



**CHIEFS OF SERVICE COMMITTEE
OUTCOMES**

CDF(S)/OUT/2013/251

S22

24/4.

For information:
SECRETARY
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CCDG
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DEPSEC DP

AGENDUM 50 of 13 – Strategies for implementing recommendations from The Review into the Treatment of Women in the Australian Defence Force - (Broderick) Phase 2 Report, 2012

1. COSC agreed that every promotion board/selection panel for senior ranking positions (LTCOL (E) and WO2 (E) and upwards) will include at least one woman and one member who is 'external to Service' to partially achieve Recommendation 5 of the Report. COSC noted that 'external to Service' may include ex-Defence or Defence Public Servants and directed that HPC is to advise Commissioner Broderick of this agreed definition.
2. COSC agreed to set a gender target for women's participation at Australian Command and Staff College (ACSC), Centre for Defence and Strategic Studies (CDSS), in command positions or promotion training opportunities that is at least equal to women's overall numerical representation in the competitive pool from which candidates are drawn, to partially meet Recommendation 6 of the Report. COSC noted that Services are responsible for defining the meaning of 'competitive pool'. Similarly, COSC agreed that gender targets would be assessed across a greater time period than one year intervals, recognising that an average over time would more clearly describe progress. Services are to provide formal advice to HPC of the courses and 'gateways' impacted by this change for inclusion in a Performance Framework to be developed by DPG.
3. COSC agreed that each Service, to varying degrees, has already implemented a range of 'innovative' recruiting strategies and would continue to do so to meet Recommendation 8 of the Report. HPC is to advise Commissioner Broderick of innovative strategies undertaken to date.
4. COSC agreed to set a target for increasing women's overall participation in the ADF's Permanent Force of 25% for Navy, 25% for Air Force and 15% for Army by 2023; with annual reporting against achievement at COSC to meet Recommendation 9 of the Report. A caveat was agreed that if these increases adversely impact capability, the targets will be revised. COSC

discussion noted the understanding that progress towards increased participation would be achieved through the creation of opportunity but also increasing *desire* for these opportunities.

5. COSC **agreed** to apply gender targets to employment groups with less than 15% representation of women (excluding, in the short-term, the roles that have recently had gender restrictions removed) to partially meet Recommendation 10 of the Report. Services will set these targets for select operational groups on the basis of an analysis of industry representation, historical data, capability factors and other relevant considerations. Targets, once set, will be provided to HPC for inclusion in the Performance Framework.

6. COSC **agreed** to broad concepts for networking, mentoring, sponsorship and individualised support that can be further developed for future presentation to COSC to meet Recommendations 11 and 12 of the Report.

7. COSC **deferred agreement** on the setting of a target for Flexible Employment for each Service and non-Service group to meet Recommendation 13 of the Report pending more detailed workforce analysis of the current level of flexible employment across the ADF. Similarly, a broader definition of 'Flexible Employment' building on that defined by draft 'DI(G) PERS 49-4 *Flexible Working Arrangement for members of the ADF*' needs to be agreed.

8. COSC **agreed** to the draft 'DI(G) PERS 49-4 *Flexible Working Arrangements for members of the ADF*' and noted advice that an expedited SoDI process can be applied to the instruction. COSC also noted the Instruction will enable the roll out of the PMKeyS data collection policy and strategy, which will support more detailed analysis of flexible employment across the ADF.

9. COSC **noted** the progress against each of the Report's recommendations as at 18 Mar 13.

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D. TAN
WGCDR
COSC Secretary
18 Apr 13

ATTENDANCE LIST

Chairman:
GEN D.J. Hurley

CDF

Members:
AIRMSHL M. Binskin
VADM R. Griggs, RAN
LTGEN D. Morrison
AIRMSHL G. Brown
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