied and 1 means not at all satisfied/, how would you rate the overall process of dealing with your sexual harassment complaint?</p> <p>INTERVIEWER NOTE: REPEAT SCALE IF NECESSARY</p>		
1		NOT AT ALL SATISFIED
2		2
3		3
4		4
5		EXTREMELY SATISFIED
98	Single	DON'T KNOW/ CAN'T SAY/ UNSURE
99	Single	REFUSED

ENDIF

ENDIF

ANY CODE ON Q8, OR CODE 5 ON Q11a, OR ANY CODE ON Q11c, ASK:

[Single]

<p>Q12. Was the harasser male or female?</p> <p>INTERVIEWER NOTE: DO NOT READ</p>		
1		MALE
2		FEMALE

98	Single	DON'T KNOW/ CAN'T SAY/ UNSURE
99	Single	REFUSED

[Single]

Q13. About how old was the harasser?		
INTERVIEWER NOTE: READ LIST IF REQUIRED		
1		15 -20 years
2		21-30 years
3		31-40 years
4		41-50 years
5		51-64 years
6		65+ years
98	Single	(DO NOT READ) DON'T KNOW/ CAN'T SAY/ UNSURE
99	Single	(DO NOT READ) REFUSED

[Single]

Q14. What was the harasser's relationship to you?		
INTERVIEWER NOTE: READ LIST IF REQUIRED		
IF OTHER, HIGHLIGHT OTHER AND TYPE IN RESPONSE		
1		ADF/APS SUPERVISOR
2		OFFICER COMMANDING, COMMANDING OFFICER OR OTHER SENIOR OFFICER, APS MANAGER
3		MENTOR
4		INSTRUCTOR, TRAINER
5		ADF CO-WORKER
6		ADF CO-WORKER (MORE SENIOR)
8		OTHERS ASSOCIATED WITH WORKPLACE (E.G. APS, CONTRACTORS)
97	Openend	(DO NOT READ) OTHER (SPECIFY)

98	Single	(DO NOT READ) DON'T KNOW/ CAN'T SAY/ UNSURE
99	Single	(DO NOT READ) REFUSED

Now I would like you to think specifically about your posting location when the sexual harassment took place.

[Single]

Q15. How many employees would there have been at your posting location in total? READ OUT		
1		Less than 25 employees
2		26 to 100 employees
3		Between 101 and 500 employees
4		Between 501 and 1000 employees
5		More than 1000 employees
98	Single	(DO NOT READ) DON'T KNOW/ CAN'T SAY/ UNSURE
99	Single	(DO NOT READ) REFUSED

[Single]

Q16a. At the time of the harassment, were you working full time, part time or were you in the recruitment process? INTERVIEWER NOTE: READ OUT		
1		Working full-time
2		Working part-time
3		Undergoing the recruitment process
98	Single	(DO NOT READ) DON'T KNOW/ CAN'T SAY/ UNSURE
99	Single	(DO NOT READ) REFUSED

IF CODE 1 OR 2 ON Q16A, ASK:

[Single]

Q17. At the time of the harassment how long had you been posted to your location?		
INTERVIEWER NOTE: READ OUT:		
1		Less than 3 months
2		More than 3 months but less than 12 months
3		More than 12 months but less than 3 years
4		3 or more years
98	Single	(DO NOT READ) DON'T KNOW/ CAN'T SAY/ UNSURE
99	Single	(DO NOT READ) REFUSED

IF CODE 1 ON S3 (NAVY), ASK:

[Single]

Q19a. What was your category/trade at the time the harassment occurred?		
INTERVIEWER NOTE: DO NOT READ LIST		
IF OTHER, HIGHLIGHT OTHER AND TYPE IN RESPONSE		
1		[UNKNOWN]
2		MARITIME TRADE OPERATIONS
3		ADMINISTRATION
4		NAVY AEROSPACE ENGINEER (ANY)
5		AERONAUTICAL ENGINEERING
6		WEAPONS ELECTRICAL AIRCRAFT ENGINEER
7		NAVY AVIATION-NO (OFFICER) (ANY)
8		AIR TRAFFIC CONTROLLER
9		AIRCREW-OBSERVER
10		AVIATION-OBSERVER
11		IMAGERY SPECIALIST
12		MARINE AVIATION WARFARE OFFICER - TIME BASED
13		PILOT-SPECIALIST STREAMED

14		PILOT-TIME BASED
15		NAVY AVIATION-NS (NON-COMMISSIONED OFFICER/OTHER RANKS) (ANY)
16		AIRCREW
17		AVIATION SUPPORT
18		AVIATION TECHNICIAN AIRCRAFT
19		AVIATION TECHNICIAN AVIONICS
20		IMAGERY SPECIALIST
21		BANDMASTER
22		CHAPLAIN
23		NAVY COMMUNICATIONS (ANY)
24		COMMUNICATIONS INFO SYSTEMS
25		CRYPTOLOGIC LINGUIST
26		CRYPTOLOGIC SYSTEMS
27		ELECTRONIC WARFARE
28		ELECTRONIC WARFARE OPERATOR-SUBMARINE
29		ELECTRONIC WARFARE SUBMARINES
30		SIGNALS YEOMAN-SUBMARINE
31		NAVY ENGINEER (ANY)
32		EXPLOSIVE ORDNANCE ENGINEER
33		MARINE ENGINEERING
34		WEAPONS ELECTRICAL ENGINEERING
35		GENERAL EXPERIENCE
36		NAVY HEALTH SERVICES-NO (OFFICER) (ANY)
37		DENTAL TECHNICIAN
38		DENTIST

39		MEDICAL-O (OFFICER)
40		MEDICAL ADMINISTRATION
41		MEDICAL OFFICER
42		NURSE
43		NAVY HEALTH SERVICES-NS (NON-COMMISSIONED OFFICER/OTHER RANKS) (ANY)
44		DENTAL ASSISTANT
45		DENTAL ASSISTANT PREVENTIVE
46		DENTAL MANAGER
47		MEDICAL
48		INSTRUCTOR
49		NAVY INTELLIGENCE (ANY)
50		INTELLIGENCE
51		INTELLIGENCE NAVY INTELLIGENCE RESERVE
52		LEGAL
53		MANAGEMENT EXECUTIVE
54		MARINE TECHNICIAN
55		NAVY MARITIME WARFARE OFFICER (ANY)
56		ABOVE WATER WARFARE
57		ACOUSTIC WARFARE ANALYST-O (OFFICER)
58		BOATSWAIN-O (OFFICER)
59		CLEARANCE DIVER-O (OFFICER)
60		COMBAT SYSTEM MANAGER
61		COMMUNICATIONS & INFORMATION SYSTEMS
62		COMMUNICATIONS
63		FIRE FIGHTER-O (OFFICER)

64		HYDROGRAPHIC SURVEY MANAGER-O (OFFICER)
65		MARITIME GEOSPATIAL HYDROGRAPHIC
66		MARITIME GEOSPATIAL METEOROLOGY AND OCEANOGRAPHY (METOC)
67		MINE WARFARE
68		MINE WARFARE CLEARANCE DIVING
69		NAVIGATION
70		PHYSICAL TRAINING
71		PRESCRIBED DUTIES
72		PRINCIPAL WARFARE OFFICER
73		PRINCIPAL WARFARE OFFICER AIRCRAFT DIRECTION
74		PRINCIPAL WARFARE OFFICER ANTI-SUBMARINE
75		PRINCIPAL WARFARE OFFICER COMMUNICATIONS
76		PRINCIPAL WARFARE OFFICER FORCE WARFARE OFFICER
77		PRINCIPAL WARFARE OFFICER FORCE WARFARE OFFICER ABOVE WATER WARFARE
78		PRINCIPAL WARFARE OFFICER FORCE WARFARE OFFICER MINE WARFARE
79		PRINCIPAL WARFARE OFFICER FORCE WARFARE OFFICER NAVIGATION
80		PRINCIPAL WARFARE OFFICER FORCE WARFARE OFFICER SURFACE WARFARE
81		PRINCIPAL WARFARE OFFICER GUNNERY
82		PRINCIPAL WARFARE OFFICER MINE WARFARE
83		PRINCIPAL WARFARE OFFICER NAVIGATION
84		PRINCIPAL WARFARE OFFICER SURFACE WARFARE
85		SEAMAN
86		SIGNALS YEOMAN
87		SUBMARINER COMMAND POSTED

88		SUBMARINER COMMAND QUALIFIED
89		SUBMARINE EXECUTIVE OFFICER
90		SUBMARINER EXECUTIVE OFFICER QUALIFIED
91		SUBMARINER WATCH OFFICER
92		SUBMARINER
93		UNDERWATER CONTROL-O (OFFICER)
94		MUSICIAN
95		NAVY NAVAL POLICE COXSWAIN-O (ANY)
96		NAVAL POLICE COXSWAIN-O (OFFICER)
97		NAVAL POLICE COXSWAIN OFFICER
98		NAVY PRESCRIBED DUTIES (ANY)
99		ELECTRONIC WARFARE OPERATOR
100		MOTOR TRANSPORT DRIVER
101		NON-ALIGNED AIR TECHNICAL
102		NON-ALIGNED ELECTRICAL TECHNIC
103		NON-ALIGNED MARINE TECHNICAL
104		RADIO OPERATOR
105		RADIO OPERATOR SPECIAL
106		SIGNALS YEOMAN
107		SURVIVAL EQUIPMENT
108		UNDERWATER CONTROL
109		UNDERWATER WEAPONS
110		WORK STUDY
111		PSYCHOLOGIST
112		PUBLIC RELATIONS

113		NAVY SEAMAN-NS (NON-COMMISSIONED OFFICER/OTHER RANKS) (ANY)
114		ACOUSTIC WARFARE ANALYST
115		BOATSWAIN
116		BOATSWAINS MATE
117		CLEARANCE DIVER
118		COMBAT SYSTEMS MANAGER MINE WARFARE
119		COMBAT SYSTEMS OPERATOR MINE WARFARE
120		COMBAT SYSTEMS SUPERVISOR MINE WARFARE
121		COMBAT SYSTEM MANAGER
122		COMBAT SYSTEMS OPERATOR
123		COMBAT SYSTEMS OPERATOR ANTI-SUBMARINE AIRCRAFT CONTROLLER
124		COMBAT SYSTEMS SUPERVISOR
125		DIVER
126		ELECTRONIC WARFARE ANALYST SUB
127		HYDROGRAPHIC SYSTEMS MANAGER
128		HYDROGRAPHIC SYSTEMS OPERATOR
129		NAVAL POLICE COXSWAIN
130		PHYSICAL TRAINER
131		SENIOR OFFICER
132		NAVY SUPPLY-NO (OFFICER) (ANY)
133		COOK-O (OFFICER)
134		OPERATIONAL LOGISTICS
135		STEWARD-O (OFFICER)
136		STORES NAVAL-O (OFFICER)
137		SUPPLY

138		WRITER-O (OFFICER)
139		NAVY SUPPLY-NS (NON-COMMISSIONED OFFICER/OTHER RANKS) (ANY)
140		COOK
141		MOTOR TRANSPORT DRIVER-S
142		STEWARD
143		STORES NAVAL
144		WRITER
145		NAVY TECHNICAL OFFICER (ANY)
146		AVIATION TECHNICIAN AIRCRAFT
147		AVIATION TECHNICIAN AVIONICS
148		ELECTRONIC TECHNICAL COMMUNICATIONS
149		ELECTRONIC TECHNICIAN
150		MARINE TECHNICAL HULL
151		MARINE TECHNICAL PROPULSION
152		MARINE TECHNICIAN
153		NAVY TRAINING SYSTEMS (ANY)
154		TRAINING SYSTEMS
155		WORK STUDY-O (OFFICER)
156		NAVY WEAPONS ELECTRICAL ENG (ANY)
157		ELECTRONIC TECHNICIAN
158		NON-ALIGNED ELECTRICAL TECHNICIAN
159		WARRANT OFFICER OF THE NAVY
160		NONE
161		NAVY OFFICER UNDER TRAINING
162		NAVY SAILOR UNDER TRAINING

997	Openend	OTHER (SPECIFY)
999	Single	REFUSED

ENDIF**IF CODE 2 ON S3 (ARMY), ASK:**

[Single]

Q19b. What was your corps at the time the harassment occurred?		
INTERVIEWER NOTE: DO NOT READ LIST		
IF OTHER, HIGHLIGHT OTHER AND TYPE IN RESPONSE		
1		[UNKNOWN]
2		ARMY ARMOURED CORPS (ANY)
3		ARMY ARMOURED OFFICER
4		CAVALRYMAN
5		LIGHT CAVALRY SCOUT
6		ROYAL AUSTRALIAN ARMOURED CORPS ASSISTANT ADMIN
7		ROYAL AUSTRALIAN ARMOURED CORPS ASST INSTRUCTOR
8		ROYAL AUSTRALIAN ARMOURED CORPS REGIMENTAL SERGEANT MAJOR
9		SUPERVISOR SQUADRON OPERATIONS
10		TANK CREWMAN
11		ARMY ARTILLERY REGIMENT (ANY)
12		ARMY AIR DEFENCE OFFICER
13		ARMY FIELD ARTILLERY OFFICER
14		ARMY OPERATOR RADAR
15		ARTILLERY COMMAND SYSTEM OPERATOR
16		ARTILLERY GUNNER
17		ARTILLERY LIGHT GUNNER

18		ARTILLERY OBSERVER
19		GROUND BASED AIR DEFENCE
20		MANAGER SURVEY, TARGET ACQUISITION
21		OFFENSIVE SUPPORT
22		OPERATOR UNMANNED AERIAL SYS
23		ROYAL AUSTRALIAN ARTILLERY RECRUIT INSTRUCTOR (1RTB - 1 RECRUIT TRAINING BATTALION)
24		ROYAL AUSTRALIAN ARTILLERY REGIMENTAL SERGEANT MAJOR
25		ARMY AVIATION CORPS (AAVN) (ANY)
26		AUSTRALIAN ARMY AVIATION ASSISTANT INSTRUCTOR
27		AUSTRALIAN ARMY AVIATION RECRUIT INSTRUCTOR (1RTB - 1 RECRUIT TRAINING BATTALION)
28		AUSTRALIAN ARMY AVIATION REGIMENTAL SERGEANT MAJOR
29		AIRCREWMAN
30		ARMY AVIATION OFFICER
31		GROUNDCREWMAN AIRCRAFT SUPPORT
32		GROUNDCREWMAN MISSION SUPPORT
33		ARMY BAND CORPS (AABC) (ANY)
34		AUSTRALIAN ARMY BAND CORPS ASSISTANT ADMIN
35		AUSTRALIAN ARMY BAND CORPS PIPER DRUM BUGLER
36		AUSTRALIAN ARMY BAND CORPS REGIMENTAL SERGEANT MAJOR
37		ARMY BAND OFFICER
38		ARMY MUSICIAN
39		ARMY CATERING CORPS (AACC) (ANY)
40		AUSTRALIAN ARMY CATERING CORPS RI (1RTB - 1 RECRUIT TRAINING BATTALION)
41		ARMY CATERING OFFICER

42		ARMY COOK
43		OPERATOR CATERING
44		ARMY CHAPLAIN ANY DENOMINATION
45		ARMY DENTAL CORPS (RAADC) (ANY)
46		ARMY DENTAL OFFICER
47		ROYAL AUSTRALIAN ARMY DENTAL CORPS DENTAL ASSISTANT
48		ROYAL AUSTRALIAN ARMY DENTAL CORPS RI (1RTB - 1 RECRUIT TRAINING BATTALION)
49		ROYAL AUSTRALIAN ARMY DENTAL CORPS REGIMENTAL SERGEANT MAJOR
50		ARMY EDUCATION OFFICER
51		AIRCRAFT LIFE SUPPORT FITTER
52		AIRCRAFT STRUCTURAL FITTER
53		ARMY ARTIFICER ELECTRONIC
54		ARMY METALSMITH
55		ARMY ROYAL AUSTRALIAN ARMY ELECTRICAL AND MECHANICAL ENGINEER (RAEME) OFFICER
56		ARTIFICER AIR
57		ARTIFICER GROUND
58		ARTIFICER MECHANICAL
59		FITTER ARMAMENT
60		MECHANIC RECOVERY
61		MECHANIC VEHICLE
62		ROYAL AUSTRALIAN ARMY ELECTRICAL AND MECHANICAL ENGINEER ASST ADMIN
63		ROYAL AUSTRALIAN ARMY ELECTRICAL AND MECHANICAL ENGINEER ASSISTANT INSTRUCTOR

64		ROYAL AUSTRALIAN ARMY ELECTRICAL AND MECHANICAL ENGINEER REGIMENTAL SERGEANT
65		MAJOR
66		TECHNICIAN AIRCRAFT
67		TECHNICIAN AVIONICS
68		TECHNICIAN ELECTRICAL
69		TECHNICIAN ELECTRONIC SYSTEMS
70		AIRCRAFT LIFE SUPPORT FITTER
71		ARMY ENGINEER OFFICER
72		ARMY MANAGER WORKS
73		BUILDING SERVICES
74		CARPENTER
75		CLERK ENGINEERS
76		COMBAT ENGINEER
77		DRAUGHTSMAN
78		ELECTRICIAN
79		ENGINEERING SERVICES
80		EXPLOSIVE ORDNANCE DISPOSAL
81		GEOSPATIAL TECHNICIAN
82		MULTIMEDIA TECHNICIAN
83		OPERATOR EMERGENCY RESPONSE
84		OPERATOR PLANT
85		PLUMBER
86		ROYAL AUSTRALIAN ENGINEERS ASSISTANT INSTRUCTOR
87		ROYAL AUSTRALIAN ENGINEERS RECRUIT INSTRUCTOR (1RTB - 1 RECRUIT TRAINING BATTALION)

88		ROYAL AUSTRALIAN ENGINEERS REGIMENTAL SERGEANT MAJOR
89		STOREMAN ENGINEERS
90		ARMY ENGINEER OFFICER
91		ARMY INFANTRY CORPS (RAINF) (ANY)
92		ARMY COMMANDO
93		ARMY INFANTRY OFFICER
94		ARMY SPECIAL AIR SERVICE (SAS) TROOPER
95		INFANTRY OPERATIONS CLERK
96		INFANTRY RESOURCE STOREMAN
97		PATROLMAN
98		ROYAL AUSTRALIAN INFANTRY ASSISTANT INSTRUCTOR
99		ROYAL AUSTRALIAN INFANTRY RECRUIT INSTRUCTOR (1RTB - 1 RECRUIT TRAINING BATTALION)
100		ROYAL AUSTRALIAN INFANTRY REGIMENTAL SERGEANT MAJOR
101		RIFLEMAN
102		ARMY INTELLIGENCE CORPS (AUST INT) (ANY)
103		ANALYST INTELLIGENCE OPS
104		ARMY INTELLIGENCE OFFICER
105		ARMY INTELLIGENCE CORPS REGIMENTAL SERGEANT MAJOR
106		INT RECRUIT INSTRUCTOR (1RTB - 1 RECRUIT TRAINING BATTALION) (INTELLIGENCE RECRUIT INSTRUCTOR)
107		ARMY LEGAL CORPS (ANY)
108		ARMY LEGAL LEVEL 1 OFFICER
109		ARMY LEGAL LEVEL 2 OFFICER
110		ARMY LEGAL LEVEL 3 OFFICER
111		ARMY LEGAL LEVEL 4 OFFICER

112		ARMY LEGAL LEVEL 5 OFFICER
113		ARMY MEDICAL CORPS (RAAMC) (ANY)
114		ARMY MEDICAL OFFICER
115		ARMY PHARMACEUTICAL OFFICER
116		ARMY RADIOGRAPHER OFFICER
117		ARMY SCIENTIFIC OFFICER
118		ARMY TECHNICIAN LABORATORY
119		ARMY THERAPEUTICAL OFFICER
120		COMBAT MEDICAL ATTENDANT
121		MEDICAL OPERATOR
122		PHYSICAL TRAINING INSTRUCTOR
123		PREVENTIVE MEDICINE
124		RAAMC ASSISTANT INSTRUCTOR
125		RAAMC RECRUIT INSTRUCTOR (1RTB - 1 RECRUIT TRAINING BATTALION)
126		RAAMC REGIMENTAL SERGEANT MAJOR
127		ARMY MILITARY POLICE CORPS (RACMP) (ANY)
128		ADF INVESTIGATOR
129		ARMY MILITARY POLICE
130		ARMY MILITARY POLICE OFFICER
131		RACMP RECRUIT INSTRUCTOR (1RTB - 1 RECRUIT TRAINING BATTALION)
132		RACMP REGIMENTAL SERGEANT MAJOR
133		ARMY NON-CORPS (ANY)
134		ARMY GENERAL ENLISTMENT
135		ARMY OFFICER UNDER TRAINING
136		MILITARY PERSONNEL

137		ARMY NURSING OFFICER
138		ARMY ORDNANCE CORPS (RAAOC) (ANY)
139		ARMY ORDNANCE OFFICER
140		ARMY TECHNICIAN AMMUNITION
141		HANDLER PETROLEUM GENERAL RESERVE
142		OPERATOR ADMINISTRATIVE
143		OPERATOR PETROLEUM
144		OPERATOR SUPPLY
145		OPERATOR SUPPLY CHAIN
146		OPERATOR UNIT SUPPLY
147		RAAOC RECRUIT INSTRUCTOR (1RTB - 1 RECRUIT TRAINING BATTALION)
148		RAAOC REGIMENTAL SERGEANT MAJOR
149		RIGGER PARACHUTE
150		ARMY PAY CORPS (RAAPC) (ANY)
151		ARMY PAY OFFICER
152		CLERK FINANCE
153		RAAPC ASSISTANT ADMIN
154		RAAPC RECRUIT INSTRUCTOR (1RTB)
155		RAAPC REGIMENTAL SERGEANT MAJOR
156		ARMY PSYCHOLOGY CORPS (AAPSYCH) (ANY)
157		ARMY EXAMINER PSYCHOLOGICAL
158		ARMY PSYCHOLOGY OFFICER
159		ARMY PUBLIC RELATIONS SERVICE (AAPRS) (ANY)
160		ARMY PHOTOGRAPHER PUBLIC RELATIONS
161		ARMY PUBLIC RELATIONS OFFICER

162		ARMY REPORTER
163		ARMY REGIMENTAL SERGEANT MAJOR OF THE ARMY
164		ARMY SENIOR OFFICER
165		ARMY SIGNALS CORPS (RA SIGS) (ANY)
166		ARMY SIGNALLER COMBAT
167		ARMY SIGNALS OFFICER
168		COMBAT SIGNALLER
169		COMMUNICATION SYSTEMS
170		ELECTRONIC WARFARE OPERATOR
171		INFORMATION SYSTEMS
172		OPERATOR COMMAND SUPPORT SYSTEMS
173		OPERATOR BEARER SYSTEMS
174		OPERATOR COMMUNICATIONS
175		OPERATOR ELECTRONIC WARFARE
176		RA SIGS REGIMENTAL SERGEANT MAJOR
177		TECHNICIAN TELECOMM SYSTEMS
178		TELECOMMUNICATION SYSTEMS
179		ARMY TRANSPORT CORPS (RACT) (ANY)
180		AIR DISPATCHER
181		ARMY TRANSPORT OFFICER
182		CARGO SPECIALIST
183		DRIVER
184		MARINE SPECIALIST
185		OPERATOR MOVEMENTS
186		RACT ASSISTANT ADMIN

187		RACT RECRUIT INSTRUCTOR (1RTB - 1 RECRUIT TRAINING BATTALION)
188		RACT REGIMENTAL SERGEANT MAJOR
189		ARMY LOCAL OBSERVER
190		ARMY SOLDIER UNDER TRAINING
997	Openend	OTHER (SPECIFY)
999	Single	REFUSED

ENDIF**IF CODE 3 ON S3 (AIR FORCE), ASK:**

[Single]

Q19c. What was your category/trade at the time the harassment occurred? INTERVIEWER NOTE: DO NOT READ LIST IF OTHER, HIGHLIGHT OTHER AND TYPE IN RESPONSE		
1		[UNKNOWN]
2		WARRANT OFFICER OF THE AIR FORCE (EXEC WOFF)
3		RAAF AIRCRAFT (ANY)
4		ADVANCED AIRCRAFT TECHNICIAN
5		AIRCRAFT FITTER
6		AIRCRAFT SYSTEMS TECHNICIAN
7		AIRCRAFT TECHNICIAN
8		NON DESTRUCTIVE INSPECTIONS TECHNICIAN
9		AIRCRAFT LIFE SUPPORT FITTER
10		AIRCRAFT STRUCTURES
11		AIRCRAFT SURFACE FINISHER
12		RAAF AIRCREW (ANY)
13		AIR COMBAT OFFICER
14		PILOT

15		RAAF AIRMEN AIRCREW (ANY)
16		AIRBORNE ELECTRONICS ANALYST
17		CREW ATTENDANT
18		FLIGHT ENGINEER
19		LOAD MASTER
20		RAAF ARMAMENT (ANY)
21		ARMAMENT FITTER
22		ARMAMENT TECHNICIAN
23		RAAF AVIONICS (ANY)
24		ADVANCED AVIONICS TECHNICIAN
25		AVIONICS FITTER
26		AVIONICS SYSTEM TECHNICIAN
27		AVIONICS TECHNICIAN
28		COOK
29		CLERK
30		COMMUNICATIONS AND INFO SYSTEMS CONTROLLER
31		RAAF COMMUNICATION ELECTRONIC (ANY)
32		COMMUNICATION ELECTRONIC SYSTEMS TECH
33		COMMUNICATIONS ELECTRONIC FITTER
34		COMMUNICATIONS ELECTRONIC TECHNICIAN
35		RAAF DEFENCE AND DISCIPLINARY (ANY)
36		AIR BASE PROTECTION
37		AIRFIELD DEFENCE GUARD
38		FIRE SERVICES
39		PHYSICAL TRAINING

40		SECURITY POLICE
41		WARRANT OFFICER DISCIPLINARY
42		RAAF DENTAL (ANY)
43		DENTAL ASSISTANT
44		SENIOR DENTAL ASSISTANT (SNR DENTASST)-PREVENTATIVE
45		RAAF ENGINEERING & LOGISTICS (ANY)
46		AERONAUTICAL ENGINEER
47		AIRFIELD ENGINEER
48		ARMAMENT ENGINEER
49		ELECTRONICS ENGINEER
50		LOGISTICS OFFICER
51		RAAF FACILITIES (ANY)
52		CARPENTER
53		ELECTRICIAN
54		GENERAL HAND
55		PLANT OPERATOR
56		PLUMBER
57		WORKS SUPERVISOR
58		RAAF GROUND ENGINEERING (ANY)
59		GROUND MECHANICAL ENGINEER FITTER
60		GROUND MECHANICAL ENGINEER TECHNICIAN
61		GROUND SUPPORT ENGINEER MANAGER
62		GROUND SUPPORT ENGINEER TECHNICIAN
63		GROUND SUPPORT EQUIPMENT FITTER
64		GROUND SUPPORT EQUIPMENT TECH

65		RAAF HEALTH SERVICES (ANY)
66		ALLIED HEALTH PRACTITIONER
67		DENTAL OFFICER
68		ENVIRONMENTAL HEALTH OFFICER
69		LABORATORY OFFICER
70		MEDICAL OFFICER
71		NURSING OFFICER
72		PHARMACY OFFICER
73		PSYCHOLOGIST
74		RADIOGRAPHER
75		RAAF INTELLIGENCE (ANY)
76		AIR SURVEILLANCE
77		GEOSPATIAL IMAGE INTELLIGENCE ANALYST
78		PHOTOGRAPHY
79		SIGNALS OPERATOR
80		SIGNALS OPERATOR LINGUIST
81		SIGNALS OPERATOR TECHNICAL
82		RAAF MEDICAL (ANY)
83		ENVIRONMENTAL HEALTH SURVEYOR
84		LABORATORY TECHNICIAN
85		MEDICAL ASSISTANT
86		MUSICIAN
87		RAAF OPERATIONS (ANY)
88		AIR TRAFFIC CONTROL OFFICER
89		GROUND DEFENCE OFFICER

90		INTELLIGENCE OFFICER
91		OPERATIONS
92		SECURITY POLICE OFFICER
93		RAAF SENIOR OFFICER (ANY)
94		ADMINISTRATION OFFICER
95		AERONAUTICAL ENGINEER
96		AIR COMBAT OFFICER (NAV)
97		AIR TRAFFIC CONTROL OFFICER
98		AIRFIELD ENGINEER
99		ARMAMENT ENGINEER
100		EDUCATION OFFICER
101		ELECTRONICS ENGINEER
102		GROUND DEFENCE OFFICER
103		INTELLIGENCE OFFICER
104		LOGISTICS OFFICER
105		NURSING OFFICER
106		PILOT
107		RAAF SENIOR OFFICER
108		RAAF SUPPLY (ANY)
109		MOTOR TRANSPORT DRIVER
110		MOVEMENTS
111		SUPPLY
112		RAAF SUPPORT OPERATIONS (ANY)
113		ADMINISTRATION OFFICER
114		CHAPLAIN

115		EDUCATION OFFICER
116		LEGAL OFFICER
117		PUBLIC AFFAIRS OFFICER
118		RAAF AIRMEN UNDER TRAINING
119		RAAF OFFICER UNDER TRAINING
997	Openend	OTHER (SPECIFY)
999	Single	REFUSED

ENDIF

ENDIF

ENDIF

THE ANSWER PLACES TO Q21 WILL BE RANDOMISED

[Multiple] {Spread:20 Random}

<p>Q21. Have you been aware of sexual harassment happening to someone else in an ADF workplace #/ other than the workplace we have just discussed, /in general / in the last five years?</p> <p>INTERVIEWER NOTE: READ OUT:</p> <p>IF OTHER, HIGHLIGHT OTHER AND TYPE IN RESPONSE</p> <p>HIGHLIGHT ALL MENTIONED</p>		
1		Yes, I observed or witnessed sexual harassment myself
2		Yes, another person who was sexually harassed told me about it
3		Yes, I heard about a person who was sexually harassed on the ADF workplace grapevine
4	Fixed Openend	Yes, I found out some other way (SPECIFY)
5	Fixed Single	No
98	Fixed Single	(DO NOT READ) DON'T KNOW/ CAN'T SAY/ UNSURE
99	Fixed Single	(DO NOT READ) REFUSED

IF CODES 1 TO 4 ON Q21, ASK:

Q22A-Q22D WILL BE RANDOMISED

Q22. Did you take any of the following actions after #/hearing about// #/ or// #/witnessing/ / this?
Q22A. Confront the harasser Q22B. Report the harassment to your employer Q22C. Talk/Listen to the victim Q22D. Offer advice to the victim

[Multiple] {Spread:20}

Q22E. Take any other action		
1	Openend	YES (SPECIFY)
2	Single	NO
98	Single	DON'T KNOW/ CAN'T SAY/ UNSURE
99	Single	REFUSED

YOU HAVE NOT COMPLETED ALL QUESTIONS PLEASE GO BACK AND DO SO

IF ANY CODE 1 ON Q22A-22E, ASK:

[Multiple] {Spread:20}

Q23 Were there any consequences for you in taking these actions? INTERVIEWER NOTE: READ OUT IF NECESSARY IF OTHER, HIGHLIGHT OTHER AND TYPE IN RESPONSE HIGHLIGHT ALL MENTIONED		
1		YOU RECEIVED POSITIVE FEEDBACK FOR MAKING THE COMPLAINT
2		YOU WERE DISCIPLINED
3		YOU WERE TRANSFERRED TO ANOTHER UNIT
4		YOU HAD YOUR DUTY ROSTER CHANGED
5		YOU RESIGNED
6		YOU WERE DISCHARGED
7		THE HARASSMENT STOPPED

8		YOU WERE DEMOTED
9		YOU WERE OSTRACISED, VICTIMISED, IGNORED BY COLLEAGUES
10	Single	THERE WERE NO CONSEQUENCES FOR ME
97	Openend	(DO NOT READ) OTHER (SPECIFY)
98	Single	(DO NOT READ) DON'T KNOW/ CAN'T SAY/ UNSURE
99	Single	(DO NOT READ) REFUSED

ENDIF

ENDIF

ASK ALL:

Now just a few questions about your current situation

[Single]

<p>Q24A. Where would be your preferred sources of information about sexual harassment? INTERVIEWER NOTE: ONLY RECORD FIRST MENTION HERE. RECORD OTHER MENTIONS ON THE FOLLOWING QUESTION INTERVIEWER NOTE: PROBE, DO NOT READ LIST. IF OTHER, HIGHLIGHT OTHER AND TYPE IN RESPONSE</p>		
1		FRIENDS OR FAMILY
2		INTERNET INCLUDING SEARCH ENGINES SUCH AS GOOGLE OR YAHOO
3		MANAGER/SUPERVISOR AT WORK
4		EMPLOYER/BOSS
5		HUMAN RESOURCES MANAGER OR EQUIVALENT AT WORK
6		EQUITY OFFICER/SEXUAL HARASSMENT CONTACT OFFICER/ HARASSMENT CONTACT OFFICER
7		CO-WORKER
8		CO-WORKER MORE SENIOR THAN YOU
9		A UNION OR EMPLOYEE REPRESENTATIVE
10		A LAWYER OR LEGAL SERVICE

11		AUSTRALIAN HUMAN RIGHTS COMMISSION OR A STATE OR TERRITORY ANTI-DISCRIMINATION AGENCY
12		LIBRARY
13		COUNSELLOR/PSYCHOLOGIST
14		PRINT MEDIA SUCH AS NEWSPAPERS, MAGAZINES
15		TV OR RADIO
97	Openend	OTHER (SPECIFY)
98	Single	DON'T KNOW/ CAN'T SAY/ UNSURE
99	Single	REFUSED

IF GAVE A FIRST MENTION (CODES 1 TO 97 ON Q24A), RECORD OTHER MENTIONS:

ANSWER CODES SELECTED IN Q24A WILL NOT APPEAR IN Q24B.

[Multiple] {Spread:20}

<p>Q24B. INTERVIEWER: RECORD OTHER MENTIONS HERE (Where would be your preferred sources of information about sexual harassment?) INTERVIEWER NOTE: PROBE, DO NOT READ LIST. RECORD ALL OTHER MENTIONS IF OTHER, HIGHLIGHT OTHER AND TYPE IN RESPONSE</p>		
1		FRIENDS OR FAMILY
2		INTERNET INCLUDING SEARCH ENGINES SUCH AS GOOGLE OR YAHOO
3		MANAGER/SUPERVISOR AT WORK
4		EMPLOYER/BOSS
5		HUMAN RESOURCES MANAGER OR EQUIVALENT AT WORK
6		EQUITY OFFICER/SEXUAL HARASSMENT CONTACT OFFICER/ HARASSMENT CONTACT OFFICER
7		CO-WORKER
8		CO-WORKER MORE SENIOR THAN YOU
9		A UNION OR EMPLOYEE REPRESENTATIVE
10		A LAWYER OR LEGAL SERVICE

11		AUSTRALIAN HUMAN RIGHTS COMMISSION OR A STATE OR TERRITORY ANTI-DISCRIMINATION AGENCY
12		LIBRARY
13		COUNSELLOR/PSYCHOLOGIST
14		PRINT MEDIA SUCH AS NEWSPAPERS, MAGAZINES
15		TV OR RADIO
96	Single	NONE - NO OTHER MENTIONS
97	Openend	OTHER (SPECIFY)
98	Single	DON'T KNOW/ CAN'T SAY/ UNSURE
99	Single	REFUSED

ENDIF

ASK ALL:

The following questions will only be used to ensure that we have a representative sample and will not be used in any way that could identify you.

[Single]

Q25. What is your total annual HOUSEHOLD income from all sources before taxes? Would it be...		
INTERVIEWER NOTE: READ LIST		
1		Less than \$15,000 per year
2		\$15,000 up to \$24,999 per year
3		\$25,000 up to \$34,999 per year
4		\$35,000 up to \$44,999 per year
5		\$45,000 up to \$55,999 per year
6		\$55,000 up to \$74,999 per year
7		\$75,000 up to \$99,999 per year
8		\$100,000 up to \$149,999 per year
9		\$150,000 up to \$199,999 per year
10		\$200,000 and over

98	Single	(DO NOT READ) DON'T KNOW/ CAN'T SAY/ UNSURE
99	Single	(DO NOT READ) REFUSED

[Single]

Q26. Are you of Aboriginal and/or Torres Strait Islander descent? INTERVIEWER NOTE: DO NOT READ - PROMPT IF NECESSARY (I.E. IF SAYS 'YES' ASK "ARE YOU ABORIGINAL, TORRES STRAIT ISLANDER OR BOTH?")		
1		ABORIGINAL
2		TORRES STRAIT ISLANDER
3		BOTH
4		NO
98	Single	DON'T KNOW/ CAN'T SAY/ UNSURE
99	Single	REFUSED

Ok, the interview is now finished.

Please note that your survey responses about any sexual harassment you may have experienced do not constitute a formal report of that sexual harassment. If you would like to make a formal report of sexual harassment, you may do so by contacting a supervisor, commander or manager or alternatively, the Australian Human Rights Commission or relevant state/territory based equal opportunity bodies identified in the support contact list that was sent to you. If you wish to report an act of indecency or a sexual assault, contact the Australian Defence Force Investigative Service (ADFIS) or the Police. The support contacts list can be provided to you again if required.

Thank you for your time. You made a valuable contribution to the success of this important study.

END-OF-QUESTIONNAIRE

Appendix N.6 – Information provided by 1800RESPECT National Sexual Assault, Domestic Family Violence Counselling Service at <http://www.1800respect.org.au/1800RESPECT-online.html>

State or National	Service	Website	Phone
NATIONAL	1800RESPECT National Sexual Assault, Domestic Family Violence Counselling Service	www.1800respect.org.au	1800 737 732
NATIONAL	Relationships Australia	www.relationships.com.au	1300 364 277
NATIONAL	Mensline Australia	www.menslineaus.org.au	1300 789 978
ACT	Domestic Violence	www.dvcs.org.au	02 6280 0900
ACT	Sexual Assault	www.rapecrisis.org.au	02 6247 2525
NSW	Sexual Assault	www.nswrapecrisis.com.au	1800 424 017
NT	Domestic Violence	www.dawnhouse.org.au	08 8945 6200
NT	Sexual Assault	www.health.nt.gov.au/Service_Locator/Sexual_Assault_Referral_Centres/index.aspx	08 8922 6472
QLD	Domestic Violence	www.dvconnect.org	1800 811 811
SA	Sexual Assault	www.yarrowplace.sa.gov.au	1800 817 421
TAS	Domestic Violence	www.justice.tas.gov.au/victims	1800 608 122
TAS	Sexual Assault	www.sass.org.au	03 6231 1811
VIC	Domestic Violence	www.dvrcv.org.au/	03 9486 9866
VIC	Sexual Assault	www.casa.org.au	1800 806 292
WA	Domestic Violence	www.womenscouncil.com.au/	1800 007 339
WA	Sexual Assault	www.kemh.health.wa.gov.au/services/sarc	08 9340 1828

Appendix O

Chapter 8: Adequacy and Accessibility of Support Mechanisms

Appendix O.1 – Health and fitness monitoring, support and services

Health and fitness is monitored by the Medical Employment Classification (MEC) system, a consistent tri-service approach that determines the employability, deployability and rehabilitation of a member.

The MEC system involves regular physical examinations and patient questionnaires that assess individual fitness for service. Members are assigned a classification which then impacts upon 'employment, postings, trainings, occupational rehabilitation, transfers between employment categories, payment of specialist allowances and retention in the ADF.'²⁸¹

The MEC system comprises five broad categories:

- MEC1: Fully Employable and Deployable
- MEC2: Employable and Deployable with Restrictions
- MEC3: Rehabilitation
- MEC4: Employment Transition
- MEC5: Separation.²⁸²

The MEC system is a personnel management system, not a patient management tool, and defers to other bodies in the ADF (including Joint Health Command, Regional Health Directors, a member's chain of command, Medical Employment Classification Review Board, Career Management Agencies/Personnel Management Agencies and the member themselves) to administer to the needs associated with the classifications assigned.²⁸³

Among these is Joint Health Command, which is responsible for the provision of health care to non-deployed members of the ADF, and for the operational preparedness of the force from a health perspective.²⁸⁴ It 'conducts strategic health research, develops strategic health policies, provides strategic level health advice, and exercises technical and financial control of ADF health units.'²⁸⁵ Joint Operations Command and the single Services are responsible for health support on operations.²⁸⁶

Joint Health Command provides facilities located at ADF workplaces and 'Defence health units' around Australia, including primary health care, theatre capability, in-patient capability, dental, physiotherapy, radiology, mental health, rehabilitation and pharmacy services.²⁸⁷ ADF members can be referred to one of these, or an appropriate civilian service, through an after-hours advice and triage style phone service.²⁸⁸ Permanent ADF members do not require Medicare cards to access these services, but are invoiced or billed and then reimbursed.

Families of ADF personnel are not currently entitled to health subsidies as a matter of course, however, the Australian Defence Force Family Health Trial is providing ADF families residing in regional areas with benefits including reimbursing Medicare gap charges and an allied health allowance of \$330 per dependent per year.²⁸⁹

Regular publications keep ADF personnel updated about health and support news. *Defence family matters* is a tri-annual magazine sent to all permanent ADF members and those on continuous full-time service who have one or more dependents, and any other personnel who have requested a free subscription.²⁹⁰ Joint Health Command has also produced a series of concise fact sheets, available online and in places of work, to inform members about issues, policy and services in areas including depression, grief, alcohol and drug issues.²⁹¹

Beyond Joint Health Command there are two primary organisations that provide assistance and information to ADF members and their families: the Defence Community Organisation and Defence Families of Australia.

The Defence Community Organisation is run by ADF personnel, and provides services and information to Defence families. The services provided include support from social workers, education and employment, childcare and transition assistance.²⁹² The Defence Community Organisation also has a website and administers the Defence Family Helpline, which ADF members can access 24 hours a day.²⁹³

Defence Families of Australia is a Ministerial appointed group that represents the views of Defence families by reporting, making recommendations and influencing policy that directly affects families.²⁹⁴ Defence Families of Australia receives its funding from Defence and external sponsorship, and currently has a civilian executive and a number of ADF members as delegates.²⁹⁵ In addition to offering input at the policy level, Defence Families of Australia maintains an accessible and informative website offering advice for families and partners in a series of areas including health, money and education.

Appendix O.2 – Mental health research and initiatives

The ADF has undertaken a number of studies and initiatives over the previous decade. In 2002, the ADF Mental Health Strategy developed an agenda for the planning and provision of mental health care.²⁹⁶ In 2009, Professor David Dunt's *Review of Mental Health Care in the ADF and Transition through Discharge* was submitted to the ADF.²⁹⁷ The *2010 ADF Mental Health Prevalence and Wellbeing Study* established 'baseline data' to 'enable Defence to better inform and prioritise initiatives in the ADF Mental Health Reform Program'.²⁹⁸ This led to the *2011 ADF Mental Health and Wellbeing Strategy* which provides a blueprint for the development of the 2012-2015 Mental Health and Wellbeing Action Plan.²⁹⁹ The Plan seeks to finalise 'Dunt Review recommendations, align of Defence with the national mental health reform agenda, and put in place a system that is self-monitoring and continuously improving'.³⁰⁰

The *Review of Mental Health Care in the ADF and Transition through Discharge* (Dunt Report) was submitted on 4 February 2009. Its major recommendations were:

1. Expanding the mental health workforce
2. Improving mental health training
3. Making prevention strategies (including stress management and positive coping strategies) a core component of military training
4. Improving mental health governance (including with e-health data management)
5. Improving mental health policy, with a focus on rehabilitation
6. Enhancing research and surveillance, and mental health screening
7. Enhancing rehabilitation and return to work programs
8. Enhancing military to civilian transition services
9. Including and informing families about mental health issues
10. Developing new and improved facilities.³⁰¹

The ADF then set about collecting baseline data to inform the implementation of these recommendations and policy changes through the *2010 ADF Mental Health Prevalence and Wellbeing Study*.

This was the first comprehensive investigation of the mental health of an ADF serving population, and has been described by Professor Ian Hickie of the Brain and Mind Research Institute as a world's best practice study.³⁰² Nearly 49% of ADF current serving members participated between April 2010 and January 2011.³⁰³

The study found that 22% of the ADF population experienced a mental disorder in the past 12 months, a prevalence rate similar to the Australian community. ADF lifetime prevalence rates, however, are higher than the wider community's.³⁰⁴

It also found that anxiety disorders are the most common type of medical disorder in the ADF. There was a higher prevalence of anxiety disorders among women compared to men, and among other ranks compared to officers.³⁰⁵ ADF males experience higher rates of mood disorders than the wider community, mostly accounted for by depressive episodes. Officers were as likely to experience affective disorders as other ranks.³⁰⁶

According to the study, there were high levels of alcohol use, but alcohol disorder was significantly lower in the ADF than in the wider community. Most disorder was in males in the 18-27 age group. ADF Females 18-27 had lower rates than their community counterparts. There were no significant differences between the Services with regards to alcohol dependence disorder, but members of Navy and Army were significantly more likely than Air Force to experience alcohol harmful use disorder.³⁰⁷

ADF personnel reported thinking about and planning suicide at a higher rate than the community. The number of suicide attempts is not significantly greater than in the general community, and the number of reported deaths by suicide is lower.³⁰⁸

43% of ADF members reported multiple deployments, 19% had one and 39% had never been deployed. Deployed personnel did not report greater levels of mental disorder, but were 10% more likely to seek care for mental health or family problems.³⁰⁹

In the previous year 17.9% of ADF members sought help for stress, emotional, mental health or family problems. Two main factors contribute to the low uptake of mental health services: the fear of stigma, and perceived barriers.³¹⁰ The most cited barrier was a concern that seeking help would reduce their deployability (39.6% of respondents). The most cited stigmas were a fear of being treated differently (27.6%) and of harm to career (26.9%).³¹¹

Based on these findings, the 2012-2015 Mental Health and Wellbeing Action Plan is currently being finalised. Defence senior leadership has identified the following seven priority areas for immediate action:

- a communications strategy to address stigma and barriers to care
- enhanced service delivery
- development of e-mental health approaches
- up-skilling health providers
- improving pathways to care
- strengthening the mental health screening continuum and
- developing a comprehensive peer support network.³¹²

This plan will aim to 'align Defence with the national mental health reform agenda, and put in place a system that is self-monitoring and continuously improving.'³¹³

Appendix P

Chapter 9: International Trends and Lessons Learned: A Review of Practices in Comparable Militaries

Examples of promising initiatives by other international militaries

A number of promising practices and programs across comparable international defence forces have been identified and these are detailed below according to five overarching principles.

Principle 1: Strong leadership drives reform

1. *Links to international imperatives*

In broad terms, NATO has made clear the benefits to the mission both of involving female personnel and of developing a greater understanding of gender issues at the operational level.³¹⁴ Accordingly, the Committee for Women In NATO Forces (CWINF) recommends, amongst other things, that member states establish an institution or committee responsible for issues regarding military and civilian women create a gender advisor for gender issues within the force and ensure high level recognition of significant contributions to the promotion of gender equality.³¹⁵

The vast majority of NATO member states have developed National Action Plans (NAP) for the implementation of UN Resolution 1325. Norway stands out as one of the few nations to include the increase in representation of women in their national forces in their NAP.³¹⁶

2. *Commitment to diversity built into public mechanisms*

Following a period of public debate and trials of women in combat roles, in 1989 the Canadian Human Rights Tribunal ordered that all roles in the Canadian Forces (CF) be open to women with a phased implementation period of ten years. Following that, what has come to be known as the Ministerial Board on Gender Integration and Employment Equity was established to oversee gender integration policy, with regular reporting conducted and targets set by the Human Rights Commission.³¹⁷ This means that an external imperative was built into the public mechanisms that surround the CF.

This compliance approach could perhaps be viewed as the ‘stick’ forcing Services to reform. The ‘carrot’, however, is the commitment from within defence to equity and inclusion as *operational* imperatives. This includes the Defence Ethics Program at the Canadian Forces Leadership Institute, referred to in all relevant CF policy and guidelines, which emphasises that the values of the CF include what are described as fundamentally Canadian values, including respect for the Charter of Rights and Freedoms, and refers to the ‘societal trust’ in the CF that must not be disappointed.³¹⁸

Meanwhile the Doctrine Manuals of the CF leadership, specifically the doctrine *Duty with Honour – the Profession of Arms in Canada*, identifies military values as core Canadian values, stressing that these include diversity, equality and human rights.³¹⁹ Further, the CF’s *Canada First* strategy notes that the CF is fostering a culture that will ‘place a renewed emphasis on recognition, fairness, consideration and respect for members and their families’.³²⁰

It is important to note that numerous commentators suggest that, while the commitment is clearly there in the CF leadership, there is a gap between this and the perception of what has actually been achieved.³²¹ Nevertheless, as observed at various stages throughout this paper, the CF is regarded as a model for other defence Services, with particular reference made to its compulsory training of all personnel in issues of diversity and equality.³²²

3. *Civilian and Defence Collaboration*

Canada, of course, is not the only environment examined by the Review that has an overt commitment to the increased participation and promotion of women. The Netherlands, in particular, has taken significant steps to emphasise the operational value of women’s participation, releasing joint departmental and Service policies that outline the benefits to the mission.

Specifically, the Netherlands Gender Action Plan 2004 and Department of Defence project *Gender Force*, represent a combined commitment to improving the contribution of women to the Netherlands defence mission, the latter putting particular emphasis on the concept of 'Gender Mainstreaming'.³²³

Similarly, Swedish defence organisations have partnered with the Swedish Police, the Swedish Rescue Services Agency, the Association of Military Officers in Sweden (a form of trade union) and civilian bodies to develop their own *Genderforce* project. Its mission is 'to establish gender equality in Sweden's international...missions' with an emphasis on gender mainstreaming across all policies.³²⁴

Further, consistent with the combined approach noted above, the UK Ministry of Defence Senior Officer and Civil Servants Diversity and Equity Awareness program for general/flag officers and senior executives emphasises the value of a united approach to diversity across the defence environment.³²⁵

Similarly, a joint video presentation from military and civilian leadership in the US Air Force signals to personnel a united front on the 'value of the unique qualities of each individual in the total Air Force'.³²⁶

4. Inspiration from and for leaders

Both *Genderforce* projects have sought to harness the power of leadership. In the Netherlands the specific identification of Gender Champions – high ranking generals that champion gender and diversity issues across the Services – indicate to personnel that issues of gender integration are viewed as an imperative by military leadership, as well as by the civilian agencies that support it.³²⁷ The Review's observations from its discussions with US defence representatives confirmed that a specific champion (such as the US Vice Chief of Naval Operations, for example) is an essential ingredient in an initiative's success.³²⁸

Meanwhile, Swedish defence Services have implemented a program of Gender Coaching under which specialists in gender issues – with backgrounds ranging from equal opportunity bodies, business, academia, to defence environments – are appointed as a kind of personal trainer for a dozen senior officers across the Swedish Armed Forces, the Police and Association of Military Officers.³²⁹ Though at an early stage, this program acknowledges that the pragmatics of diversity are not always immediately apparent and that leaders need to maximise their limited time. The ongoing coaching relationship of regular monthly meetings allows rapport to develop, so that frank and effective discussion occurs.

5. Accessible language, contextualising diversity

In the same way, best practice requires that formal commitment at the leadership level is communicated effectively to personnel. The UK *Chief of General Staff's Equality & Diversity Directive* employs accessible language, explaining that '[Diversity] values the inherent qualities in every individual, respects their differences, and enables them to make the selfless commitment that the Army demands in the knowledge that they will be treated fairly'.³³⁰

Meanwhile, publications such as the *Equality & Diversity Newsletter for Armed Forces* disseminate practical information and case studies³³¹ and the booklet, *Basically Fair – Respect for Others in the British Army* – notes Army values as including the courage to 'do the right thing, not the easy thing'.³³² Further, a Service wide website, *Proud2Serve*, promotes issues affecting gay and lesbian personnel and was recently recognised in the inaugural European Diversity Awards.³³³

6. Rendering difference unremarkable

Of particular note to the Review, the Netherlands *Gender Force* project, mentioned above, stands out for its commitment to mainstreaming the concept of 'gender' across the whole of the defence Service – embedding discussions of gender, diversity, equity and integrity into all aspects of defence training, rather than leaving it as an annual, obligatory venture.

Its sub-project, *Gender in training*, enables all defence personnel to be introduced to gender issues and understand how important the subject is in terms of military operations. In addition, the Dutch Services have commenced a 'Train the Trainer' course for core instructors who then serve as points of

contact on gender issues and train new instructors – cementing the imperative in operational, as well as strategic, leadership.³³⁴

7. Leading cultural change

Despite Congressional impetus, US Service branches have been slightly later to make overt commitments to the value of diversity as an operational imperative. Nevertheless, all have now mapped out a blueprint for working towards greater diversity, the Army's Diversity Roadmap being perhaps the most recent, released in December 2010. Committing the Army to becoming an Employer of Choice, the Roadmap notes that 'the diversity of our people is a source of strength' and that the Army is 'already viewed in awe by many nations that see our committed men and women from different backgrounds supporting our global efforts in defense of democracy....'³³⁵

Along similar lines, the *US Air Force Diversity Roadmap* sets out the responsibilities of all personnel, and builds in clear mechanisms for evaluation, training, mentoring and professional development – emphasising the need for cultural change. The Roadmap explains that: '*Diversity is a military necessity. Air Force decision-making and operational capabilities are enhanced by diversity...helping make the Air Force more agile, innovative and effective. It opens the door to creative solutions to complex problems and provides... a competitive edge...*'³³⁶

Similarly emphasising cultural change, and discussed later in this paper, was the former US Navy's Chief of Naval Operations announcement in 2003 that he was determined to create a 'mentoring culture' across the naval Service and assign a mentor for every Service member.³³⁷

Meanwhile, the US Air Force, Navy and Coast Guard were all recognised in the Top 20 of US Government Employers in the *Workforce Diversity Awards*, suggesting that they are well on their way to their identified goal of becoming employers of choice.³³⁸

Principle 2: Diversity of leadership increases capability

1. Addressing historical inequity

The CF has been recognised for creating five special positions for women on its Joint Command & Staff course to acknowledge women's historical absence from combat positions and the time necessary for women who have more recently gained combat experience to reach flag officer level. For example, despite women's participation across all roles in the Canadian Navy for the last 25 years, it was only in 2008/09 that a woman was appointed to command a major naval warship.³³⁹

Despite being noted as a 'best practice' by commentators,³⁴⁰ it is also described as 'universally condemned' by CF officers – women unwilling to go to the CF Command Course in a 'pink seat' as it would be perceived to undermine their credibility. Many women are reported to have refused it when offered, prompting calls for re-evaluation of this particular initiative as having outgrown its usefulness.³⁴¹

Similarly, two seats are reserved specifically for women to assume flag officer level in the Netherlands while modest targets have also been set for officer ranks.³⁴² Despite the stagnation of women's representation across the Dutch armed forces, however, a recent report indicates opposition from Dutch female personnel to any initiatives which were perceived by others as giving special or favourable treatment to women.³⁴³

2. Advocating for diversity

Nominated in literature as best practice, the Netherlands DEFENCE Women's Network objectives include '...to strengthen the position of Defence women and stimulate their advancement to higher positions....'³⁴⁴ DEFENCE is described as having been influential in the renewed focus on gender issues within the Netherlands in recent years.³⁴⁵

On an individual level, UK Royal Navy Lieutenant Commander Mandy McBain was nominated as one of the 100 most influential gay and lesbian people in the UK in 2010's national Pink List and widely publicised by the Royal Navy as a role model for all personnel.³⁴⁶

3. Political imperative

The US Congress recognised a palpable need to increase the diversity of US military leadership by establishing the Military Leadership Diversity Commission (MLDC). Created to assess opportunities for the promotion and advancement of minority members of the Armed Forces, at the end of 2010 the MLDC delivered 20 recommendations to improve diversity, all of which are reported to have met with support from the US Service Chiefs.³⁴⁷

As mentioned above, this included recommending the phased removal of the last combat exclusions. In addition to this, however, the MLDC also recommended improving diversity of leadership by developing a 20-30 year pipeline of personnel. To do so, the Commission found that the necessary steps included:

- improving recruiting, mentoring and retention
- maintaining transparent promotion processes
- tracking regional and cultural expertise
- considering all qualified candidates for 3 and 4 star general and, if no women or minority candidates, submit a statement to the Senate
- regular auditing and reporting
- well-resourced strategic plans
- accountability reviews
- barrier analysis and
- internal and external monitoring.

The Review understands that the US Services are currently developing a formalised response.

4. Visible leaders

While a handful of women in visible positions should not be read as a critical mass, it is nevertheless crucial that other female personnel are able to identify role models.³⁴⁸ This means ensuring that potential candidates are identified by leadership and encouraged to take assignments that will open further opportunities.

Principle 3: Increasing numbers requires increasing opportunities

1. Understanding recruitment

In the Canadian context, the CF recently conducted an evaluation of recruiting techniques via a survey. Given that recruiters are one of the most influential factors in the decision of potential personnel to join an organisation, understanding the recruitment process is valuable to building a more diverse defence environment.³⁴⁹ The survey confirmed that recruiters had been the most informative out of all listed CF information sources. Female respondents to the survey demonstrated no real palpable difference to male respondents, indicating that their reasons for joining the CF included 'career opportunities', 'challenging work', 'education opportunities', and 'the opportunity to make a difference'.³⁵⁰

Along these lines, in the Netherlands women have specifically been appointed as recruiting officers, visiting secondary schools to raise the profile of a defence career amongst potential future personnel. Further, young people are given the opportunity to upgrade their physical fitness in the pre-recruitment phase, thus improving their chances of their applications being accepted, and of continuing to meet the requirements of the job as they progress.³⁵¹

Additionally, in the UK, the Royal Air Force and Royal Navy have been recognised in the prestigious Stonewall Awards as among the top employers for 2012,³⁵² with the RAF also nominated as Lesbian

Recruiter of the Year by a popular magazine – indications that the UK Services are proactively recruiting in the gay and lesbian communities.³⁵³

Meanwhile, the US Navy has set an overall recruitment goal of 23% women – a further acknowledgment that a critical mass is essential if change is to be achieved.³⁵⁴

2. Raising the profile of women in the field

The role of Gender Adviser has been established in international deployments in the Netherlands, Norwegian and Swedish forces, and has shown to increase awareness of how gender works as an operational factor in theatre, as well as demonstrating the benefits of an increase in the presence and experience of women within the force.³⁵⁵ Meanwhile, in 2009 the Netherlands deployed the first all-female foot patrol in Uruzgan Province, Afghanistan – formally assigned to a combat role, rather than ‘attached’.³⁵⁶

3. Raising the profile of roles in the field

In the CF, opportunities for women in non-traditional occupations – whether combat or non-combat – have also been highlighted, one example being the role of Traffic Technician in the Mobile Air Mobility Support. Despite being a role requiring significant upper body strength and the capacity to move extremely heavy loads, 21% of personnel in this occupation are women, with the trade now having its first female Chief Warrant Officer.³⁵⁷

Meanwhile, the RAF has won a national *Inspiring Women in the Workforce Award* for proactively seeking out potential young female recruits and encouraging them to consider a career in engineering, rather than a more traditional occupation³⁵⁸ with a female UK Apache Officer recently being named Young Woman Engineer of the Year.³⁵⁹

4. Directing women into non-traditional roles, including successful transition into combat roles

Of particular interest, the US Navy reported using a temporary special measure to direct women into technical – or seagoing – occupations. This was because of an identified operational imperative to fill berths on US Navy ships and was achieved by closing the number of administrative or medical roles available to women and redirecting recruits into the seagoing roles that needed to be filled.

This initiative involved setting direct quotas for women in seagoing occupations, and increasing the quotas for those 20 roles identified as having the lowest representation of women. Inherent in doing so was a recognition that these occupations contributed to defence career progression.³⁶⁰ This initiative is now being evaluated in terms of its impact on the retention of women in these particular roles.

5. Supporting women in non-traditional roles

While the ADF has committed to the opening of combat roles for women, it may be useful to draw on the recommendations of the Defense Advisory Committee On Women In The Services (DACOWITS) 2011 Report regarding the potential opening of roles in the US. Reiterating its previous recommendation that gender based restrictions on military assignment should end, the Committee also emphasised that, in doing so, the US Department of Defense (DoD) and the Services should develop appropriate physical standards for each role, relating to the job performed, rather than ‘using or establishing standards to judge women’s qualifications that have not been validated, even for men.’³⁶¹

Meanwhile, CF representatives emphasised the importance of developing training standards for the full range of capabilities required in the field. Rather than merely focusing on a single 20 mile run, then, CF representatives suggested that endurance in the field was an equally essential, and very different, capability.³⁶²

Further, DACOWITS recommended that, ‘in addition to a general increase in quality of pre-deployment weapons training, the Services should ensure that deployed Service members receive appropriate in-country weapons training on the weapons used by the units in which they are serving in theatre.’³⁶³

This recommendation follows findings by the Committee that pre-deployment weapons training often did not match the equipment provided in theatre.

6. *Getting the gear right*

Female personnel in the ADF are reporting ill-fitting or inadequate equipment and uniforms in the field, relying on the luck of the draw to be provided with smaller sizes of uniforms designed specifically for men. The US Service branches are all acknowledging this concern, the Air Force having designed a women's flight suit, the Army also currently testing a new Women's Army Combat Uniform³⁶⁴ and the US Navy describing the design of an appropriate uniform as a 'physical commitment to women that you are serious about them being in Service'.³⁶⁵

However, the DACOWITS 2010 Report recommends that, rather than drawing overt and visible attention to women's differences, that Services support the development of uniforms that are appropriate for both men and women – an initiative echoed by the US Marine Corps undertaking of an anthropomorphic survey to develop a database of body measurements to support better uniform design. The DACOWITS also recommended the urgent delivery of properly designed and fitting combat-related equipment, such as flak jackets, by the end of 2011.³⁶⁶

7. *Acknowledging women's health needs*

The DACOWITS 2010 Report recommends the identification of gender-specific aspects related to PTSD and the development of targeted and accessible treatment programs available to both genders.³⁶⁷

Following the results of the 2005 Navy's Pregnancy and Parenthood Survey, the Independent Duty Corpsman (IDC) Women's and Sexual Health training model had been expanded from two to six weeks. The 2008 survey indicated that significantly more respondents felt comfortable discussing and obtaining birth control from IDC and medical personnel aboard ship than did in 2005, a tangible example of the way in which information gathering and measurement mechanisms can improve the defence experience for female personnel.³⁶⁸

The US Army Surgeon General's Women's Health Task Force confirmed the need for better provision of information, particularly so that women can better prevent and address health problems experienced in the field. Initial information sessions – particularly for young recruits self-diagnosis kits (such as for urinary tract infections) and equipment such as Female Urinary Devices are helping female personnel manage their health more autonomously.³⁶⁹

8. *Building a cohort*

In relation to the lifting of gender restrictions on combat roles, the DACOWITS has recommended as best practice approaches the visible support of leaders of the kind that had been evident in the repeal of the Don't Ask Don't Tell policy and a phased approach to integration in which, at a minimum, several women should be integrated into units at a time.³⁷⁰

The US Navy has adopted an information technology mechanism that flagged when the cohort of women at any particular base was reaching less than 15%.³⁷¹ This stands in contrast, however, with the proposed approach of the US Marines of introducing women into non-traditional roles only one or two at a time. It should be noted, however, that the US Service branches are currently engaged in research regarding the potential success of introducing women into combat related roles, rather than the formal implementation of policy as in the Australian context.³⁷²

When first opening combat roles for women, the CF sought new recruits, rather than Corps transfers. Reservations were expressed by CF representatives about Corps transfers being seen as giving women 'free passes' or alternatively as being unattractive to women who did not want to relinquish the inroads they had made in their existing roles.³⁷³

Principle 4: Greater flexibility will strengthen the ADF

1. *Supporting personnel, supporting families*

The Family Wellbeing Initiatives under the CF Family Covenant recognise the impact on defence family life and the value of supporting defence families in retaining personnel.³⁷⁴ Accordingly, the CF offers maternity leave of a maximum of 17 weeks followed by a further 37 weeks parental leave which can be divided between the parents, with an entitlement of up to 93% of regular pay.³⁷⁵ Some personnel perceive taking parental leave as detrimental to future promotional opportunities.³⁷⁶ Meanwhile, other opportunities exist for improvement, such as allowing personnel to use extended Leave Without Pay to raise their family and then return³⁷⁷ and the more active use of flexible work practices for Regular Force personnel.³⁷⁸

In the US, personnel not on deployment can make use of federally legislated *Alternative Working Schedules* that can include Flexitours, Gliding Schedules and Compressed Schedules. This is subject to the approval of command and is only considered realistic at particular locations, such as at the Washington office of the Department of Transportation and Maritime Administration, for example.³⁷⁹

Further, the US Coast Guard and Army offer a Child Care Subsidy Benefit program for Active Duty Members and Active Reservists called to action who do not have access to a Federal Child Development Centre or centre on a military base.³⁸⁰ Additionally, the US Navy has put particular emphasis on providing access to child care – including after hours occasional care – in all home ports and bases.³⁸¹

Elsewhere, in addition to comparatively generous maternity leave, the Dutch armed forces also offers contracts with local agencies to provide subsidised child care and offers personnel absent owing to duties at sea, in the air, or upon deployment for over one month compensation for additional childcare costs if childcare is not available at barracks.³⁸² Further, the Netherlands provides personnel with a right of re-entry up to six years after leaving the military and to be exempt from deployment in Peace Support Operations or compulsory naval exercises when they have children up to age four. The Review notes, however, a similar concern that Dutch women do not always feel comfortable making use of these arrangements.³⁸³

The CF has embarked upon the 2011-2012 CF Employment Systems Review Project to identify barriers that may contribute to continued under-representation of Designated Group Members (women, Aboriginal Peoples, Visible Minorities and Persons with Disabilities). Using focus groups, interviews with senior CF leaders and a CF wide survey, the project intends to elicit qualitative information from a broad cross-spectrum of personnel strengthen understanding of statistical data about minority representation assess employment systems and conduct relevant surveys.³⁸⁴

2. *Flexible careers*

Of particular note is the US Navy's recent commitment to 'Navy *and* family', rather than Navy *or* family.³⁸⁵ Specifically, the US Navy Career Intermission Pilot Program enables personnel to 'pursue personal or professional growth outside the Service while providing a mechanism for seamless return to active duty...'³⁸⁶ Recently extended to 2015, personnel may be released from active duty to the Individual Ready Reserve for up to 3 years. With quite strenuous conditions attached, personnel retain certain active duty benefits and must return at the end of their inactive period. Currently up to 40 personnel can apply each year and must then serve two months for every month of program participation. If they are not able to meet these obligations, they must pay back any entitlements received while inactive and may risk an 'other than honourable discharge'.³⁸⁷

Despite these qualifications, some of which are under review,³⁸⁸ discussions with US Navy representatives confirm that this initiative is being looked upon with great expectation. At present, however, there has been limited take up (currently 24 personnel are involved), with few yet to return from their absence from active duty.

According to the US Navy, this relatively small take up is partly the result of concerns by personnel that a break from service would result in skills degradation, leaving them to compete against a younger, more up to date cohort upon their return. However, the Navy is hopeful that, as more personnel return from their intermission, and as greater numbers take up the opportunity, that this break from Service will be ‘normalised’, with the concept of ‘changing lanes’, rather than taking ‘on ramps and off ramps’ becoming common parlance.³⁸⁹ To this extent, the majority of personnel involved in the program to date have been men – confirmation that programs initially envisaged to benefit women can benefit an entire force.³⁹⁰

Further, the US Navy is attempting to build more flexibility into when personnel are expected to meet specific milestones in their careers.³⁹¹ Specifically, career patterns have been realigned so that surface warfare officers now have two four year breaks in their careers during which they are predominantly ashore – allowing them to identify periods when they can start and raise a family.³⁹² Further, the US Navy funds up to 75% of the costs of IVF egg freezing, allowing female personnel to defer childbearing until suitable intervals in their career.³⁹³

In cases where it was possible, the US Navy has encouraged ‘teleworking targets’ – encouraging a proportion of personnel to work from home.³⁹⁴ Service wide, the DoD is also encouraging telework options where possible, including the concept of ‘Virtual Commands’ to minimise the cost of relocation and enable senior personnel and their families to retain geographic stability.³⁹⁵

3. *Transparent processes*

An independent Defence Review in the UK has recommended building more transparency and standardisation into career progression, including by keeping senior personnel in posts for longer providing for independent representation on promotion and appointment boards and putting greater emphasis on recruiting or developing people with the right skills and expertise.³⁹⁶

The UK Ministry of Defence is currently developing a New Employment Model (NEM) that ensures ‘that service in the Armed Forces remains an attractive option in a rapidly evolving employment market’ and that ‘better balances the demands placed on our people and their families’ – including providing greater domestic stability where possible.³⁹⁷ The NEM is expected to be released later this year, with implementation in 2014/2015.

4. *Learning from personnel*

The US Navy Pregnancy and Parenthood Survey 2008 reported almost half of female personnel (and about 10% of male personnel) indicating that the recent change to a 12 month post-partum operational deferment would motivate them to remain in the Navy. This served as the first confirmation that an increased focus on life/work balance policies was having the desired retention effect in the Fleet.³⁹⁸

In addition, in the 2010 Survey, almost a third of personnel indicated that opening the operational deferment up to fathers would further motivate them to stay in the Navy.³⁹⁹ Despite the US Navy’s hopes for the Career Intermission Program, the Survey indicated that the program had little impact either way on the motivation of personnel to stay in the Navy.⁴⁰⁰

5. *Individual Mentoring*

Mentoring is promoted as a priority in many of the forces examined, with the Canadian Forces Leadership Institute publishing a Mentoring Handbook to assist personnel in maximising the benefits of mentoring relationships.

Meanwhile, the US Navy’s mentoring programs have been recognised as setting the pace with a formalised, Navy-wide program that creates an obligation on those in leadership positions to ensure that every sailor has a mentor.⁴⁰¹ While the program employs a suite of initiatives, one particularly relevant example includes the Navy Women eMentoring pilot, which used a web-based matching tool for mentees to find potential mentors.

The program proved exceptionally popular but was costly and unable to be sustained in its initial format.⁴⁰² Nevertheless, a Navy wide e-mentoring program is currently being considered,⁴⁰³ the success of the pilot program attributable in part to the fact that mentors and mentees were very carefully and specifically matched. Anecdotal examples of its application include a junior female officer using Skype to role play difficult leadership situations with her mentor, and then enacting these with her personnel the following day.⁴⁰⁴

The Air Force mentoring program is also mandated and supervisory, with all officers required to act as mentor to the officer immediately below them in the chain of command and a web-based program, *My Development Plan*, used to support it.⁴⁰⁵ In contrast, the US Army's approach is voluntary.⁴⁰⁶

6. *Mentoring networks*

Of further interest is the fostering of developmental networks, or 'mentoring constellations', with Employee Resource Groups in the US Navy offering another form of professional support in a small group environment while 'Affinity Groups' are professional networks that provide an advocacy and mentoring role for a large group of peers.⁴⁰⁷

The National Naval Officers Association is one wider example – a non-profit organisation, but endorsed by the Secretaries of Transportation and the Navy the Chief of Naval Operations and the Commandants of the Coast Guard and Marine Corps the NNOA's mission is to 'encourage maximum minority participation in all areas of the sea services and related organisation.'⁴⁰⁸

More specific to female personnel, Women Military Aviators is a non-profit body with no affiliation to DoD – formed 'to educate the public about the roles of women aviators and bond women together to let them know that there are other people experiencing the same things they are'.⁴⁰⁹ Recently female aviators also gathered at a Women in Aviation International Conference which included a 'speed mentoring' session and a 'Bring Your Daughter to the Conference' day to encourage members of defence families to consider aviation.⁴¹⁰

Academy Women is a non-affiliated Service wide association 'supporting all current, former and future women military officers in reaching their full potential as leaders' which also operates an eMentoring Leadership Program encouraging members to 'Connect. Share. Excel.'⁴¹¹

The Joint Women's Leadership Symposiums held by the Sea Service Leadership Association – another affinity group established under the Navy's auspices with a focus on female Service members – are particularly successful mentoring opportunities.⁴¹²

Formal or informal, a combination of mentoring programs may perhaps be most effective, one study identifying developmental networks as 'more powerful than one-one-one mentoring alone', emphasising the value of multiple short-term mentors, peer mentors, mentoring groups and online support communities. The study suggests that the more diverse a Service member's support network, the greater the depth and breadth of career support that the individual will receive.⁴¹³

Principle 5: Gender based harassment and violence ruins lives, divides teams and damages operational effectiveness

1. *Signalling Zero Tolerance*

Gender-based violence damages operational effectiveness as well as individual lives.

Recognition of this was boosted by the decision to replace a civilian with a Two-Star Ranked Officer in the position of Director of the Sexual Assault Prevention and Response Office (SAPRO). This change was hailed by commentators as an important signal – giving kudos to what may have previously been perceived as a civilian imperative. As the Service Women's Action Network noted at the time:

...when SAPRO now speaks, commanders have to listen....When the military wants to get things done, it puts a General in charge.⁴¹⁴

Initiatives delivered under the auspices of SAPRO, meanwhile, have been recognised as examples of best practice, with Victims Advocates (VAs) available to nearly every Service member, and standardized certification for Sexual Assault Response Co-ordinators and VAs across the Services.⁴¹⁵

In particular, the US Navy has invested significant effort into implementing effective sexual assault prevention and intervention training – programs which have been found to be achieving a real shift in attitudes, both in terms of preventing men from committing sexual assault and encouraging men to intervene as bystanders if they see concerning behaviour taking place.⁴¹⁶ The Navy was also recognised by the US Defence Task Force on Sexual Assault in the Military Services as ‘pioneering’ in this regard⁴¹⁷ and regularly conducts ‘stand-downs’ – days during which all Service members in a particular organisation are expected to engage in sexual assault training.⁴¹⁸

Equally important are other programs that aim to achieve positive cultural change, such as the Navy’s Coalition of Sailors Against Destructive Decisions – an outreach program addressing issues such as suicide and alcoholism, as well as sexual assault. Similarly, an outreach program run under the auspices of Air Force Command encourages the development of a Culture of Responsible Choices.⁴¹⁹

2. Supportive Responses to Sexual Assault and Harassment

Cultural change requires that personnel have confidence in the system. Defence personnel in any context aren’t necessarily aware of the extent to which sexual assault reports are pursued. Consequently, the DACOWITS 2011 Report recommends publicizing the outcomes of sexual assault cases more broadly – specifically, ‘that DoD should publicize reports of sexual assault and their dispositions in a simple format accessible to a wide military audience, to be used in required training and other venues.’⁴²⁰

In addition, DACOWITS recommends that DoD should consider requiring local commanders to publicize this same information, including information on reports and dispositions at their specific installations and that this should include the number of reports, type of disciplinary actions taken as a result, and reasons why disciplinary action is not taken.⁴²¹

Further, DACOWITS recommends that DoD should include measures of sexual assault and sexual harassment in command climate assessments to help ensure that prevention becomes a command priority and indicated that it would consider recommending the inclusion of such measures in individual performance evaluations of commanders in the future.

A best practice example of immediate support accessible to all personnel, are the 24 hour, 7 day a week confidential hotlines available to members of the UK, CF and Netherlands and more recently to the US armed forces. In the Netherlands these confidential counsellors help with reporting punishable behaviour, or register complaints anonymously for statistical purposes.⁴²²

Extensions of this external form of support are the partnerships increasingly being forged between Defence Services and community support agencies, such as the CF National Investigation Service partnerships with civilian policing agencies.⁴²³ In Canada, a significant amount of work has been invested in the response to sexual assault, with the Victims Assistance Program and ‘Victims Choice Package’ provided by the CF National Investigation Service unit being identified as best practice in an Australian study of international responses to sexual assault in the military.⁴²⁴

Additionally in the US, further emphasis is being put on supporting victims through the legal process, as well as on expedited transfer options that require command to give proper consideration to any request for transfer by a victim of sexual assault within 72 hours of that request being made⁴²⁵ In the US Marines, procedures exist that allow command to temporarily set aside issues of collateral misconduct, meaning that victims are less likely to be discouraged from reporting because they fear disciplinary action for offences related to alcohol consumption, for example.⁴²⁶

3. *Restricted Reporting*

The US environment further distinguishes itself, however, by making different reporting options available to victims of sexual assault. Assessed by the DoD Annual Report on Sexual Assault in the Military, 2010, as a ‘critical addition’ to the Sexual Assault Prevention and Response program, restricted reporting allows victims to report an incident confidentially to certain personnel such as Sexual Assault Response Co-ordinators and Victim Advocates, accessing medical and counselling support (including forensic examination) without disclosing names or initiating an investigation.⁴²⁷ An Executive Order creating a Victims Advocate privilege ensures that personnel to whom restricted reports are made are not compelled to disclose these in any prosecution.⁴²⁸

While restricted reporting has been criticised in some quarters as allowing perpetrators to remain unaccountable, this victim-centred approach allows personnel to access support and assistance that they would otherwise go without, given the well-documented reluctance to come forward. Restricted reporting also provides command with information about rates of sexual assault and the chance to effect environmental change. Victims can later elect to convert to an Unrestricted Report, usually within a year, at which point the matter is referred for formal investigation.⁴²⁹ Documents concerning restricted reports are kept for up to five years, after which it is harder to guarantee confidentiality. Where a report has been converted to unrestricted, documents are retained for up to 50 years.⁴³⁰

While sexual assault cases (like other criminal offences in the defence environment) are dealt with by the US Uniform Code of Military Justice, criminal offences are dealt with by the civil legal systems in other nations – many of whom, like Australia, proscribe mandatory reporting.

The Sexual Assault Prevention and Response Office, as well as the various Service branches confirmed the usefulness of the restricted reporting mechanism. Upon receiving multiple restricted reports concerning a particular offender, Sexual Assault Response Co-ordinators are compelled to advise the chain of command to ensure that other personnel do not continue to be at risk from a serial sexual predator.⁴³¹

Veterans in the US are able to access benefits for Military Sexual Trauma on the basis of a restricted report, with the VA increasingly emphasising flexibility in the assessments made by their health providers.⁴³²

4. *Flexibility*

Flexibility and choice is hallmark of best practice policy. For example, while it is certainly essential to ensure ownership by command, commentators observe the value of alternative routes to resolve disputes.⁴³³ One route traditionally considered as ‘alternative’, mediation and other forms of conciliation are increasingly being offered in the defence context, with a growing emphasis on resolving complaints at the lowest level possible.⁴³⁴

An additional route described in the Service Complaints Booklet provided to all UK personnel is to lodge a complaint with the Military Complaints Commissioner. The Commissioner can receive complaints from personnel and/or their families about harassment, discrimination, bullying or other forms of unfavourable treatment. It should be noted, however, that the emphasis of the Service Complaints Booklet remains the chain of command.⁴³⁵

5. *Training*

While all Services examined conduct sexual assault and harassment training, some international forces purchase specialist training from civilian organisations.⁴³⁶ Further, training is far more likely to be effective when it is conducted in small, interactive groups, rather than large lectures.⁴³⁷ In fact, some commentators observe that equity and diversity training can backfire when not targeted appropriately to the audience, instead producing a ‘rebound effect’ of increasing rape-supportive attitudes.⁴³⁸

The US defence environment confirmed the importance of standardised and professionalised training for all personnel. This includes those in senior positions, in dedicated sexual assault response roles, and those at the NCO level who, in many cases, have the most contact with defence personnel on a day to day basis⁴³⁹ and who may be in the best position to advise young personnel how to avoid – or intervene in – damaging behaviour and situations.⁴⁴⁰

6. Accountability

In addition to effective training, policies and practices need to be evidence based and regularly assessed to determine whether they are being successful. Certainly, the MLDC has recommended regular auditing and reporting, well-resourced strategic plans, accountability reviews, barrier analysis and internal and external monitoring.

International forces conduct a range of surveys to determine the extent to which diversity is valued and gender integration is being achieved. UK active defence personnel are regularly surveyed regarding sexual assault and harassment,⁴⁴¹ while the US distinguishes itself by conducting congressionally-mandated surveys and reviews of relevant policies and regulations.⁴⁴²

The CF is currently undertaking the first comprehensive survey regarding harassment across the CF since 1998. The Review has been told that its goal will be to update prior research, examine awareness of CF harassment policy and programs, as well as measure the prevalence of harassment in the organisation.⁴⁴³

The US SAPRO has recently taken steps to establish a Service wide data base of sexual assault and harassment information – a crucial move, given the inconsistent approaches that have existed to date. Additionally, all US Services are now moving to include assessments of sexual assault responses in command climate surveys.⁴⁴⁴

Appendix Q

Referencing documents received from Defence Liaison Officers

Any information referenced as “provided to the Review by CMDR A Westwood”, “provided to the Review by SQNLDR F James”, “CMDR A Westwood, email to Review” or “SQNLDR F James, email to Review” was sent to the Review by the Defence Liaison Officers. In fulfilling the Review’s requests for information, we understand that the Defence Liaison Officers sourced information from the following:

- Office of the Secretary and CDF: Judge Advocate General, Director of Military Prosecutions, Strategic Reform Program, ADF Investigative Service, IGADF
- Vice Chief of the Defence Force Group: Cadet, Reserve and Employer Support Division, Joint Health Command, Australian Defence College
- Joint Operations Command: Headquarters Joint Operations Command
- Navy: Navy Strategic Command, Fleet Command, Director General Navy People, Director General Reserves – Navy, New Generation Navy Program
- Army: Forces Command, Army Headquarters, Career Management – Army, Director General Reserves – Army
- Air Force: Air Command, Director General Personnel –Air Force, Director General Reserves – Air Force, Director Personnel – Air Force
- Defence People Group: Workforce Planning Branch, Defence Force Recruiting, People Strategy and Culture Branch, People Policy and Employment Conditions Branch, Workplace Health and Safety Branch, Human Resources Shared Services Branch, Values, Behaviours & Resolutions Branch, People Systems Division
- Defence Support Group: Defence Community Organisation, Directorate of Relocations and Housing, Major Infrastructure Partnership Branch
- Chief Finance Officer Group: Resource Assurance and Analysis Branch
- Chief Information Officer Group: Corporate Information Systems Branch, Information and Communications Technology, Reform Division
- Defence Science and Technology Organisation
- Department of Veterans’ Affairs

The Review’s Defence Liaison Officers were assisted by the following people in responding to our requests for information and the Review wishes to thank them:

WGCDR Karen Ashworth, Dan Barwick, LTCOL Margie Beavan, Sylvana Bell, Bev Blyth, Amber Brentnall, Steve Briggs, Emily Chalker, CMDR Christine Clarke, Amanda Desalis, LCDR Donna Douglas, CMDR Russell Dowrick, LTCOL Ana Duncan, LTCOL Mona Goldsmith, WGCDR Bruce Graham, WGCDR Deb Greig, Anna Hackett, Michelle Hannaford, GPCAPT Geoff Harland, WGCDR Shane Hellman, CMDR Jenni Heymans, CDRE Vicki McConachie, CAPT Cameron McCracken, LTCOL David McGarry, LCDR Anne Mena, CMDR John Merton, Vanessa Murray, LCDR Kate Nash, GPCAPT Graeme Peel, Peter Redston, Jerome Reid, Silvana Salafia, Ellen Swavley, LTCOL Griff Thomas, Emma Turner and CAPT Nick Youseman.

- 1 JNCO (Junior Non-Commissioned Officers) includes all ranks from Recruit to Corporal (E); SNCO (Senior Non-Commissioned Officers) includes all ranks from Sergeant to Warrant Officer (E); Junior Officers are all ranks from Cadet to Major (E); Senior Officers are Lieutenant Colonel (E) and above.
- 2 The Survey was completed in this form by focus group participants. There were two differences for online survey respondents: 1) Online respondents were not asked for their age 2) Online respondents could only note their length of service for their current service type (ie Permanent or Reserves), not both.
- 3 United Nations, *Women and Armed Conflict*, Fact Sheet 5. At <http://www.un.org/womenwatch/daw/followup/session/presskit/fs5.htm> (viewed 27 June 2012).
- 4 See Department of Families, Housing, Community Services and Indigenous Affairs, *Australian National Action Plan on Women, Peace and Security 2012–2018*. At <http://www.fahcsia.gov.au/our-responsibilities/women/publications-articles/government-international/australian-national-action-plan-on-women-peace-and-security-2012-2018> (viewed 27 June 2012) ('*Australian National Action Plan*').
- 5 *Australian National Action Plan*, note 4, p 17.
- 6 *Australian National Action Plan*, note 4, pp 10-14.
- 7 The National Action Plan was developed by a 'Women, Peace and Security Inter-Departmental Working Group' consisting of the Office for Women, Defence, AusAID; DFAT, AFP, Department of the Prime Minister and Cabinet and Attorney General's Department and the Asia-Pacific Civil-Military Centre of Excellence. Non-government organisations have played an instrumental role in developing the National Action Plan and will have ongoing involvement in its implementation and monitoring.
- 8 *Australian National Action Plan*, note 4, p 15.
- 9 *Australian National Action Plan*, note 4, p 27.
- 10 *Australian National Action Plan*, note 4, pp 33-34.
- 11 *Australian National Action Plan*, note 4, p 39.
- 12 *Australian National Action Plan*, note 4, p 9. Additional Security Council Resolutions UNSCR 1820 (2008), UNSCR 1888 (2009), UNSCR 1889 (2009) and UNSCR 1960 (2010) are available at: <http://www.un.org/documents/scres.htm>.
- 13 UN INSTRAW, *Peace and Security – Programme Description* (2010). At <http://www.un-instraw.org/aid-effectiveness/general/programme-description.html> (viewed 19 June 2012).
- 14 *Australian National Action Plan*, note 4, pp 21-25, 28-29.
- 15 CMDR D Hardy, email to the Review, 14 March 2012.
- 16 Department of Defence, 'Action Plan for Improving Recruitment and Retention of Women', Chiefs of Service Committee, Agendum Paper 04/09 (21 July 2009) Attachment 3, Enclosure 1, para 14, provided to the Review by B Efrossynis, 19 May 2011.
- 17 'CDF Action Plan April 2011 Quarterly report', COSC Agendum 99-11, Annex B, provided to the Review by T WGCDR T Saunder, 2 May 2011.
- 18 Army reported that: 'From the [DFR Pre-enlistment Fitness Assessment] register and taken from the results from 1200 filtered records from all [Defence Force Recruiting Centres] (except Brisbane) the failure rate for female Army candidates is 30.34% compared to Army male candidates at 3.26%. The female average age who passed was 21.3 years and average age who failed was 22.6 years. Of the 30.34% failure group, the largest training gap is within the Beep test where the average achieved 5.8 however the standard required in 7.5': see 'Annex D (Army) input to CDF Action Plan April 2011 Quarterly report', COSC Agendum 99-11, provided to the Review by T WGCDR T Saunder, 2 May 2011.
- 19 In 2011 it was reported that there was 'feasibility and scoping work underway for establishment of a number of initiatives': 'CDF Action Plan April 2011 Quarterly report', note 17.
- 20 Department of Defence, 'Action Plan for Improving Recruitment and Retention of Women', note 16.
- 21 'CDF Action Plan Working Group Meeting Minutes', 10 November 2011, provided to the Review by SQNLDR F James, 7 December 2011.
- 22 The Navy Women's Strategic Adviser role was created to 'develop, manage and implement initiatives to further promote and improve the retention and participation of women in the Navy', in accordance with the Action Plan and Navy People Plan. The Adviser is intended to act as a Navy point of contact, liaising with the other Services and external community on any programs, initiatives and action plans relating to retention and employment of women. Particular priorities for the role are listed as: raising the Navy profile on female participation (eg through media and networking opportunities to promote visibility of female participation within and outside Navy); operationalising gender balance requirements in the workforce (providing creative and strategic advice and guidance to Navy command to increase female participation rates for maximum operational effectiveness); and driving an understanding of gender balance issues among senior leaders and managers (eg by linking female participation and associated initiatives with the Action Plan and Navy People Plan): see RADM Jones, Head Navy People and Reputation, *Commander's Intent for Navy Women's Strategic Adviser*, 22 October 2010, provided to the Review by SQNLDR F James, 11 January 2012.
- 23 Public submission 26 Heymans.
- 24 SQNLDR F James, email to the Review, 30 November 2012.
- 25 'CDF Action Plan Working Group Meeting Minutes', note 21.
- 26 SQNLDR F James, email to the Review, 23 January 2012: Defence advised that the administration of Defence is regulated by a series of policy and procedural documents (the 'System of Defence Instructions' (SoDI)). Defence advises that the SoDI framework organises administrative policy documents into a three-tiered hierarchy, determined by risk and authority, and includes:
 - Defence Instructions (General)
 - Single Service Defence Instructions
 - Chief Executive Instructions

- Defence Interim Instructions
 - Standing Instructions
 - Defence Manuals
 - Departmental Manuals and Instructions.
- 27 'CDF Action Plan Working Group Meeting Minutes', note 21.
- 28 'CDF Action Plan Working Group Meeting Minutes', note 21.
- 29 Under the *Defence Collective Agreement 2006-2009* (DeCA).
- 30 'CDF Action Plan Working Group Meeting Minutes', note 21.
- 31 SQNLDR F James, email to the Review, 11 January 2012.
- 32 SQNLDR F James, email to the Review 24 January 2012.
- 33 'CDF Action Plan April 2011 Quarterly report', note 17; Department of Defence, 'Action Plan for Improving Recruitment and Retention of Women', note 16.
- 34 Department of Defence, 'Action Plan for Improving Recruitment and Retention of Women', note 16.
- 35 'CDF Action Plan April 2011 Quarterly report', note 17; Department of Defence, 'Action Plan for Improving Recruitment and Retention of Women', note 16.
- 36 'CDF Action Plan Working Group Meeting Minutes', note 21.
- 37 'CDF Action Plan Working Group Meeting Minutes', note 21.
- 38 'CDF Action Plan Working Group Meeting Minutes', note 21.
- 39 CMDR A Westwood, email to the Review, 20 December 2011.
- 40 Department of Defence, 'Action Plan for Improving Recruitment and Retention of Women', note 16.
- 41 At the November 2011 Working Group meeting it was reported that the Values, Behaviour and Resolution Branch (formerly Fairness and Resolution Branch) were developing a diversity manual and information on flexible workplace policy will be included in this. The new Diversity manual was expected to be completed in 2012, however the Review has received no further update on this.
- 42 C McLoughlin, *Women's Participation in the Navy*, Report of the Participation of Women in New Generation Navy Review, 7 October 2009, provided to the Review (the CDF appointed McLoughlin to conduct a review into the participation of women in the Royal Australian Navy in response to a request by Senator the Hon J Faulkner, Minister for Defence).
- 43 'ADF Enlistments by Classification FY2003 to FY1011 v2.xls' provided to the Review by E Chalker, 15 November 2011; 'ADF Separations by Rank' provided to the Review by CMDR A Westwood, 4 December 2011.
- 44 'ADF Enlistments by Classification FY0203 to FY1011 v2.xls', above; Advice received from the ADF, 16 July 2012, 16 July 2012.
- 45 'ADF Enlistments by Classification FY0203 to FY1011 v2.xls', above; Advice received from the ADF, 16 July 2012, 16 July 2012.
- 46 'ADF Enlistments by Classification FY0203 to FY1011 v2.xls', above; Advice received from the ADF, 16 July 2012, 16 July 2012.
- 47 Financial Year 2011-12 is only up to 30 October 2011: Defence Force Recruiting, 'Response to Request for Information (RFI) Number 45 – RFI 45 – Detailed data from each Service about enquiries, recruitment, performance in physical tests by gender last 5 years' provided to the Review by CMDR A Westwood, 9 December 2011. Blank column indicates that at the time of enquiry, these candidates did not have a preferred Service selected. Note that prior to 2009/10 the online enquiry system did not collect gender information.
- 48 Defence Force Recruiting, 'Response to Request for Information (RFI) Number 45 – RFI 45 – Detailed data from each Service about enquiries, recruitment, performance in physical tests by gender last 5 years', above. Financial Year 2011-12 is only up to 30 October 2011 (annual target as at December 2011 was set at 6810). This Table shows data for all candidates managed by DFR and includes ab initio, reserves, previous Service and in Service (i.e General Entry applying for Officer). This does not include lateral and in-service recruiting activities, which are managed by the Services. The blank column indicates that at the time of assessment these candidates did not have a Service selected on their application. Defence have advised that data was not available prior to 2003.
- 49 Defence Force Recruiting, 'Background Brief: Defence Force Recruiting Expenditure and the Cost of ADF Recruiting, Attachment 2 to RFI 366' provided to the Review by CMDR A Westwood, 20 March 2012.
- 50 Defence Force Recruiting, 'Background Brief: Defence Force Recruiting Expenditure and the Cost of ADF Recruiting, Attachment 2 to RFI 366', above.
- 51 Defence Force Recruiting, 'Background Brief: Defence Force Recruiting Expenditure and the Cost of ADF Recruiting, Attachment 2 to RFI 366', above.
- 52 Defence Force Recruiting, 'Attachment 1 to Defence response to RFI 366' provided to the Review by CMDR A Westwood, 20 March 2012.
- 53 Australian National Audit Office, *Contracting for Defence Force Recruiting Services*, Audit Report No. 45 (2005), pp 47-8. At <http://www.anao.gov.au/Publications/Audit-Reports/2009-2010/Contracting-for-Defence-Force-Recruiting-Services> (viewed 31 May 2012).
- 54 Australian National Audit Office, *Contracting for Defence Force Recruiting Services*, above, p 48, 'Table 2.1: DFR Recruitment targets and actual achievement 2007-08 to 2009-10'.
- 55 Australian National Audit Office, *Contracting for Defence Force Recruiting Services*, above, pp 47-8.

- 56 Other DFR reforms included a 'Job Options Service' to encourage retention and reenlistment through access to independent remuneration and career advice about realistic opportunities for employment in the ADF and expectations for transitioning to the civilian world (note that implementation of this has been 'shelved' over the period 2008-09 to 2013-14, in order to provide SRP savings). A further initiative, also cancelled to provide SRP savings, was a Financial Advice Scheme: Department of Defence, People Strategies and Policy Group, *Review of the Australian Defence Force Retention and Recruitment (R2) Program* (2010) vol 2, p 5. At http://www.defence.gov.au/foi/docs/disclosures/234_110520_PSPG_Review_August_2010_V1andV2.pdf (viewed 27 October 2011).
- 57 Department of Defence, *Workforce Outlook* (25 July 2011), p 17, provided to the Review by CMDR A Westwood, 4 October 2011. Department of Defence, People Strategies and Policy Group, *Review of the Australian Defence Force Retention and Recruitment (R2) Program*, above, vol 2, p 2.
- 58 'DFR responses to RFls 301 & 302' provided to the Review by SGNLDR F James, 7 March 2012. On the other hand, targeted branding and attraction strategies are increasingly being used by companies, such as Telstra's creation of a 'segmented employment brand for women': see Australian Human Rights Commission, 'Our experiences in elevating the representation of women in leadership. A letter from business leaders' (October 2011), pp 20-1. At http://www.humanrights.gov.au/sex_discrimination/publication/mcc/index.html (viewed 2 May 2012).
- 59 This includes a Defence Technical Scholarship for year 11 and 12 students undertaking technically-oriented subjects, and a Candidate Referral Program allowed specialist providers to source, screen and refer technical trade candidates to DFR.
- 60 Department of Defence, People Strategies and Policy Group, note 56, vol 1, p 26.
- 61 Open Mind Research Group, *Attracting Women to the Defence Forces*, Research report prepared on behalf of Defence Force Recruiting (21 November 2005), provided to the Review by DFR Representatives, 16 November 2011.
- 62 GfK Bluemoon, *Women and the ADF* (2010), provided to the Review by CMDR A Westwood, 15 November 2011.
- 63 Department of Defence, *Defence Personnel Environment Scan 2025* (2006), ch 3, p 37. At http://www.defence.gov.au/dpe/dpe_site/publications/DPES2025/index.htm (viewed 19 June 2012).
- 64 Meeting with Defence personnel on CDF Action Plan.
- 65 GfK Bluemoon, note 62.
- 66 A library of profiles has been developed; a women's microsite has been incorporated into the Defencejobs web site www.defencejobs.gov.au/womenintheadf/. Marketing materials have also been produced including a DVD which highlights the realities of life for women in the ADF. 'Women in the ADF' branded merchandise has also been developed and is being distributed nationally. A new marketing booklet is also being developed profiling currently serving women in the ADF aiming to show real life examples of successful ADF women. See for eg: 'CDF Action Plan April 2011 Quarterly report', note 17.
- 67 The fitness initiatives are directed towards providing resources and information to encourage a higher level of health and fitness for ADF entry. A key development is a 'Women in the ADF' interactive phone application, containing information on fitness and nutrition, increasing awareness of the ADF. Other initiatives include fitness merchandise, information on the Women in the ADF website and marketing and advertising for the fitness initiatives with RoWS branding.
- 68 The collaboration is defined by the terms of a Collaborative Contract for the Provision of Recruiting Services to the Australian Defence Force between the Commonwealth of Australia and Manpower Services (Australia) Pty Ltd dated 14 November 2002: Department of Defence, *Defence Instruction (General) PERS 29-1, 'Defence Force Recruiting'*, 6 August 2003, para 1 ('DI(G) PERS 29-1').
- 69 'Paying Attention to More Numbers', *Sunday Times Perth*, Sunday 13 May 2012, p 58.
- 70 'Defence Force Recruiting Branch Background' provided to the Review by CMDR A Westwood, 15 November 2011.
- 71 Australian National Audit Office, *Contracting for Defence Recruiting Services*, note 53, p 11.
- 72 'Defence Force Recruiting Branch Background', note 70.
- 73 DI(G) PERS 29-1, note 68.
- 74 Australian National Audit Office, *Contracting for Defence Recruiting Services*, note 53, p 11.
- 75 DI(G) PERS 29-1, note 68, para 9.
- 76 The Defence Alternative Educational Entry Scheme, launched in 2007, allows for aptitude testing of candidates where they may be lacking documentation or proof of their previous education. The scheme was established after discovering that around 250 applicants a year were lost because of lack of documentation. In its first year, 190 out of 307 applicants successfully enlisted through this scheme.
- 77 'Defence Force Recruiting – Service Delivery Model', Diagram 1, provided to the Review by Defence Force Recruiting representatives.
- 78 'Defence Force Recruiting – Service Delivery Model', above, p 2.
- 79 'Presentations from Defence Force Recruiting and CRMC' provided to the Review by CMDR A Westwood, 12 December 2011.
- 80 Department of Defence, *Defence Instruction (General) PERS 5-10, 'Australian Defence Force Gap Year'*, 27 May 2011, Annex B.
- 81 Noetic Solutions, *Evaluation of the Australian Defence Force Gap Year Program* (21 April 2010), p 23, provided to the Review by SGNLDR F James, 30 January 2012.
- 82 Australian Human Rights Commission, note 58, pp 23, 25.
- 83 'PTS by Gender 1 May 2012 – Full Breakdown.xls' provided to the Review by CMDR A Westwood, 1 June 2012.
- 84 'Response to Broderick Review Phase 2 Task 428' provided to the Review by CMDR A Westwood, 1 June 2012. Note, the sample size varies greatly by sex: male n=9,668; female n=1,704.
- 85 Sample size n=2.
- 86 'Response to Broderick Review Phase 2 Task 283' provided to the Review by SGNLDR F James, 10 April 2012.
- 87 'Project LASER- Retention 2010 Cohort Results' provided to the Review by CMDR A Westwood, 16 March 2012.
- 88 'Project LASER- Retention 2010 Cohort Results', above.

- 89 Department of Defence, People Strategies and Policy Group, *Review of the Australian Defence Force Retention and Recruitment (R2) Program*, note 56, vol 1, p 26.
- 90 'Section 1 Executive Summary 111223', 'Section 2 Case for Change and Future Vision FINAL', 'Section 3 Change Overview FINAL' provided to the Review by CMDR A Westwood, 14 February 2012; Meeting with Plan SUAKIN Representatives.
- 91 'SC FEG crewing options paper final.DOC' and 'FIFO issues brief.DOC' provided to the Review by SQNLDR F James, 12 June 2012.
- 92 CMDR A Westwood, email to the Review, 12 March 2012.
- 93 Royal Australian Navy, *Sea Talk Spring 2007/Navy Sea Change Program*, http://www.navy.gov.au/Publication:Sea_Talk_Spring_2007/Navy_Sea_Change_Program (viewed 6 July 2012). See also CMDR A Westwood, email to the Review, 12 March 2012.
- 94 'Sea Talk Article – Harbour Watch Reform pdf; http://intranet-defence.gov.au/navyweb_sites_chkDoc.asp_S_9586_D_92808_URL_docs_FC_Personal_Memo_08-08-Minimum_Duty-Watch.pdf' provided to the Review by CMDR A Westwood, 29 May 2012.
- 95 CMDR A Westwood, email to the Review, 12 March 2012.
- 96 See for example, 'WAR FCT Exit Report' provided to the Review by SQNLDR F James, 12 June 2012.
- 97 Royal Australian Navy, *Navy's Response to the Submarine Workforce Sustainability Review* (Moffitt Report), 8 April 2009. At http://www.navy.gov.au/Publication:Submarine_Workforce_Sustainability_Review (viewed 15 June 2012). Also provided to the Review by CMDR A Westwood, 12 February 2012.
- 98 Royal Australian Navy, *Navy Action Plan Unveiled to Strengthen Submarine Fleet*, http://www.navy.gov.au/Navy_Action_Plan_Unveiled_to_Strengthen_Submarine_Fleet (viewed 15 June 2012).
- 99 See for example, 'NWPC FIFO Paper.DOC' and 'FIFO Issues brief.DOC' provided to the Review by SQNLDR F James, 12 June 2012.
- 100 '120411 – Decision Brief for CAF – Air Force Women Pilot Recruitment Strategy – Graduate Pilot Scheme (GPS).pdf' provided to the Review by SQNLDR F James, 30 May 2012; '120524 – Brief for CAF – Women in Non Traditional Employment Roles (Winter) Marketing Campaign.pdf', provided to Review by SQNLDR F James, 30 May 2012.
- 101 SQNLDR F James, email to the Review, 30 May 2012.
- 102 Recommended approach from DNPCMA, CAPT S Ottaviano, *Brief for 2012 QBB Members*, 19 March 2012, provided to the Review by CMDR A Westwood, 3 April 2012.
- 103 Recommended approach from DNPCMA, CAPT S Ottaviano, *Brief for 2012 QBB Members*, above.
- 104 RADM T N Jones, *2012 Promotion Board Guidance*, 29 March 2012, provided to the Review by CMDR A Westwood, 3 April 2012.
- 105 There were four ranking categories. Number 2 signified 'An officer who has satisfactorily demonstrated Navy signature behaviours and is rated among the majority of their peers'. Category 1 was for those ranked 'among the best' and category 3 for those 'below the majority'.
- 106 MAJ P O'Donnell, 'SO2 Selections, Appointments and Transitions', *Briefing to the Review*, 22 March 2012.
- 107 MAJ P O'Donnell, 'SO2 Selections, Appointments and Transitions', above.
- 108 'Broderick Review Phase 2 Tasks 378 and 380 – questions IRT Army Promotion Board visit' provided to the Review by SQNLDR F James, 4 April 2012.
- 109 COL G J Reynolds, CCM-A, *Army Officer Career Pathway Strategy – Foundation Career Management Group*, 23 Oct 2009, provided to the Review by SQNLDR F James, 4 April 2012.
- 110 'ADO High Level v1.xls' provided to the Review by SQNLDR F James, 30 January 2012.
- 111 'ADF Specialisation RFI 155.xls' provided to the Review by CMDR A Westwood, 24 January 2012. In 2011 there are no personnel in the following categories: Seaman NO, Marine Trade Operations, Psychology and Public Relations.
- 112 These graphs represent the distribution of ranks (of non-training personnel) up to the Captain (Navy), Colonel (Army) and Group Captain (Air Force): 'ADO High Level v1.xls', note 110.
- 113 Director General Personnel – Army, Minute, 'Trial of 12 months IMPS for selected ARA trades', 12 April 2012, provided to the Review by SQNLDR F James, 18 April 2012.
- 114 '120411 – Decision Brief for CAF – Air Force Women Pilot Recruitment Strategy – Graduate Pilot Scheme (GPS).pdf', note 100; '120524 – Brief for CAF – Women in Non Traditional Employment Roles (Winter) Marketing Campaign.pdf', note 100.
- 115 SQNLDR F James, email to the Review, 18 April 2012.
- 116 *Sex Discrimination Act 1984* (Cth), s 43.
- 117 *Sex Discrimination Regulations 1984* (Cth), reg 3.
- 118 Department of Defence, *Defence Instruction (General) PERS 32-1 'Employment of Women in the Australian Defence Force'*, 31 January 2004 ('DI(G) PERS 32-1').
- 119 *Sex Discrimination Regulations 1984* (Cth), reg 3.
- 120 DI(G) PERS 32-1, note 118.
- 121 CMDR A Westwood, email to the Review, 7 November 2011.
- 122 SQNLDR F James, email to the Review, 1 February 2012: Defence also advised that there are restrictions currently in place on the women working in the Military Working Dog Handler mustering. Women, who comprise 22.5% of the MWDH mustering have been employed in this role since 1985, but have been unable to fulfil the Direct Combat Duties aspects of their role (specifically offensive or close combat operations). Defence stated that the removal of gender restrictions 'means those women will be able to fulfil the entire compliment of their roles. This will almost instantly provide an enhanced capability to Air Force. The majority of MWDH women involved in research and focus ... were very excited by the opportunity to perform this aspect of their role, having already proven themselves in this field'.

- 123 Female soldiers and officers may serve in the Royal Australian Artillery (RAA) Corps within Surveillance Aircraft Operator, Operator Weapon Locating Radar, Artillery – Air Defender or related RAA officer employments currently only within Surveillance, Targeting and Acquisition. Full Time Combat Engineers (Combat Engineers are defined as those employed in Combat Engineer Regiments and does not include Construction Units, Engineer Design Units and Facilities Management Units, Geomatic Engineers and Illustrators).
- 124 S D Blake-Beard, 'Taking a hard look at formal mentoring programs' (2001) 20(4) *The Journal of Management Development* 331, p 333.
- 125 S D Blake-Beard, above, p 333.
- 126 C A Schipani, T M Dworkin, A Kwolek-Folland and V G Maurer, 'Pathways for women to obtain positions of organizational leadership: the significance of mentoring and networking' (2009) 89 (16) *Duke Journal of Gender Law and Policy* 123, pp 123-4.
- 127 Australian Human Rights Commission, note 58, p 19. At http://www.humanrights.gov.au/sex_discrimination/publication/mcc/index.html (viewed 2 May 2012).
- 128 Australian Human Rights Commission, note 58, p 19. At http://www.humanrights.gov.au/sex_discrimination/publication/mcc/index.html (viewed 2 May 2012).
- 129 S Wadia-Fascetti and PG Leventman, 'E-mentoring: A longitudinal approach to mentoring relationships for women pursuing technical careers' (2000) *Journal of Engineering Education* 295-300.
- 130 Headlam-Wells, et al, above.
- 131 Headlam-Wells, et al, above.
- 132 Headlam-Wells, et al, above, p 456.
- 133 Meeting with ADM M Ferguson, Vice Chief of Naval Operations, USA. The pilot program was sunset in September 2011, however given its success, consideration was being given to developing a new program 'to align resources to benefit a larger population': LTCOL G Cassperson, email to the Review, 14 June 2012.
- 134 This includes the Women and Leadership Australia Australian Women's Leadership Symposium (15 positions), Women's Leadership Journey workshop (ten), Australian Applied Management Colloquium (four) and three half-day Forum Sessions (60). In addition, the Program will fund one position on the Avril Henry Executive 'Great Leaders are Made' (GLAM) women's leadership program in Sydney (for CMDR/CAPT), and 12 positions in Darwin and Cairns on the SkillPath 'Conference for Women' (all ranks): Department of Defence, Information DEFGRAM No 741/2011 '2012 Navy Women's Leadership and Mentoring Program', 10 November 2011, provided to the Review by SQNLDR F James, 1 December 2011.
- 135 Department of Defence, Information DEFGRAM No 741/2011 '2012 Navy Women's Leadership and Mentoring Program', above.
- 136 'Broderick Review Phase 2 Task 73 – women's mentoring and coaching programs' provided to the Review by SQNLDR F James, 1 December 2011.
- 137 SQNLDR F James, email to the Review, 1 December 2011.
- 138 SQNLDR F James, email to the Review, 1 December 2011. The Army Women's online forum is available through the Defence intranet.
- 139 'My Mentor Trial Program–Air Force: Interim Report' provided to the Review by SQNLDR F James, 1 December 2011.
- 140 SQNLDR F James, email to the Review, 1 December 2011.
- 141 SQNLDR F James, email to the Review, 1 December 2011.
- 142 SQNLDR F James, email to the Review, 1 December 2011.
- 143 'Brief for DGPERS-AF – Developing Senior Air Force Women', 7 August 2011, provided to the Review by SQNLDR F James, 16 February 2011.
- 144 People Strategies and Policy, *Pay and Conditions Manual*, Department of Defence. At <http://www.defence.gov.au/dpe/pac/> (viewed 12 June 2012), Division 5.4.6.
- 145 People Strategies and Policy, *Pay and Conditions Manual*, above, Divisions 5.4.3,5.4.13, 5.4.14 and 5.4.18.
- 146 People Strategies and Policy, *Pay and Conditions Manual*, above, Division 5.4.15.
- 147 People Strategies and Policy, *Pay and Conditions Manual*, above, Division 5.4.21.
- 148 People Strategies and Policy, *Pay and Conditions Manual*, above, Division 5.4.12.
- 149 SQNLDR F James, email to the Review, 16 March 2012.
- 150 People Strategies and Policy, *Pay and Conditions Manual*, above, Division 5.5.3 and 5.5.4.
- 151 People Strategies and Policy, *Pay and Conditions Manual*, above, Divisions 5.5.3 and 5.5.4. It is noted that a total of only 52 weeks' maternity leave (including four weeks' paid leave) is available to eligible members compared to a total of 66 weeks' parental leave (including two weeks' paid leave). The ADF has explained that this is due to legislation and industrial relations cases related to entitlement to maternity and parental leave. As explained by the ADF, 'The Maternity Leave (Commonwealth Employees) Act 1973 provides for 52 weeks of unpaid leave. The ADF has adopted this level of assistance in the PACMAN. In line with DECA, 14 weeks of this period can be paid leave. The 66 weeks of unpaid parental leave was put in place by the Australian Industrial Relations Commission (now Fair Work Australia) in about 1990 through a negotiation process as a result of a parental leave test case. This 66 week period was placed into the General Employment Conditions Award and subsequently into the Australian Public Service Award. This 66 week period was adopted as the appropriate level of assistance for ADF members through the PACMAN. Two weeks of this period of leave can be paid': SQNLDR F James, email to the Review, 16 March 2012.
- 152 SQNLDR F James, email to the Review, 16 March 2012.
- 153 People Strategies and Policy, *Pay and Conditions Manual*, note 144, Division 5.4.12; SQNLDR F James, email to the Review, 16 March 2012.
- 154 People Strategies and Policy, *Pay and Conditions Manual*, note 144, Division 5.4.7.
- 155 People Strategies and Policy, *Pay and Conditions Manual*, note 144, Division 5.4.4.
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- 157 People Strategies and Policy, *Pay and Conditions Manual*, note 144, Division 5.4.16.
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- 159 People Strategies and Policy, *Pay and Conditions Manual*, note 144, Divisions 5.5.4, 5.5.6.
- 160 People Strategies and Policy, *Pay and Conditions Manual*, note 144, Divisions 5.5.3 and 5.5.5.
- 161 People Strategies and Policy, *Pay and Conditions Manual*, note 144, Division 5.4.19.
- 162 People Strategies and Policy, *Pay and Conditions Manual*, note 144, Division 5.4.10.
- 163 People Strategies and Policy, *Pay and Conditions Manual*, note 144, Divisions 5.4.23 and 5.4.24. Different requirements apply if the member has a birth or termination earlier than six weeks before the expected date of birth, in which case the required absence is for six weeks starting on the date of birth or termination.
- 164 People Strategies and Policy, *Pay and Conditions Manual*, note 144, Division 5.4.25.
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- 178 DI(G) PERS 49-4, above, Annex A; People Strategies and Policy, *Pay and Conditions Manual*, note 144, Division 5.8.10.
- 179 DI(G) PERS 49-4, note 172, pp 3-5.
- 180 DI(G) PERS 49-4, note 172, Annex F.
- 181 DI(G) PERS 49-4, note 172, Annex F.
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- 186 DI(G) PERS 49-4, note 172, p 6.
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- 190 DI(G) PERS 49-4, note 172, p 7.
- 191 DI(G) PERS 49-4, note 172, p 7.
- 192 DI(G) PERS 49-4, note 172, p 10.
- 193 DI(G) PERS 49-4, note 172, p 10.
- 194 DI(G) PERS 49-4, note 172, p 10.
- 195 DI(G) PERS 49-4, note 172, p 7.
- 196 DI(G) PERS 49-4, note 172, p 7. Commanding Officers/supervisors are to provide clear direction to any member on a flexible working arrangement to ensure that the member understands what is expected of them, and are also expected to include the member on other workplace communications (whether formal or informal), such as briefings, orders and notices. A member on a flexible working arrangement is expected to seek regular information from their workplace and to regularly provide reports to their supervisor on the work they are undertaking. This is to ensure that 'an accurate and comprehensive performance evaluation can be undertaken'.
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- 202 DI(G) PERS 49-4, note 172, p.10.
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- 222 The same recommendation was made in the report on the Review into the Treatment of Women at the Australian Defence Force Academy.
- 223 DI(G) PERS 35-3, note 217, Annexure B, para 22.
- 224 On 21 June 2011 by the *Sex and Age Discrimination Legislation Amendment Act 2011* (Cth).
- 225 Australian Human Rights Commission, *Federal Discrimination Law* (2011), p 53. At <http://www.hreoc.gov.au/legal/FDL/index.html> (viewed 13 June 2012).
- 226 DI(G) PERS 35-3, note 217, Annexure B, para 26.
- 227 Department of Defence, *Defence Instruction (General) ADMIN 67-2, 'Quick Assessment'*, 7 August 2007.
- 228 Inspector General Australian Defence Force, *Review of the Management of Incidents and Complaints in Defence including Civil and Military Jurisdiction* (2011), p 9.
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- 230 The 2007 Ombudsman Report noted that in its focus group consultations, a claim was made that on occasions one unit had discouraged members raising complaints outside the immediate chain of command regardless of the circumstances. The Ombudsman recommended that Defence promote awareness of the Whistleblower scheme in *Defence Instruction (General) PERS 35-3, 'Management and Reporting of Unacceptable Behaviour'*. This was done in the 2009 review of the Instruction.
- 231 *Racial Discrimination Act 1975* (Cth), *Sex Discrimination Act 1984* (Cth), *Disability Discrimination Act 1992* (Cth) and *Age Discrimination Act 2004* (Cth).
- 232 *Sex Discrimination Act 1984* (Cth), s 106(2).
- 233 *Cooke v Plauen Holdings Pty Ltd* [2001] FMCA 91, [35].
- 234 [2007] FMCA 59.
- 235 [2007] FMCA 59, [158]. The Court accepted that the matter involved very significant pain, suffering, hurt and humiliation for the applicant and awarded \$100,000 in unspecified damages to be paid jointly by the four respondents that included Smith and the Department of Defence. In *Lee v Smith (No 2)* [2007] FMCA 1092, further orders were made regarding the damages to be awarded to the applicant. In relation to past economic loss, the Court awarded Ms Lee the sum of \$232,163 together with interest. In addition to awards made for past and future medical expenses, the Court awarded the sum of \$30,000 for future loss of income.
- 236 *Work Health and Safety Act 2011* (Cth), ss 19(1), (3)(a).
- 237 Department of Defence, *Defence Instruction (General) PERS 35-4, 'Management and Reporting of Sexual Offences'*, 22 November 2011.
- 238 Department of Defence, *Defence Instruction (General) ADMIN 45-2, 'The Reporting and Management of Notifiable Incidents'*, 26 March 2010.
- 239 The current Instruction incorporates DEFGRAM No.35/2009, an interim amendment to the Instruction made on 30 January 2009. This amendment required that all alleged sexual offences are to be immediately reported to ADFIS, that ADFIS is to take into account the range of jurisdictional and operational considerations and, where appropriate, report the alleged offence to civilian police regardless of the wishes of the complainant. At the time that the Review into the Treatment of Women at the Australian Defence Force Academy was provided to the Minister, the consolidation of *Defence Instruction (General) PERS 35-4, 'Management and Reporting of Sexual Offences'* had not occurred. The Review was critical in its report of a number of aspects of the 2004 version of *Defence Instruction (General) PERS 35-4, 'Management and Reporting of Sexual Offences'* and the significant period of time that had elapsed since the important changes brought about by the DEFGRAM interim amendment were introduced. This created the potential for confusion on the part of commanders and managers in the correct application of policy concerning reports of sexual misconduct.
- 240 DI(G) PERS 35-4, note 237, para 2.
- 241 Namely, *Form AC 875-4 and Annexure B – Flowchart for Managing Complaints of Sexual Offences and the Sexual Offence Management Guide*.

- 242 The relevant forms for reporting unacceptable behaviour or sexual offences are *Form AC 875-1 Initial Complaint Report – Unacceptable Behaviour or Sexual Offence*; *Form AC 875-2 Progress Report – Unacceptable Behaviour or Sexual Offence*; and *Form AC 875-3 Final Outcome Report – Unacceptable Behaviour or Sexual Offence*. These Forms are only annexed to *Defence Instruction (General) PERS 35-4, 'Management and Reporting of Sexual Offences'* – not *Defence Instruction (General) PERS 35-3, 'Management and Reporting of Unacceptable Behaviour'* – although the *Flow Chart to Management and Reporting of Unacceptable Behaviour Complaints* makes reference to these Forms.
- 243 This structure has been in place since the decision in *Lane v Morrison & Anor* (2009) 239 CLR 230 that struck down as unconstitutional that part of the DFDA that purported to create the former Australian Military Court. The Review notes that legislation has been introduced into the Parliament to establish a new military court under Chapter III of the Constitution: B Nicholson, 'New military court ready to advance', *The Australian*, 22 June 2012. At <http://www.theaustralian.com.au/national-affairs/defence/new-military-court-ready-to-advance/story-e6frg8yo-1226404825620> (viewed 27 June 2012).
- 244 A general court martial comprises a President who is not below the rank of Colonel or equivalent, and not less than four other members.
- 245 A restricted court martial comprises a president, who is not below the rank of Lieutenant Colonel, and not less than two other members. Only military officers can be members of either general or restricted courts martial. Such courts always include a legal officer acting as Judge Advocate.
- 246 Appeals from decisions made by Defence Force Magistrates and Courts Martial may be made to the Defence Force Appeal Tribunal, the Federal Court or the High Court of Australia.
- 247 Section 60(1) of the DFDA provides that 'A defence member is guilty of an offence if the member does an act that is likely to prejudice the discipline of, or bring discredit on, the Defence Force.'
- 248 *Crimes Act 1900* (ACT), s 58.
- 249 *Crimes Act 1900* (ACT), s 59.
- 250 *Crimes Act 1900* (ACT), s 60.
- 251 *Defence Force Discipline Act 1982* (Cth), s 61.
- 252 In respect of service offences committed overseas, a potential conflict of jurisdiction may arise between the DFDA and the foreign nation's criminal law. In most cases, jurisdictional disputes between foreign nations and the ADF will be resolved by reference to foreign visiting forces legislation or Status of Forces Agreements: Director of Military Prosecutions, *Director of Military Prosecutions Directive 02/2009 – Prosecution and Disclosure Policy*, 1 October 2009, para 30. At <http://www.defence.gov.au/legal/pdf/ddcs/dmp-2-2009.pdf> (viewed 6 July 2012).
- 253 Further guidance is provided in relation to resolving jurisdictional conflicts between the civil, criminal and military discipline systems in the Director of Military Prosecutions memorandum of understanding with the Commonwealth, State and Territory Directors of Public Prosecutions dated 22 May 2007: Director of Military Prosecutions, *Director of Military Prosecutions Directive 02/2009 – Prosecution and Disclosure Policy*, above, para 6.
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- 256 *Defence Force Discipline Act 1982* (Cth), s 63(1).
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- 259 Described in s 51(1) of the *Crimes Act 1900* (ACT) as the infliction of 'grievous bodily harm on another person with intent to engage in sexual intercourse with that other person, or with a third person who is present or nearby' and 'acting in company' to do the same (s 51(2)).
- 260 Described in s 52(1) of the *Crimes Act 1900* (ACT) as the infliction of 'actual bodily harm on another person with intent to engage in sexual intercourse with that other person, or with a third person who is present or nearby' and 'acting in company' to do the same' (s 52(2)).
- 261 Described in s 53(1) of the *Crimes Act 1900* (ACT) as a person who 'unlawfully assaults, or threatens to inflict grievous or actual bodily harm on, another person with intent to engage in sexual intercourse with that other person, or with a third person who is present or nearby' and 'acting in company' to do the same (s 53(2)).
- 262 *Crimes Act 1900* (ACT), s 54.
- 263 *Crimes Act 1900* (ACT), s 55.
- 264 DI(G) PERS 35-4, note 237, para 29.
- 265 Inspector General Australian Defence Force, note, p 37, [150].
- 266 DI(G) PERS 35-4, note 237, para 29. These offences are set out in the *Crimes Act 1900* (ACT) as follows: act of indecency in the first degree (s57), acts of indecency with young person (s61), incest and similar offences (s62), abduction (s63), use of young persons for pornographic purposes (s64), possession of child pornography (s65), using the Internet etc to deprave young people (s66).
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