DEFENCE FORCE

THREE YEAR STRATEGIC PLAN
2013–2016
EXECUTIVE SUMMARY
This document has been produced for use in a defense force regulation (DFR). The Three Year Strategy Plan, its contents and attachments are COMMERCIAL CONFIDENTIAL developed for internal use and distribution to DFR stakeholders.

For further information please contact:

Gary Brown
Manager, Strategic Business Solutions (SBS)

Level 4, 161 Swanton Street
Voges, Veregin 4390
(03) 9876 5432
obrown@df.gov.au
INDEX

Message from Director General DFR and Director, Recruiting Services ...........1
ADF Capability ........................................................................................................2
DFR Vision & Mission ............................................................................................3
DFR Values .............................................................................................................4
Strategic Planning Hierarchy ..................................................................................5
Organisational Goal 1 .............................................................................................7
Organisational Goal 2 .............................................................................................8
Organisational Goal 3 .............................................................................................9
Organisational Goal 4 ...........................................................................................10
DFR Innovation Roadmap .....................................................................................11
FOREWORD

The DFR Three Year Strategic Plan (TYSP) has been jointly developed by Defence and ManpowerGroup to provide strategic direction for the collaborative efforts of Defence Force Recruiting (DFR).

This summary document outlines the Vision, Mission, Values, Organisational Goals and Strategic Objectives for the organisation as a quick reference guide.

Importantly, the full version of the TYSP includes the Innovation Roadmap. This sets the priorities for innovation and major improvement in DFR. It sets an ambitious agenda for reform to ensure that we have the most effective and efficient Service Delivery Model supported by the most appropriate and modern candidate management system and information technology tools available.

In support of the TYSP, a range of supporting annual plans have been developed. These are the Operations, Marketing, ICT & Digital and Facilities Plans. These plans ensure that DFR delivers on its mission in the short term, while the TYSP sets DFR up for strategic success.

DFR exists to enable the sustainment of Defence capability. The TYSP, Innovation Roadmap and supporting plans will be reviewed and updated annually to ensure that DFR supports Defence capability with rigor and agility. All members of DFR are expected to read and understand the TYSP and to use the goals and objectives outlined to drive business planning and decision making.

Given the talented and committed workforce that is at the heart of DFR we have every confidence that this plan will be delivered and the Navy, Army and Air Force will receive the right people in the right numbers at the right time.

Signed,

[Signatures]

Director General DFR
BRIG Scott Hicks
Date: 01 Oct 2013

Director, Recruiting Services
Ian Stoneman
Date: 01 Oct 2013

ManpowerGroup
ADF CAPABILITY

Defence Force Recruiting
DFR is the foundation of a diverse, inclusive and strong Defence Force. We are at the forefront of attracting talent to build ADF capability and the "continued requirement for a professional, highly skilled and adaptable workforce." ¹

Strategic Priority
Investing in people is a strategic priority for the ADF and Government.¹

Future Capability
"To ensure that we have the high quality people needed to deliver Government's priorities in this White Paper, Defence will focus its recruiting effort on performing strongly in three key areas: competing for talent; broadening the recruiting base; and efficient and accountable implementation of recruiting plans."²

DFR VISION

Defence Force Recruiting is a public/private collaboration between Defence and ManpowerGroup to create an integrated approach to recruitment for the ADF and to use a combination of innovative recruitment methods, state of the art technology and highly trained, dedicated and effective personnel to achieve the Mission.

DFR MISSION

Defence Force Recruiting recruits the right people in the right numbers at the right time for the Australian Defence Force in order to build and sustain Defence capability.
DFR VALUES

People
We care about people and the role of work in their lives:

- We respect all of our people as individuals;
- We recognise everyone’s contribution;
- We are committed to delivering a professional service according to our high quality and ethical standards; and
- We help people develop their careers.

Innovation
We dare to innovate and lead:

- Through our speed of response;
- Through our willingness to challenge each other and not accept the status quo; and
- By being the catalyst for change.

Collaboration
To achieve our mission, we adopt a collaborative approach by acting as ‘one team’ in the execution and delivery of operational activities and initiatives:

- Sharing one identity and acting as one organisation while recognising the diversity of backgrounds;
- Leveraging individual strengths; and
- Fostering team behaviour.

Knowledge
We learn and grow by sharing knowledge and resources:

- We actively listen to our people, candidates and stakeholders;
- We pursue the adoption of best practices; and
- We actively encourage self-development.
STRATEGIC PLANNING HIERARCHY
THREE YEAR STRATEGIC PLAN

- Organisational Goals
  Clear expectations for the future performance and state of the organisation.

- Strategic Objectives
  Plans of action for achieving DFR’s goals through the Roadmap of innovation and improvement.

DFR MISSION

DFR VISION

ANNUAL PLANS

Focused execution and delivery of core functions to achieve annual targets and objectives ensuring that DFR continues to fulfill its Mission while creating its Vision.

- Operations Plan.
- Marketing Plan.
- ICT & Digital Strategy.
- Facilities Plan.

INNOVATION ROADMAP

Major improvements and initiatives over 10 years which are identified for their potential to enhance DFR’s operating capability and achieve organisational goals.

- Optimised service delivery.
- New technology, systems and applications.
- Research initiatives.
GOAL 1
ATTRACTION

A career in the ADF is seen as a career of choice within the Australian labour market and is appealing across the changing demographic composition of the Australian community.

DFR promotes a positive ADF career image, greater prospect and candidate understanding of ADF careers, ADF career benefits and ADF lifestyle opportunities.

- **Strategic Objective 1A**
  Research, analyse and influence the Defence Employment Offer.

- **Strategic Objective 1B**
  Strengthen mechanisms to increase the diversity in ADF enlistments.

- **Strategic Objective 1C**
  Develop and refine cost-effective marketing initiatives to optimise attraction of suitable and eligible candidates, particularly in categories susceptible to underachievement.
GOAL 2
PERFORMANCE

DFR is an effective, efficient and accountable organisation.
DFR achieves historical records of target achievement, recruiting success in
categories of historical underachievement, reduces operating costs, simplifies
processes, reduces management and organisational complexity, and is an
increasingly competitive recruiter in the Australian labour market.

- **Strategic Objective 2A**
  Increase the efficiency, effectiveness and agility of the Service Delivery
  Model.

- **Strategic Objective 2B**
  Implement best practice recruiting process management.

- **Strategic Objective 2C**
  Investigate and employ improved evaluation of candidates to better
  prepare recruits for ADF entry, training and employment.
GOAL 3
INTELLIGENCE

DFR generates comprehensive insights into the drivers of and barriers to success within the DFR recruiting process.

DFR implements mechanisms for performance self-evaluation, understands and measures the key factors of recruiting performance, generates real-time analysis and metrics for effective decision making, and advances market leading forecasts and trends that address environmental challenges and opportunities.

- **Strategic Objective 3A**
  Implement effective and meaningful data standards, reporting and organisational benchmarks.

- **Strategic Objective 3B**
  Implement mechanisms to provide accurate analysis and forecasting of organisational performance.

- **Strategic Objective 3C**
  Optimise our environmental research capability to be a forward looking organisation that is responsive to trends affecting recruiting performance, and actively engaged in knowledge sharing initiatives with ADF Workforce Planning.
DFR is an industry leader in employing modern recruiting systems and technology.

DFR is at the forefront of assessing technological opportunities; implementing solutions that solve traditional recruiting problems and create a competitive edge. DFR is continually advancing all functions of the organisation through integrated systems for quality, continuous improvement and change.

- **Strategic Objective 4A**
  Improve and optimise DFR's business management systems.

- **Strategic Objective 4B**
  Modernise, upgrade and integrate DFR's information systems and key business applications.
INNOVATION ROADMAP

The Innovation Roadmap identifies and describes major improvements and projects planned to be delivered in three Horizons over 10 years, with the focus on the first Horizon 2013 - 2016.

The snapshot below identifies key initiatives from the agreed Innovation Roadmap which will drive continuous improvement and transformational change as DFR delivers on the Mission.

- Concept & Research
- Business Analysis
- Execution & Delivery

<table>
<thead>
<tr>
<th>PSY-16</th>
<th>Major Improvement</th>
<th>13/14</th>
<th>14/15</th>
<th>15/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>DCATs Examiner Upgrade</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MKT-02</td>
<td>Research into the ADF Employment Offer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GOV-11</td>
<td>Joint Service Delivery Model (SDM) Review</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPS-01</td>
<td>Real-time Reporting and Metrics</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>APP-09</td>
<td>Defencejobs 3.0 (Upgrade)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MED-10</td>
<td>Medical Coding &amp; Reporting System</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>APP-04</td>
<td>Business Intelligence and Reporting Upgrade</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPS-02</td>
<td>Target Achievement Modeling</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>APP-02</td>
<td>PowerForce NextGen</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ICT-04</td>
<td>Enterprise-wide Video Conferencing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>APP-03</td>
<td>Candidate Self-Service Portal</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BCI-08</td>
<td>SharePoint - DFR Intranet Upgrade</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>REC-02</td>
<td>Candidate Relationship Management Centre (CRM) Call Recording</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FAC-02</td>
<td>Geographic Footprint Analysis</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2. EXECUTIVE SUMMARY

2.1.1. The TYSP provides Director General DFR (DGDFR) endorsed strategic guidance and direction for DFR. The TYSP is jointly implemented by Defence and Manpower Group; who act as 'one team' to achieve the DFR Vision and Mission and deliver the recruiting needs of our clients, the ADF Single Services.

2.1.2. The TYSP details and provides:

- **Organisational Goals:** clear expectations for the future performance and state of the organisation. (See Section 8. Organisational Goals);

- **Strategic Objectives:** specific and measurable plans of action for achieving DFR’s shared goals through a long-term roadmap of innovation and major improvement. (See Section 9. Strategic Objectives); and

- **An Innovation Roadmap:** Major improvements and project initiatives over three horizons (10 years), which are identified for their potential to enhance DFR’s capability and reach organisational goals. (See Attachment A – INNOVATION ROADMAP). The focus of the Innovation Roadmap is the next three years.

2.1.3. The TYSP is designed to provide top-down guidance with extensive opportunity for bottom-up refinement, particularly relating to the planning of annual objectives and activities. Major improvements are progressed on a yearly basis to significantly enhance and transform DFR’s capability and the operating environment.

2.1.4. The TYSP is applicable to the entire DFR organisation; which plans and executes annual plans and objectives to achieve the organisational goals contained within the TYSP in accordance with DFR’s Vision, Mission, and Values. Innovation and enhanced operational performance is realised through the participation, creativity and focussed execution of improvement initiatives by all DFR personnel.

2.1.5. DFR must close existing gaps in performance, whilst optimising efficiency and capacity to address challenges within the labour market. DFR directly competes with a range of industries and employers for candidates. Responding to this war for talent will increase the ADF’s competitiveness as a leading employer within the Australian marketplace.

2.1.6. DFR’s success at achieving its organisational goals will be validated and reported through the DFR Business Improvement System (BIS), as a responsibility of the Business Change and Improvement Committee (BCIC). (See Section 14. VALIDATION.)
BRIEF 1.7: REMOVAL OF GENDER RESTRICTIONS FROM ADF COMBAT ROLE EMPLOYMENT CATEGORIES

Key Facts

- Australian women can now apply to enter all ADF roles, including combat roles.
- Defence Force Recruiting will provide women who are in the recruitment pipeline and interested in combat roles with access to additional mentoring and support, if required, to successfully enter these roles.
- There is no target for women serving in combat roles - the intent has always been to provide the opportunity for women who wish to apply for these roles to do so.
- Defence will not be ‘spotlighting’ women entering combat roles, particularly as it may place additional pressure on these individuals.
- As at 1 December 2015, the permanent ADF included 8,871 women (15.4%). This is up from 8,669 (15.1%) at 1 December 2014.

Key Issues

- The categories for which gender restrictions have recently been removed are:
  - Clearance Divers and Mine Clearance Diving Officers in the Navy
  - Infantry, Armoured Corps, remaining Artillery roles, Explosive Ordnance Disposal Squadrons and Combat Engineer Squadrons in the Army.
  - Airfield Defence Guards and Ground Defence Officers in the Air Force.
- We first opened these categories to current serving Australian Defence Force women, and now all Australian women with no prior military experience can apply.
• Ability, not gender, is the deciding factor that determines the roles in which Australian Defence Force members can serve.

• The decision to remove gender restrictions from these final categories was about maximising capability by opening up a wider recruitment pool of talent for combat roles.

• This decision also provides equal opportunity for both men and women wanting to apply for these roles.

• Australian women considering a career in the military should be confident that they have equal career opportunities to their male colleagues.

• The Australian Defence Force values the participation of all its women and is proud of their contributions. We must continue to provide an environment where all men and women can contribute equally to capability.

• Broader combat roles such as military police, fire-fighters, maritime warfare officers, pilots and ground crew have been open to women for many years. As at 1 December 2015, there are 13,659 male and 938 female permanent members in various ‘combat and security’ roles. There are a further 3,003 male and 349 female permanent force members in various ‘aviation’ roles.

• With regard to the recently opened categories, as at 1 December 2015, there are 28 permanent force and reserve force trained female members currently serving in these roles.

• Experiences have been positive. Current serving women who have applied for these recently opened roles, and undergone the relevant training programs, have expressed that they feel fully supported by their peers, trainers and other personnel.

**Spotlighting**

• Defence will not spotlight women applying for, training for, or in combat roles, or provide information, including total numbers within the specific roles or number deployed. This ensures women are given the best opportunity to succeed without additional pressure spotlighting their career choices may generate.

• This policy change was not about increasing numbers in any of these categories.

• Defence has a duty of care to support women seeking employment in these roles and to ensure they have an equitable environment in which to succeed.
Each female Australian Defence Force member will be given the same consideration, privacy and opportunity afforded to their male counterparts to ensure they are able to contribute to the team equally, and perform their role to the best of their ability.

In addition to women who are now in these roles, those who have applied and been successful are undergoing rigorous, lengthy training programs in their pursuit to qualify for these demanding roles.

**Direct Recruitment**

- This is the final step to removing artificial gender barriers and broadens potential career aspirations for women in the ADF.
- Defence Force Recruiting will provide women who are in the recruitment pipeline and interested in combat roles with access to additional mentoring and support, if required, to successfully enter these roles.
- Defence continues to assess and refine its training and any combat specific processes, policies and systems to ensure that the environments in which members are trained and undertake these roles provide the opportunity for all members to contribute fully to ADF capability as part of the team.
- Defence has commenced direct recruitment into all combat role employment categories at different stages:
  - **Navy:**
    - Navy opened the Clearance Diver Category in mid-2015 as the Clearance Diver courses only run every two years. The Defence jobs website currently reflects that there are no gender restrictions for the Clearance Diver category.
  - **Army:**
    - In December 2014, Chief of Army approved a Special Operations Command proposal to bring forward the date women can apply for ab initio recruitment to the Special Forces Direct Recruitment Scheme to 1 October 2015. This exception will allow successful applicants to attempt the Special Forces training continuum in 2016.
    - Army has recruited to all other Army combat employment categories from January 2016.
  - **Air Force:**
    - Air Force has opened recruitment for Ground Defence employment categories from January 2016.
Jobs website has been updated to reflect that there are no gender restrictions for these employment categories, with females now able to apply.

Implementation

- The experience from opening up previously restricted categories and the in-Service transfer process has ensured that any training and combat specific processes, policies and systems have been assessed and refined in preparedness for direct entry recruitment.

- Implementation has been supported by a number of enabling activities, including:
  - **Pathway to Change: Evolving Defence culture** which emphasises that inclusivity and diversity are crucial to Defence's ability to operate at peak performance and demonstrate maximum capability.
  - **The Physical Employment Standards** which are scientifically based, occupationally relevant and do not discriminate on age or gender.
    - For each trade studied, Defence Science and Technology (DST) Group scientists worked closely with Service personnel to conduct a trade-task workshop, followed by extensive field observations to quantify the actual physical demand of each trade's key duties tasks.
    - All Australian Defence Force employment categories with restrictions for women (excluding Special Forces) were reviewed and reported to the Australian Defence Force as part of the accelerated Physical Employment Standard Project, delivered in January 2012.
    - Special Forces Physical Employment Standards were delivered January 2014 and are under trial.
    - The DST Group is continuing to work with all three Services to implement Physical Employment Standards in line with agreed timings for the removal of gender restrictions.
If asked: How many women are in the ADF?

- As at 1 December 2015, in the permanent ADF:

<table>
<thead>
<tr>
<th>Branch</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Navy</td>
<td>2,642</td>
<td>18.8%</td>
</tr>
<tr>
<td>Army</td>
<td>3,548</td>
<td>12.0%</td>
</tr>
<tr>
<td>Air Force</td>
<td>2,681</td>
<td>18.8%</td>
</tr>
<tr>
<td>Total ADF</td>
<td>8,871</td>
<td>15.4%</td>
</tr>
</tbody>
</table>

- Participation rates of women in the ADF:

<table>
<thead>
<tr>
<th>Date</th>
<th>Navy</th>
<th>Army</th>
<th>Air Force</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Dec 12</td>
<td>18.4%</td>
<td>10.3%</td>
<td>17.1%</td>
<td>14.0%</td>
</tr>
<tr>
<td>1 Dec 13</td>
<td>18.3%</td>
<td>11.3%</td>
<td>17.8%</td>
<td>14.7%</td>
</tr>
<tr>
<td>1 Dec 14</td>
<td>18.7%</td>
<td>11.8%</td>
<td>18.3%</td>
<td>15.1%</td>
</tr>
<tr>
<td>1 Dec 15</td>
<td>18.8%</td>
<td>12.0%</td>
<td>18.8%</td>
<td>15.4%</td>
</tr>
</tbody>
</table>

If asked: Is Defence disappointed with the number of applications received for the combat roles since they were opened to current serving ADF women?

- Based on the Canadian experience, where the combat roles were considered an attractive career option for only a small number of women, Defence did not expect that many women would apply for combat roles. Indeed, interest in these roles from serving female members has been limited, although this may grow over time.

- Defence's commitment is to eliminating gender discrimination from its workplace, not to ensuring women enter these roles.

- To date there has been a limited number of women seeking to transfer into previously restricted roles.

- These roles come with their own challenges and Defence has taken into consideration the fact that there may be limited interest in this work.

- What we have done is removed the restrictions based on gender that previously prevented them from applying, so that all people applying are assessed against their ability for the role.
If asked: Is the Australian Defence Force prepared to send our first women into combat zones in the event of increased operational tempo?

- Women have been undertaking roles on operations for some time, including combat support roles.
- Female sailors, soldiers, airwomen and officers are already deployed on operations in roles which are dangerous and challenging for all members.
- Women continue to serve proudly alongside their male colleagues, undertaking difficult and dangerous operations, including those in combat roles.
- Defence acknowledges the operational contribution of both its men and women.

If asked: What will Defence's response be to the first women killed in combat?

- The issue of female members dying while on active service is neither new nor isolated to combat roles.
- The sacrifices ADF members make should be respected, not judged on the basis of gender or any other personal aspect.

If asked: What was Defence's timeline for opening up these final categories to women?

- These final categories were open to current serving Australian Defence Force women on 1 January 2013 with the exception of Special Forces, which was opened on 1 January 2014.
- Defence has commenced direct recruitment into all combat role employment categories at different stages:
  - Navy:
    - Navy opened the Clearance Diver Category in mid-2015 as the Clearance Diver courses only run every two years.
  - Army:
    - In December 2014, Chief of Army approved a Special Operations Command proposal to bring forward the date women can apply for ab initio recruitment to the Special Forces Direct Recruitment Scheme to 1 October 2015. This exception will allow successful applicants to attempt the Special Forces training continuum in 2016.
    - Army has recruited to all other Army combat employment categories from January 2016.
- Air Force:
  - Air Force has opened recruitment for Ground Defence employment categories from January 2016.

**AUTHORISED BY:**  
RADM Brett Wolski  
Head People Capability  
Date: January 2016

**CONSULTED WITH:**  
CAPT Craig Opie, Director Navy  
People Policy  
LTCOL Stuart Pascoe  
Directorate Workforce Strategy, Army

**CONTACT OFFICER:**  
Emily Wilson  
A/ Assistant Secretary  
Culture and People Development  
Date: January 2016  

WGCGR Debra Greig, Deputy  
Director Workforce Diversity, Air Force  
COL Paul Robards  
Director Workforce Modelling, Forecasting and Analysis
BACKGROUND

- Defence has made significant progress in the last 30 years in opening ADF categories and employment opportunities to women. For instance:
  - 1983: Women were permitted to serve aboard Australian naval ships.
  - 1985: Women became fully integrated into the Royal Australian Navy.
  - 1988: Two women become RAAF's first female pilots.
  - 1999: Female submariners successfully employed within the submarine community.
  - 2000: First female officers in the RAAF to graduate to fast jets.

- Australian servicewomen have been a key component of ADF operations over the past 10 years and continue to serve proudly alongside their male colleagues.

- As at 1 December 2015, 251 women are serving on current overseas ADF operations, representing approximately 13.4% of the total deployed force.

The Convention on the Elimination of all forms of Discrimination Against Women

- (CEDAW) has had significant influence over the opening of these remaining ADF categories.

- In 2008, Australia reported to the CEDAW Committee that the Australian Government would be considering its policy on women in combat in light of the outcomes of the Physical Employment Standards Review. The Committee were satisfied with this, and also recommended that the reservation maintained by the Australian Government in relation to the restriction of women from serving in direct combat roles in the ADF be withdrawn as soon as possible.


If asked: Is Defence looking to remove Australia’s reservation in relation to combat duties from CEDAW?

- This is a question for the Department of Prime Minister and Cabinet.

If asked: Is Defence looking to repeal section 43 from the Sex Discrimination Act 1984?

- This is a question for the Attorney-General’s Department.

Media Coverage

- Defence receives numerous media interview requests with women pursuing combat roles.

- This media interest requesting specific details regarding women pursuing combat roles places undue pressure on individuals undertaking an extremely challenging career change. Defence continues to be committed to ensuring these individuals are not distracted in achieving their career goals.

- Defence is committed to protecting the identities of all women and men currently applying, training and in combat roles.

- ADF representatives who have a role in implementation continue to be made available for interview.
- As at 1 December 2015 there are 28 current serving female ADF members in combat roles that were previously restricted to women.

- Defence's long standing position is not to 'spotlight' individuals applying for or training within these categories.

- As at 1 December 2015 the breakdown into the previously restricted categories since January 2013 are:

<table>
<thead>
<tr>
<th>Service/Category</th>
<th>In Job (or Related Enquiry)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Navy - Total</td>
<td>$47E(d)</td>
</tr>
<tr>
<td>Army (Australian Regular Army) - Total</td>
<td></td>
</tr>
<tr>
<td>Armoured Officer</td>
<td></td>
</tr>
<tr>
<td>Artillery Command Systems Operator</td>
<td></td>
</tr>
<tr>
<td>Artillery Officer</td>
<td></td>
</tr>
<tr>
<td>Infantry Officer</td>
<td></td>
</tr>
<tr>
<td>Army (Active Reserve) - Total</td>
<td></td>
</tr>
<tr>
<td>Armoured Officer</td>
<td></td>
</tr>
<tr>
<td>Light Cavalry Scout</td>
<td></td>
</tr>
<tr>
<td>Artillery Light Gunner</td>
<td></td>
</tr>
<tr>
<td>Infantry Officer</td>
<td></td>
</tr>
<tr>
<td>Patrolman</td>
<td></td>
</tr>
<tr>
<td>Air Force - Total</td>
<td></td>
</tr>
<tr>
<td>Ground Defence Officer</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>28</td>
</tr>
</tbody>
</table>

**Status of Implementation – Navy**

- The Mine Clearance Diving Officer / Clearance Diver Physical Employment Standard Assessment were trialled by the diving community in 2014. Further analysis of the criterion tasks upon which the assessments are based has been recommended.

- A female senior sailor continues to be posted to the Royal Australian Navy Diving School for divisional, administrative and training duties.

- Navy has opened the Clearance Diver category to direct recruitment of females in 2015 as the Clearance Diver courses only run every two years (which means the next training will be in 2016). The Defence Jobs website already reflects that there are no gender restrictions for the Clearance Diver category.

- Three women were recruited in April 2015 into the Clearance Diver category. They commenced the Clearance Diver Acceptance Test in November 2015, and if successful, are expected to commence the basic Clearance Diver course in February 2016.

- With regard to Navy's preparedness for the recruitment and subsequent training of females into the Clearance Diver category, a female Training Development Officer has been posted to the
Royal Australian Navy Diving School as part of the support strategy for the introduction of females into the Clearance Diver community, and all preparations are complete.

- Positive leadership and an inclusive culture continue to be the key to the removal of gender restrictions from previously restricted categories in Navy. Other activities within the Implementation Plan such as establishing support networks and mentoring, open communication, policy and documentation updates have contributed to positive attitudes in the Navy diving community.

**Status of Implementation – Army**

- There continues to be limited interest demonstrated by in-service women to pursue a career in a combat role.

- Army’s implementation plan was endorsed by Chief of Army on 23 July 2012.
  - In January 2013, Army commenced a three year transition phase, allowing in-service female soldiers and officers to transfer to combat units and female Officer Cadets graduating from the Royal Military College to pursue a career in a combat role.
  - Since then 16 ARA and 10 GRES women have taken up employment in categories previously restricted – specifically, Armour, Artillery and Infantry.
  - Women have been able to commence the selection process for Special Forces roles since January 2014.
  - From January 2016, Army has recruited ab initio (i.e. recruited off the street with no prior military experience) female applicants to combat employment categories. Women seeking employment in a combat role will be required to demonstrate the physical and intellectual requirements during the recruiting process.
  - In December 2014, Chief of Army approved a Special Operations Command proposal to bring forward the date women can apply for ab initio recruitment to the Special Forces Direct Recruitment Scheme to 1 October 2015. This exception will allow successful applicants to attempt the SF training continuum in 2016.

- Underpinning the removal of gender restrictions are new Physical Employment Standards introduced into Army from January 2013. These assessments are derived from scientific analysis of common military and trade specific tasks and are therefore gender neutral. Validation of Physical Employment Standards for the Australian Regular Army continues towards full implementation on 1 January 2016.

- Validation of Physical Employment Standards for the Army Reserves continues. Despite the absence of an implemented Physical Employment Standard in the Army Reserves until 2016, Army is permitting women to seek employment in combat roles within the Army Reserves provided all other requirements are met.

- Validation of Physical Employment Standards for Special Forces continues for implementation on 1 January 2016. Women have been able to commence the selection process for Special Forces roles since January 2014.

- The management of all women pursuing employment in combat roles is the responsibility of Career Management – Army. Developing female interest in combat roles continues to occur during career advisory tours and through the chain of command.

- Army’s Removal of Gender Restrictions implementation team will remain engaged with Career Management-Army in order to inform Defence People Group/Head People Capability of lessons learned, successes and barriers.
Status of Implementation – Air Force

- Air Force continues to advertise opportunities for in service candidates to transfer to the Ground Defence employment groups (Airfield Defence Guard and Ground Defence Officer). Limited applications have been received by Air Force to date.

- Physical Employment Standards for Ground Defence and Airfield Defence Guards have been implemented for Airfield Defence Guard Initial Employment Training since January 2013. The Ground Defence Physical Employment Standards Assessment has also been implemented across all Security Force Squadrons. Physical Employment Standards for the Air Force Security mustering are under development.

- Air Force is well positioned to accept women into the initial training pipeline, for example the Royal Australian Air Force Security and Fire School already trains women to be employed in combat roles in the Air Force Security and Airbase Protection mustering.

- The Air Force Security Initial Employment Training Course and Airbase Protection Initial Employment Course now includes training in combat related duties under Air Forces Security Forces concept. In addition, Air Force’s Gap Year program used the Airbase Protection mustering as the basis of training in 2015, which included 13 females. The Air Force Gap Year program in 2016 will continue to include females in Airbase Protection roles.

- Air Force has a well established Women’s networking group (WINGs) at each of our bases.

- Air Force has 3 female staff in the Specialist Recruitment Team – Women (SRT-W) who are located in Defence Force Recruiting Centres (Brisbane, Sydney and Melbourne) to support Air Force’s goal of 25% female participation by 2023.

- Air Force has collaborated with the Australian Human Rights Commission to continue achieving enduring culture change that supports increasing the participation of women. The Australian Human Rights Commission team, along with members of Air Force’s Directorate of Organisational Behaviour and Culture, work closely with commanders and personnel from specific work areas to maximise success in developing a culture where women can thrive. The 2014 focus was on the School of Fire and Safety, while the current focus is on the pilot training continuum with a specific emphasis on female fast jet pilots.

Physical Employment Standard Assessments

- Physical Employment Standard Assessments are designed to replicate the physical demands of job tasks that have been deemed critical for specific requirements.

- The ability of personnel to achieve success on the Physical Employment Standard Assessments indicates that they have met the physical capacity required to safely and effectively operate in the day-to-day undertakings of their chosen job.

- The demands of these job tasks have been scientifically determined through studies conducted by the DST Group who have in turn developed Physical Employment Standard Assessments that replicate the physical demands of these job tasks.

- These Physical Employment Standard Assessments have been delivered to Army for all employment categories. In the case of Navy and Air Force all employment categories with restrictions for women have been reviewed and a Physical Employment Standards review of all other trades within these two services is currently underway.

- Beyond the initial Physical Employment Standards review, the Services have continued to engage the DST Group to assist with review of proposed changes to the Physical Employment Standard Assessments testing, but also as job tasks change, the physical demands may also change, necessitating a review of the Physical Employment Standard Assessments standards.
- Navy is currently reviewing its physical employment requirements specifically as they apply to workgroups and Fleet Units now and in the future. This will result in a structured framework with guiding policy that reflects platform or ship requirements, workforce requirements as well as a compliance regime from which physical standards assessments can be refined with DST Group.

**Physical Employment Standard Assessments – In Action**

- Army continues to evaluate their Physical Employment Standard Assessments. Across 2013-14 over 19,400 personnel have been tested, (approximately 11500 trained personnel and 7900 trainees). This trial concluded 30 June 2015.
- Army have engaged the DST Group to assist during this 'test and adjust' phase to provide advice to proposed changes in order to understand the impact of changes between the Physical Employment Standard Assessments and the job task.
- For example, The 'Box Lift and Place' is designed to test muscular strength:
  - This test requires a box to be lifted from the ground to the waist, then up to the chest, and finally placing the box on a 1.50m platform. A pause is required after each phase and the lift is to be completed in a slow and controlled manner.
  - Army requested the DST Group to review the protocol and sought advice as to whether the lift could be conducted in a dynamic manner such as a 'power clean' movement.
  - The DST Group response was that a 'power clean' movement would not only weaken the scientific link between the Physical Employment Standard Assessment and the task, but that the risk for injury would be heightened due to the dynamic nature of the 'power clean' movement.
  - The DST Group instead suggested that the first stage of the 'Box Lift and Place' could finish between the waist and chest without eroding the scientific defensibility of the test or increasing the risk of injury.
  - Army accepted the DST Group advice and did not introduce the 'power clean' movement.
- In addition, during the Physical Employment Standards review, Army reviewed the physical demands being placed on soldiers.
- An example of how the DST Group assisted is:
  - A common task across several employment categories is the movement of a 2.4kVA generator.
  - The DST Group identified that this was being performed as a 2-person lift in some units, and as a 4-person lift in others.
  - Consequently, Army made the decision that due to the high strength requirements of a 2-person lift of this generator, that this should not be the minimum requirement of Army personnel and that instead such a lift should be conducted as a 4-person lift.
  - Not only does this decrease the risk of injury, but it also makes the Physical Employment Standard Assessment standard achievable by a wider group of personnel.

**Historical Information**

- Since the early 1900s, women have contributed to the defence of our nation. For instance:
  - Army nurses served in the Boer War in 1901.
  - The Australian Army Nursing Reserve was created in 1902.
- In 1939 the Australian Army Nursing Service was again placed on active duty and nurses served overseas as part of the 2nd Australian Imperial Force.

- The issue of female members dying while 'on duty' and 'on duty while deployed on overseas operations' is not new, nor is isolated to combat role categories.
  - The number of Australian nurses who served in the Army during the First World War was 2,692. A total of 21 female members of the Australian Army Nursing Service died while on service.
  - During World War II, 71 nurses died on active service.
  - The last servicewomen to be killed on duty occurred when the Navy Sea King, Shark 02, crashed during the humanitarian Operation SUMATRA ASSIST on 2 April 2005.
  - The crash killed Flight Lieutenant Lynn Rowbottom and Sergeant Wendy Jones, both of the Air Force, and seven other ADF personnel.
  - A female soldier was wounded by an insurgent rocket strike while serving on Operation CATALYST with the Australian Embassy Baghdad Security Detachment on 14 August 2006.
  - A female soldier serving on Operation CATALYST suffered superficial wounds during an insurgent rocket attack against a Coalition Operating Base in Basrah, Iraq on 15 March 2007.
  - Two female soldiers serving on Operation SLIPPER suffered superficial wounds during an insurgent rocket attack on Kandahar Airfield on 16 March 2007.
REVIEW OF THE DEFENCE ANNUAL REPORT 2014-15

RECRUITING AND EMPLOYMENT OF WOMEN

Key Facts

- **The 2016 Defence White Paper** focuses on increased participation of women in the Defence workforce.
- As identified in the *Defence Diversity and Inclusion Strategy 2012-2017*, women have been a priority diversity group in Defence for some time and a range of initiatives have been introduced.
- Women currently comprise 15.4% of the permanent ADF and 40.8% of the Defence APS workforce.
- The 12 month rolling separation rate for Defence women is as follows:
  - ADF – has reduced to 8.4%, from 9.1%.
  - APS – has increased to 8.8%, from 7.2%.
- **Since the Review into the Treatment of Women in the ADF,** significant progress has been made to improve:
  - Employment pathways to increase the representation of women in leadership roles;
  - Mentoring, networking and development opportunities;
  - Flexible working arrangements; and
  - The number of women applying for positions in the ADF.

Key Issues

- Diversity enables Defence’s capability; it is broader than the labels of gender, age, language, ethnicity, cultural background, sexual orientation and religious belief; it is a way of thinking and an approach to delivering the best people results and decisions.
- Since the *Review into the Treatment of Women in the Australian Defence Force* led by the then Sex Discrimination Commissioner Elizabeth Broderick, significant work has been undertaken to increase the number of women in Defence.
A focus of the 2016 Defence White Paper is on increasing women's participation in the Defence workforce and in senior leadership roles to ensure Defence is able to better leverage and retain female talent.

As identified in the Defence Diversity and Inclusion Strategy 2012-2017, women have been a priority diversity group in Defence for some time. Significant work has been undertaken to increase the number of women in both the Australian Defence Force (ADF) and the Defence Australian Public Service (APS). This includes focusing on attraction, recruitment and retention of women, and the removal of barriers to progression, as well as facilitating career development through mentoring and leadership opportunities.

Defence's diversity profile is improving, notably with increases in the representation of women in the ADF over the last three years (data is provided in the Background section of this brief).

There are 8,908 women currently in the ADF, compared to 8,707 this time last year. The percentage of women in the ADF has risen over the past 12 months to 15.4 per cent of the ADF workforce (up 0.2 per cent).

There are currently 505 less women in the APS than 12 months ago, most likely a result of the voluntary redundancy program. The percentage of women in the Defence APS has risen over the past 12 months to 40.8 per cent (up 0.2 per cent).

The 12 month rolling separation rate for ADF women has decreased from 9.1 per cent in 2015, to 8.4 per cent in February 2016. However for the APS, the 12 month rolling separation rate is up from 7.2 per cent in 2015 to 8.8 per cent in February 2016.

The 12 month rolling separation rate for ADF men has also decreased from 9.7 per cent in 2015, to 8.5 per cent in February 2016. For the APS, the 12 month rolling separation rate for men is up from 6.8 per cent in 2015 to 9.4 per cent in 2016.

In February 2016, there are an additional six women in senior officer positions in the ADF (now 77), compared to February 2015. However, there are seven less women in SES positions (now 31), compared to this time last year.

Key Defence-wide initiatives

- Defence is implementing strategies to enhance women's representation within Defence, particularly in leadership and key decision-making positions.
Women on Government Boards

- Defence is committed to increasing the number of women on Australian Government Boards to meet the government’s 40:40:20 target.
- In December 2015, 37 per cent of Defence women were in positions on Australian Government Boards. This reflects an increase of 8.4 per cent from December 2014. These increases are due to several factors, including an increased awareness of the gender imbalance on Government Boards and an increase in the number of women being appointed to vacant positions on Government Boards.
- By mid-2016, Defence will release a guide for increasing female representation on Defence senior committees.

Flexible Work Arrangements

- Both the ADF and APS Defence workforce is able to access flexible work arrangements, regardless of gender or circumstance.

Women’s Speaker Series

- The Defence Women’s Speaker Series provides APS and ADF women at the EL2 (equivalent) and above levels with the opportunity to hear from female leaders and their experiences from both inside and outside Defence.

ADF Initiatives

- Activities to progress and support women in the ADF include:
  - A wide range of specific initiatives, such as leadership, career management and industry partnerships to progress and support employment opportunities for women in the ADF.
  - The appointment of dedicated Gender Advisers to the Service Chiefs and operational Commanders in 2014.
  - The Gender Equality Advisory Board (GEAB) drives and shapes the strategic direction of Defence’s gender equality priorities within the broader Defence cultural reform agenda. The Gender Advisor to the CDF, Ms Julie McKay, provides alternative perspectives on gender issues.
  - The introduction of networking, mentoring and coaching initiatives for diversity groups in the ADF. Defence has mentoring programs that are designed to support specific groups, such as women, Indigenous Australians and professional groups such as engineers and scientists.
Key Defence leaders are part of the national Male Champions of Change initiative, which ensures the issue of gender equality in leadership remains on the national and government agenda.

Defence’s role under the United Nations Security Council Resolution 1325 – National Action Plan on Women, Peace and Security will continue to build upon work already underway to integrate a gender perspective into peace and security efforts and to protect the rights of women and girls.

In October 2015, the 3rd annual Chief of Defence Force Women in Defence conference was held in Canberra. The conference brought together leaders from across Defence and allied militaries to share best practice policies, challenge myths and build networks and aims to improve the understanding of gender diversity across Defence.

APS Initiatives

- Defence has introduced marketing and attraction strategies to increase the number of women in the Defence Graduate Programs, including the establishment of a 51 per cent target for the 2016 Defence graduate intake.

- Defence has implemented an Inclusive Leadership Program to build on existing cultural reform initiatives and to identify and address gender bias. Defence SES employees have completed this program over the last two years, and a program has commenced for Executive Level 2s.

- Training and coaching programs have been implemented to address confidence gaps in female Executive Level staff, highlighted as the number one barrier to the progression of women in the APS.

- A range of initiatives are also being introduced to increase the number of women in the APS5, APS6 and Executive Level 1 levels. One such initiative is the Defence Mentoring Circles program. The program commenced in early 2016 to assist women to develop networks, build critical skills and discuss workplace issues in a facilitated environment.

AUTHORISED BY:
Rebecca Skinner
Deputy Secretary Defence People

Date: 4 March 2016

CONTACT OFFICER:
Emily Wilson
A/Assistant Secretary Culture and People Development

Date: 3 March 2016

CONSULTED WITH:
Personnel areas within each Service and Defence Force Recruiting.
Background

Women in Defence data

Table 1. Women in the Defence workforce

<table>
<thead>
<tr>
<th>Women in the permanent ADF workforce (excl. those on CFTS)</th>
<th>1 February 2016</th>
<th>1 February 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Officer</td>
<td>15.4%</td>
<td>15.2%</td>
</tr>
<tr>
<td>Junior Officers</td>
<td>2707</td>
<td>2648</td>
</tr>
<tr>
<td>Senior OR</td>
<td>1277</td>
<td>1259</td>
</tr>
<tr>
<td>Junior OR</td>
<td>4847</td>
<td>4729</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Women in the ongoing Defence APS workforce</th>
<th>1 February 2016</th>
<th>1 February 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>SES</td>
<td>40.8%</td>
<td>40.6%</td>
</tr>
<tr>
<td>EL 1-2</td>
<td>1558</td>
<td>1725</td>
</tr>
<tr>
<td>APS 1-6</td>
<td>6125</td>
<td>6456</td>
</tr>
</tbody>
</table>

Other ADF initiatives

There are a range of recruitment activities underway to increase the number of women in the ADF, including:

- Specialist female recruitment teams embedded across Australia to raise the profile of the ADF as an ‘employer of choice’ for women. These teams work closely with civilian recruiting specialists, including marketing and communications experts, event managers and operations managers, to engage, attract and mentor female candidates.

- The establishment of female recruitment targets for each Service and employment category. By 2023, Navy and Air Force aim to have 25 per cent female representation in their workforce and Army aims to have 15 per cent.

- Programs to address the misconceptions about the role of women in the ADF, to help female candidates prepare for the recruiting process (particularly fitness and professional development) and to encourage young women to pursue a career in the ADF, including roles which are considered non-traditional, such as engineering, aviation and technical employment categories.

- The introduction of a pre-fitness program in late 2015 to assist female combat role candidates build their strength and fitness to better prepare them for their chosen career. The program has been offered to all female candidates with a combat role preference, and feedback has been consistently positive about its impact.

- Army and Navy have reduced the Initial Minimum Period of Service in several employment categories to two years as a means of attracting more women.
Army and Air Force continue to support the ‘Recruit to Area’ initiative, which encourages women to join and serve within their preferred area of choice.

Army continues to support an initiative called ‘Recruit when Ready’, which allows female candidates to enlist at a time which best aligns with personal/professional commitments that would ordinarily hinder their enlistment process.

The ADF is also working to increase the number of women in key career and decision-making positions. Targets have been set to increase the representation of women in career pipeline activities, including promotion courses and Command positions. For example:

- Ensuring that selection for the most senior strategic leadership positions is based on a broader group of high performing candidates.

- In 2014, women comprised 24% of attendees at the Australian Command and Staff Course (ACSC). The potential pool of female participants was actually 21.7%; however, additional female participants were identified and selected to increase the number of women in the pipeline to key career and decision-making positions. Women’s participation at ACSC decreased to 9.4% in 2015, but increased slightly to 15% in 2016 (with 27 of 179 students being female). Further efforts will be made to return the proportion of women at ACSC to at least 20%.

- Providing targeted individual coaching to selected One Star officers and group coaching to selected commanding officers. Army aims for a minimum of 20% female participation in coaching at Star Rank and 40% at Commanding Officer level.

The removal of gender restrictions from ADF combat role employment categories. All ADF employment categories are now open to women and new recruits. This initiative sees selection for all ADF positions based on a person’s ability to do the job and will increase employment and career opportunities for women in the ADF.