

Women in the ADF Report

2015–16



Defence People Group, Department of Defence, Australia 2016.

Cover photos are a composite of the following –

1. Royal Australian Navy seaman Star Marine Technician Kirstie Dunleavy at the Technical Training Faculty of HMAS Cerberus, Victoria.

Photo by LSIS Dove Smithett, HMAS Cerberus.

2. Australian Army officer trainee Staff Cadet Emma Randall from Royal Military College at Duntroon during the graduation parade in Canberra on Tuesday, 28 June 2016.

Photo by Grace Costa, Royal Military College, Duntroon.

3. Leading Aircraftwoman Cheyenne Patena-Edmonds from the Royal Australian Air Force rehearses with the Australian Defence Force contingent at Camp Militaire de Satory on 9 July 2016 in preparation for the French National Day Parade in Paris later in the month.

Photo by SGT Janine Sabre, Army Headquarters, Russell Offices.

Source: Australian Defence Image Library

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Women in the ADF

In March 2012, Defence leadership set out a unified statement of cultural intent and supporting strategy in Pathway to Change. Informed by reviews such as the Sex Discrimination Commissioner's Reviews into the treatment of women in the Australian Defence Force, Pathway to Change reflected an acknowledgement that gender inequity is not only a moral issue, but one that impedes organisational capability by not maximising the potential of female ADF members, and the potential of half of the Australian labour force.

The Chief of the Defence Force and the Chiefs of Service continue to deliver strong messages throughout the organisation that diversity and inclusion increase Defence's capability and are vital to achieve Defence's aim of being a force that is trusted to defend, proven to deliver, and respectful always.

Defence has progressed a number of initiatives to increase the participation and advancement of women in the ADF. An important guide to Defence's initiatives has been the recommendations in the Review into the treatment of women in the ADF Phase 2. The Review's Phase 2 report recommendations 3, 6, 9 and 13 identified that the publication of a 'Women in the ADF report', covering aspects of women's participation, women's experience and flexible work access would provide Defence, the Government, and the Australian public with a measure of the success of Defence's efforts; identify areas for remediation; and reinforce Defence's commitment to diversity and inclusion.

The inaugural Women in the ADF report was published as an online supplement to the Defence Annual Report 2012–13, and provided a baseline for future reporting regarding women's participation and experiences in the ADF. The 2013–14 and 2014-15 reports were then able to report progress against that of the previous year.

This year's report introduces a revised reporting framework and a new suite of gender diversity metrics and gender inclusion key performance indicators which were approved by the Chiefs of Service Committee in 2016. The new reporting framework seeks to ensure Defence focuses effort and measures success in gender diversity and inclusion across all stages of the employment life-cycle including attraction and recruitment; learning, training, education and development; performance, talent and career management; retention; personnel support and policy; workforce management and transition and re-engagement. Key Performance Indicators (KPIs) are incorporated into the success statements of metrics with a summary of performance against the KPIs shown at the end of the report (Attachment A).

Chapter 1: Attraction and Recruitment

We will know we have reached success in gender diversity and inclusion in Attraction and Recruitment when:

- The number of women recruited is at or above the number required to meet each Service's 2023 female participation targets. (KPI 1 and KPI 6)
- Women remain in the recruiting pathways at rates comparable to men. (KPI 8)
- Women's satisfaction with the recruitment process is comparable to that of men. (KPI 1)

Defence is committed to the development of strategies to attract and recruit people from a broader cross section of the Australian population, in particular in less well represented sections such as women. Defence Senior Leaders are focused on improving workforce diversity and have widely acknowledged the benefits of doing so, including the positive contribution diverse thinking has on the provision of robust advice to Government, policy-making and performance outcomes¹.

Each of the three Services has set female participation targets to be achieved by the year 2023. Central to achieving these targets are ongoing improvements in the successful attraction and recruitment of women, including the retention of women in the recruitment pathways at rates comparable to that of men. In support of efforts to increase the representation of women within the ADF, the Services set female recruiting targets on an annual basis.

This section provides an overview of female recruiting targets for 2015-16, including progress against these targets. ADF enlistment information is analysed and an overview of women's recruiting initiatives within in each of the Services is provided. Finally, women's retention and average length of time in the recruiting pipeline is examined, as is their satisfaction with the recruitment process.

Increasing the participation of Women in the ADF – Female Recruitment Targets

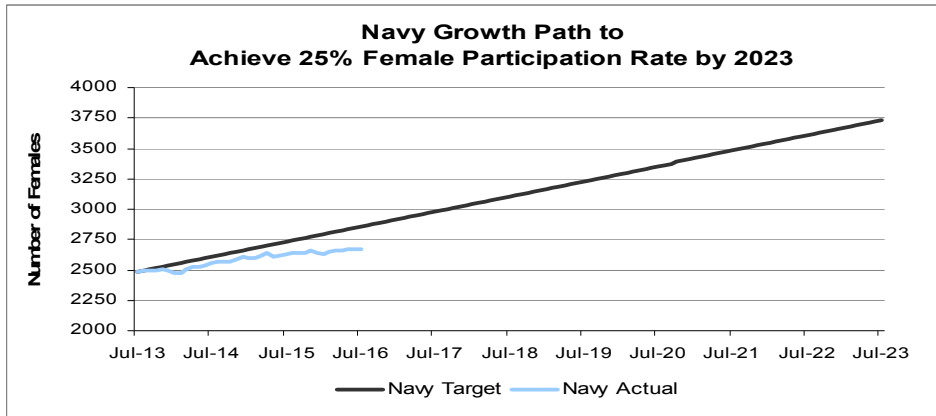
Navy

At 30 June 2016 female participation in the Navy is 19.1 per cent, an increase from 18.5 per cent as at 30 June 2012². This represents a net increase of 146 women in the Navy today. The Chiefs of Service Committee has set a target for increasing the participation of women in Navy to 25 per cent by 2023.

¹ Defence Corporate Plan 2015-16.

² Defence Annual Report, 2011-12 (Appendix 5), p 286.

Figure 1: Navy Growth Path to Achieve 25% Female Participation rate by 2023



Examination of the participation growth path at Figure 1 required in order for Navy to achieve its 2023 female participation target shows that while the number of females in Navy is increasing, female participation levels are tracking at a slightly lower rate than that required to achieve the 2023 goal (figure 1 refers). Continued focus on both retention of current serving women as well as attracting women to a career in the Navy will be required in order for Navy to continue to progress towards its 2023 goal.

Navy continues to consolidate and improve gender diversity through recruitment. Navy sets annual female recruiting targets for both its Officer and General Entry workforce. Navy has established goals for female sailor recruitment in each workgroup that vary according to current female participation levels. Workgroups with less than 15 per cent female participation have a 25 per cent female participation goal; between 15 and 30 per cent female participation have a 30 per cent goal; and greater than 30 per cent participation have a minimum female participation goal of 30 per cent. Recruiting goals have not been set for specific Officer roles, however females are considered ‘high value targets’ and are selected on merit.

Navy has recruited 32 *ab initio* female Officers and 218 female sailors in 2015-16. Navy’s female engineer Officer workforce (8.5 per cent) compares favourably to the national average of women in the professional engineer workforce³ (12 per cent); the current rate of female Officers studying engineering degrees will narrow this margin to less than two per cent. Further work is required in General Entry-Technician workgroups; specifically engineering, where the rate of achievement for female Marine Technicians (MT) is 6.8 per cent, and Electronics Technician (ET) is 7.9 per cent. The recruitment of female Marine Technicians is a key priority for Navy. Social media engagement and media campaigns including direct email contact for passive female trade enquiries (or where no preference is indicated) are underway. A new Navy brand recruitment campaign is to be launched in July 2016. This campaign aims to boost overall Navy enquiries, and aligns with the ADF female recruiting campaign, with all recruiting materials reviewed to ensure diversity balance. The results of this campaign will be reflected in the 2016-17 Women in the ADF Report.

Achievement against Navy’s female recruiting targets is reported in Table 1 later in the chapter with overall enlistment information by gender provided in Tables 2 to 4.

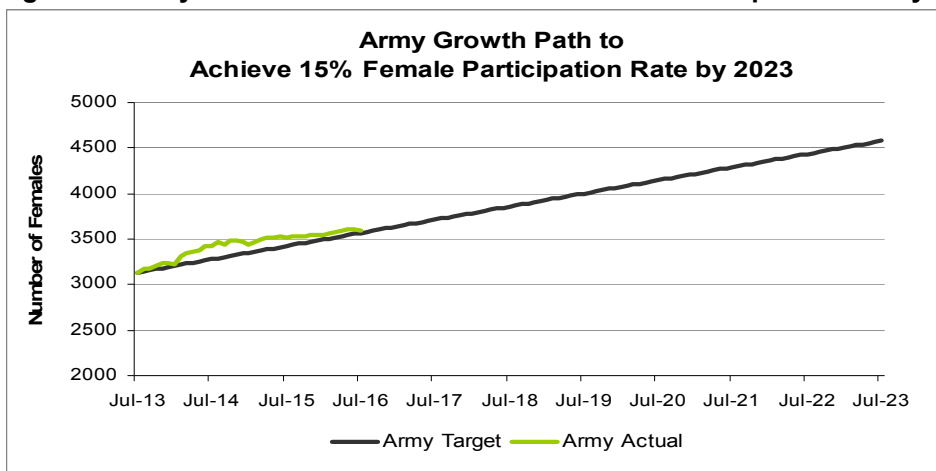
³ Engineers Australia: The state of the Engineering Profession 2016.

Navy’s suite of recruiting initiatives that are in place to increase the participation of women are also outlined later in the chapter. Discussion on female participation in Navy including by rank is reported in the Workforce Management section of this Report.

Army

Army has made progress in growing female participation. Female representation in Army has increased from 10.1 per cent as at 30 June 2012⁴ to 12.1 per cent as at 30 June 2016. This represents a net increase of 676 women in the Army today. The Chiefs of Service Committee has set Army a long-term target for increasing the participation of women to 15 per cent by 2023, with Chief of Army setting a further long-term target of reaching 25 per cent female participation in Army.

Figure 2: Army Growth Path to Achieve 15% Female Participation rate by 2023



Examination of the growth path required in order for Army to achieve its goal of 15 per cent female participation by 2023 shows that Army is currently on track to achieve this growth path, however work is still required to ensure this goal is met (figure 2 refers). While Army has experienced significant success to date in increasing female representation, Army’s progress towards its long term 25 per cent female participation target has slowed in 2016 due to lower than expected number of female enlistments. Continued focus on innovative approaches to both attracting and retaining women will be important to ensuring Army remains on track for meeting its goal.

To achieve this outcome, the Army has adjusted the number of female recruiting targets for 2016-17 to 2,000 (inclusive of 1400 Regular and 600 Reserve personnel). The Army will also continue to assess, review and update extant recruiting initiatives with a view to ensuring Army reaches the target set by the Chiefs of Service. The Army embedded 10 specialist female recruiters at Defence Force Recruiting in 2013 and these positions have been extended until 2025.

Other strategies aimed at improving female enlistments as well as retention in Army include the appointment of a Colonel to develop and implement innovative measures to achieve recruitment targets and improve retention of women within Army. Further, an enhanced Army Pre-Conditioning Program to enable women who narrowly miss the entry

⁴ Defence Annual Report, 2011-12 (Appendix 5), p 286.

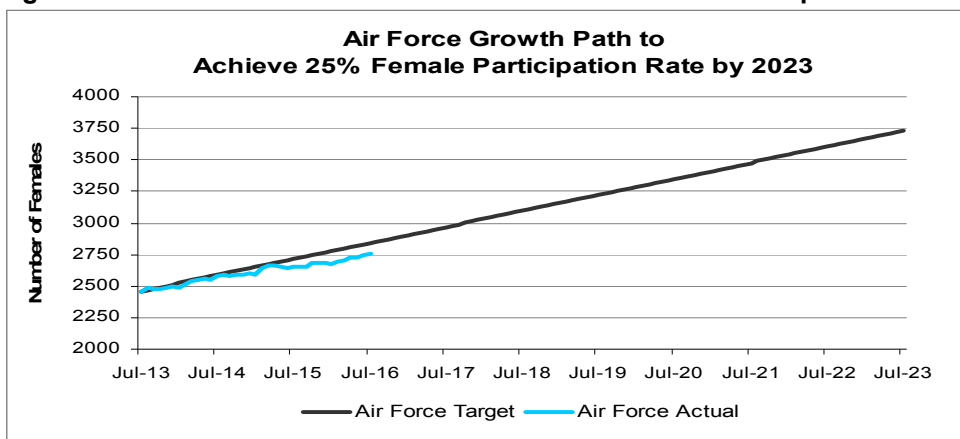
physical standard has been implemented to assist women to succeed in Army recruit training. Army will continue to offer special measure recruitment mechanisms to meet future recruitment targets.

Achievement against Army's female recruiting targets is reported in Table 1 later in the chapter with overall enlistment information by gender provided in Tables 2 to 4. Army's range of recruiting initiatives that are in place to increase the participation of women are also outlined later in the chapter. Discussion on female participation in Army including by rank is reported in the Workforce Management section of this Report.

Air Force

Female representation in Air Force has increased from 16.9 per cent as at 30 June 2012⁵ to 19.2 per cent as at 30 June 2016. This represents a net increase of 344 women in the Air Force today. The Chiefs of Service Committee has set Air Force a long-term target for increasing the participation of women to 25 per cent by 2023.

Figure 3: Air Force Growth Path to Achieve 25% Female Participation rate by 2023



Examination of the growth path required for Air Force to achieve this goal of 25 per cent female participation shows that while the number of females in Air Force continued to increase, female participation levels in Air Force are currently tracking slightly under what is required to meet its 2023 target (figure 3 refers). Continued focus on innovative approaches to both attracting and retaining women will be important to ensuring Air Force remains on track to meeting its goal.

To achieve its 2023 target, Air Force developed a non-linear growth path for the number of women to be recruited. This path consists of planned growth of no more than 0.5 per cent (net increase of 70 women each year) for the first two years commencing 2013–14, followed by an increase of 1 per cent annually commencing 2015–16.

In support of this growth path Air Force has implemented, or is in the process of implementing, a number of recruitment and retention initiatives such as:

- specific female recruiting targets
- a Women in the Air Force marketing campaign

⁵ Defence Annual Report, 2011-12 (Appendix 5), p 286.

- continuation of embedded specialist women recruitment team in Defence Force Recruiting
- the trial of a reduction of Initial Minimum Period of Service (IMPS) for a number of workforces (gender-neutral reductions)
- introduction of the Graduate Pilot Scheme (GPS) for women
- changes to direct entry female pilot return of service obligations
- continuation of experiential camps for girls (technical and aircrew focussed programs)
- Chief of Air Force flying scholarship administered through Australian Women Pilots Association
- release of an Air Force produced recruitment guide, 'PropElle', to support female pilot candidates through the recruitment process
- continued focus on assisting to manage high priority candidates through the recruiting process.

Achievement against Air Force's female recruiting targets is reported in Table 1 later in the chapter with overall enlistment information by gender provided in Tables 2 to 4. Air Force's suite of recruiting initiatives that are in place to increase the participation of women are also outlined later in the chapter. Discussion on female participation in Air Force including by rank is reported in the Workforce Management section of this Report.

Progress towards success

The number of females in each Service has increased between 2012 and 2016. The three Services will require a sustained effort in their ongoing recruitment and retention initiatives already in place and the innovative initiatives in planning to increase the participation of women over time.

Recruitment of Women – Female Recruiting Achievement against targets

In support of efforts to increase the participation of women in the ADF, each of the Services set an annual female recruiting target. Navy sets an overall female Officer target and a female General Entry target that is distributed according to the desired level of female representation within each role. Army sets overall Officer Entry and General Entry female recruiting targets, while Air Force set targets for specific roles in which females are less well represented (going forward Air Force will set an overall female target in addition to these specific targets).

Achievement of a target occurs when a member has progressed through the recruiting process to the point at which they have been approved to be enlisted as a General Entrant or to be appointed as an Officer. It does not necessarily reflect the number of people who go on to become a member of the ADF and attend training⁶. Table 1 provides a summary of achievement against full-time female targets for each of the Services.

⁶ These figures are represented in the enlistment section of this Report.

Table 1: Full Time Female Recruiting Achievement against targets, 2015-16 ^{[1][2][3][4][5]}

Female data against Target		2015-16			2014-15			Difference		
		2015-16 Female Target	2015-16 Female Achieved	2015-16 % Target Achievement	2014-15 Female Target	2014-15 Female Achieved	2014-15 % Target Achievement	2015-16 Target Difference	2015-16 Achieved Difference	2015-16 Achievement Difference (%)
Navy	FT OE	50	32	64.0%	40	34	85.0%	10 More	2 Less	-21.0%
	FT GE	266	218	82.0%	298	247	82.9%	32 Less	29 Less	-0.9%
	Navy Total	316	250	79.1%	338	281	83.1%	22 Less	31 Less	-4.0%
Army	FT OE	132	75	56.8%	132	80	60.6%	None	5 Less	-3.8%
	FT GE	558	322	57.7%	618	378	61.2%	60 Less	56 Less	-3.5%
	Army Total	690	397	57.5%	750	458	61.1%	60 Less	61 Less	-3.6%
Air Force	FT OE	52	32	61.5%	55	36	65.5%	3 Less	4 Less	-4.0%
	FT GE	80	62	77.5%	71	57	80.3%	9 More	5 More	-2.8%
	RAAF Total	132	94	71.2%	126	93	73.8%	6 More	1 More	-2.6%
ADF	FT OE	234	139	59.4%	227	150	66.1%	7 More	11 Less	-6.7%
	FT GE	904	602	66.6%	987	682	69.1%	83 Less	80 Less	-2.5%
	ADF Total	1138	741	65.1%	1214	832	68.5%	76 Less	91 Less	-3.4%

Source: Defence Force Recruiting

Notes:

- 1) Figures relate to Full Time (Permanent ADF) only.
- 2) Navy Achievement is for all Female candidates achieved regardless of role (excluding Gap Year).
- 3) Army Achievement is for all Female candidates achieved regardless of role (excluding Gap Year).
- 4) Air Force Achievement is only against specific roles. Female candidates achieved outside these roles are not represented in the above data (excluding Gap Year).
- 5) Difference refers to the change in results between 2014-15 and 2015-16.

As can be seen, there has been a decrease in overall female targets in 2015-16, from 338 to 316 female targets in Navy and 750 to 690 female targets in Army. Air Force female targets increased slightly from 126 to 132.

Defence Force Recruiting met 79.1 per cent of Navy's female recruiting target in 2015-16, with higher levels of achievement for General Entry roles (82%) than Officer (64%). While overall target achievement declined slightly on 2014-15 figures, this was largely a reflection of an increase in female targets (most notably Officer Entry targets) as opposed to a significant decline in the number of females recruited.

Defence Force Recruiting met 57.5 per cent of Army's female recruiting target in 2015-16, with slightly higher levels of achievement for General Entry roles (57.7 per cent) than Officer Entry roles (56.8 per cent). Compared to 2014-15, overall female target achievement declined slightly in Army (by 3.5 per cent) with similar decreases for both Officer and General Entry roles.

Defence Force Recruiting met 71.2 per cent of Air Force's female recruiting target in 2015-16, with a higher rate of achievement for General Entry (77.5 per cent) than Officer Entry roles (61.5 per cent). While overall target achievement declined slightly on 2014-15 figures, this was largely due to an increase in female General Entry targets combined with a small reduction in female Officer entrants, as opposed to a decline in the overall number of females recruited (which actually increased by one female).

Table 2: Gap Year (GY) female recruiting achievement FY 2015-16 ^{[1][2]}

Female Gap Year data against Target		2015-16		2014-15	
		Overall Target	% Female Achievement	Overall Target	% Female Achievement
Navy	Navy Total	75	52.0%	0	
Army	Army Total	250	24.0%	200	15.0%
Air Force	RAAF Total	120	47.5%	60	28.3%
ADF	ADF Total	445	35.1%	260	18.1%

Source: Defence Force Recruiting

Notes:

1. There was no Gap Year for Navy in FY2014-15
2. Army was the only Service with a female Gap Year target for FY 2015-16 which was allocated by DFR as 60

The Gap Year programme aims to offer young Australians the opportunity to undertake a positive military experience within a year. As can be seen all three Services have achieved good results with the proportion of female recruits undertaking the Gap Year programme. Over 50 per cent of Navy Gap Year entrants were female, Air Force had similar results with 47.5 per cent female entrants. Army achieved their target of 60 females resulting in a 24 per cent female ratio.

ADF enlistments

Table 3 to Table 5 show the numbers and proportions of women enlisted into the ADF permanent force in 2015–16 by Service, rank group and mode of entry. Enlistments in this section refer to appointments, which relate to Officers, as well as Other Ranks enlistments.

Table 3: ADF permanent force enlistments (all modes of entry), by gender and rank group, 2015–16^{[1][2][3][4]}

2015-16	Navy					Army					Air Force					ADF				
	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%
Officers Entry	36	19.5%	-2.2%	149	80.5%	83	22.0%	-1.5%	295	78.0%	82	32.3%	-1.3%	172	67.7%	201	24.6%	-1.5%	616	75.4%
Total Officers Entry	36	19.5%	-2.2%	149	80.5%	83	22.0%	-1.5%	295	78.0%	82	32.3%	-1.3%	172	67.7%	201	24.6%	-1.5%	616	75.4%
Other Ranks (General Entry)																				
General Entry - Technical	29	7.2%	-2.8%	373	92.8%	18	4.9%	0.8%	352	95.1%	33	15.6%	3.2%	179	84.4%	80	8.1%	-0.7%	904	91.9%
General Entry - Non-Technical	206	36.4%	0.9%	360	63.6%	361	13.4%	-0.8%	2,335	86.6%	132	35.2%	2.9%	243	64.8%	699	19.2%	-0.1%	2,938	80.8%
Total Other Ranks (General Entry)	235	24.3%	0.0%	733	75.7%	379	12.4%	-0.7%	2,687	87.6%	165	28.1%	5.1%	422	71.9%	779	16.9%	-0.1%	3,842	83.1%
Total ADF Permanent	271	23.5%	-0.4%	882	76.5%	462	13.4%	-1.0%	2,982	86.6%	247	29.4%	3.0%	594	70.6%	980	18.0%	-0.4%	4,458	82.0%

Source: Defence HR system.

Notes

1. Figures in this table show permanent force members (headcount) enlisted from all sources. This includes *ab initio* enlistments and prior service enlistments (which includes overseas transfers, reserve transfers, Service transfers, re-enlistments, and ADF Gap Year transfers).
2. Delta (Δ) figures show the differences in percentage of women from 30 June 2016 to 30 June 2015.
3. Cells highlighted in green indicate that the 2015–16 percentage of women was at least 5.0 per cent greater than the 2014–15 percentage of women.
4. Percentages may not sum due to rounding.

Table 4: ADF permanent force *ab initio* enlistments, by gender and rank group, 2015–16^{[1][2][3][4]}

2015-16	Navy					Army					Air Force					ADF				
	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%
Officers Entry	31	20.5%	-3.2%	120	79.5%	75	24.2%	1.3%	235	75.8%	70	33.0%	-2.3%	142	67.0%	176	26.2%	-0.8%	497	73.8%
Total Officers Entry	31	20.5%	-3.2%	120	79.5%	75	24.2%	1.3%	235	75.8%	70	33.0%	-2.3%	142	67.0%	176	26.2%	-0.8%	497	73.8%
Other Ranks (General Entry)																				
General Entry - Technical	28	7.6%	-3.1%	340	92.4%	14	4.3%	-0.1%	315	95.7%	31	15.7%	2.4%	166	84.3%	73	8.2%	-1.4%	821	91.8%
General Entry - Non-Technical	201	37.7%	1.0%	332	62.3%	311	13.7%	-1.0%	1,964	86.3%	121	38.7%	4.9%	192	61.3%	633	20.3%	0.2%	2,488	79.7%
Total Other Ranks (General Entry)	229	25.4%	0.2%	672	74.6%	325	12.5%	-1.1%	2,279	87.5%	152	29.8%	6.0%	358	70.2%	706	17.6%	0.0%	3,309	82.4%
Total	260	24.7%	-0.3%	792	75.3%	400	13.7%	-0.9%	2,514	86.3%	222	30.7%	3.5%	500	69.3%	882	18.8%	-0.1%	3,806	81.2%

Source: Defence HR system.

Notes

1. Figures in this table show permanent force *ab initio* enlistments (headcount).
2. Delta (Δ) figures show the difference in percentage of women from 30 June 2016 to 30 June 2015.
3. Cells highlighted in green indicate that the 2015–16 percentage of women was at least 5.0 per cent greater than the 2014–15 percentage of women.
4. Percentages may not sum due to rounding.

Table 5: ADF Gap Year, by gender, 2015-16 ^{[1][2][3][4]}

2015-16 Gap Year	Navy					Army					Air Force					ADF				
	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%
	39	50.0%	-	39	50.0%	60	24.0%	9.0%	190	76.0%	57	48.7%	22.1%	60	51.3%	156	35.1%	17.4%	289	64.9%

Source: Defence HR system.

Notes

1. Figures in this table show ADF Gap year enlistments
2. Delta (Δ) figures show the difference in percentage of women from 30 June 2016 to 30 June 2015.
3. Cells highlighted in green indicate that the 2015–16 percentage of women was at least 5.0 per cent greater than the 2014–15 percentage of women.
4. Percentages may not sum due to rounding
5. Navy had no Gap Year program in 2014-15.

Figure 4: Percentage of female ADF permanent force enlistments, by type and Service, 2015–16

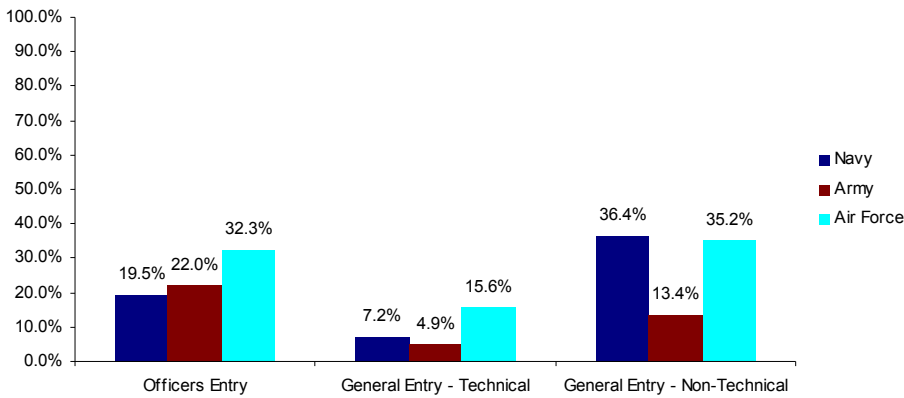


Figure 4 shows the proportion of female permanent force enlistments who have been appointed as Officers, and who have enlisted through General Entry for either Technical or Non-Technical roles. Technical roles for General Entry enlistees are the most challenging in recruiting women for all Services. For the Navy, General Entry for Non-Technical enlistments have a higher proportion of women than officer appointments; however, the opposite is true for the Army, where the proportion of women appointed as Officers is higher than for Non-Technical General Entry enlistments (this is likely due to previously restricted employment categories).

The proportion of women appointed as Officers in 2015-16 has slightly decreased for all three Services from 2014-15 as has the proportion of females enlisted as Navy General Entry-Technical. There have been increases for both General Entry—Technical and Non-Technical enlistees for Air Force, with an overall increase in General Entry enlistees of 5.1 per cent since 2014-15.

Figure 5: Percentage of female ADF permanent force ab initio enlistments, by type and Service, 2015–16

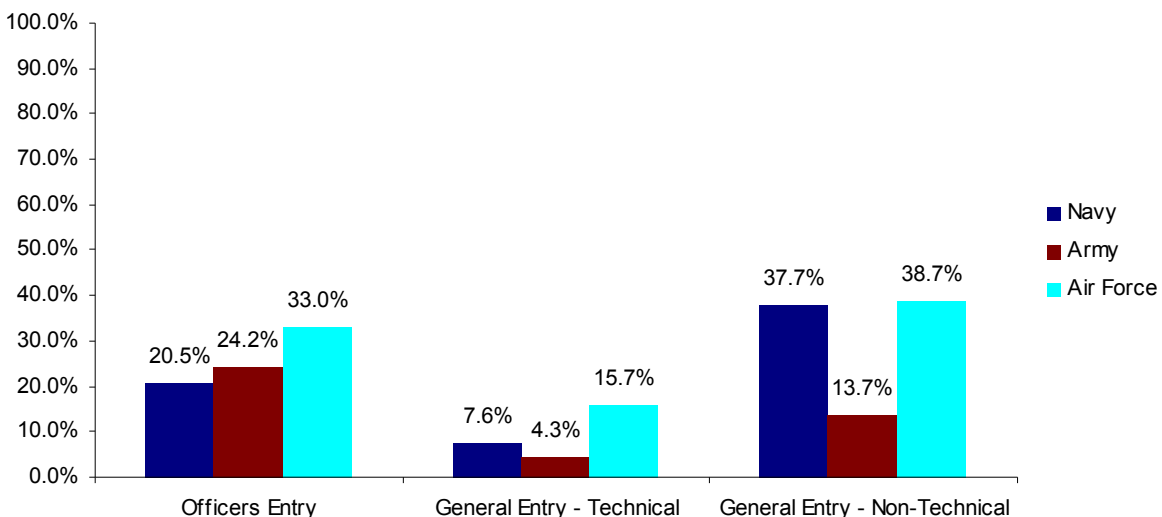


Figure 5 shows the proportion of female General Entry *ab initio* enlistments by type of enlistment for each Service. This includes recruits who have not had prior military service. *Ab initio* enlistments make up most of the total enlistments (4,688 out of 5,438), so the

proportions of female *ab initio* enlistments are very similar to the proportions seen in the total enlistments.

There has been an increase of six per cent in the total female Other Ranks *ab initio* enlistments for Air Force since 2014-15. Compared with 2014–15, the proportion of *ab initio* women in the 2015–16 officer intake and among General Entry—Technical enlistees slightly decreased, and the proportion of women in the *ab initio* General Entry—Non-Technical intake increased marginally.

Table 6: ADF permanent force prior service enlistments by gender, mode of entry, and rank group, 2015–16^{[1][2][3][4][5]}

2015-16	Navy					Army					Air Force					ADF					
	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%	
OVERSEAS ENTRANTS																					
Officers	0	0.0%	0.0%	1	100.0%	1	7.7%	2.9%	12	92.3%	1	50.0%	50.0%	1	50.0%	2	12.5%	9.5%	14	87.5%	
Sub-total Officer Entry	0	0.0%	0.0%	1	100.0%	1	7.7%	2.9%	12	92.3%	1	50.0%	50.0%	1	50.0%	2	12.5%	9.5%	14	87.5%	
Other Ranks																					
General Entry - Technical	0	0.0%	0.0%	3	100.0%	0	0.0%	0.0%	7	100.0%	0	-	0.0%	0	-	0	0.0%	0.0%	10	100.0%	
General Entry - Non-Technical	0	-	0.0%	0	-	0	0.0%	0.0%	13	100.0%	0	-	0.0%	0	-	0	0.0%	-3.3%	13	100.0%	
Sub-total Other Ranks (General Entry)	0	0.0%	-7.7%	3	100.0%	0	0.0%	0.0%	20	100.0%	0	-	0.0%	0	-	0	0.0%	-1.9%	23	100.0%	
Total Overseas Entrants	0	0.0%	-4.2%	4	100.0%	1	3.0%	1.4%	32	97.0%	1	50.0%	50.0%	1	50.0%	2	5.1%	2.8%	37	94.9%	
RESERVE TRANSFERS																					
Officers	3	15.0%	-18.3%	17	85.0%	6	14.6%	-24.4%	35	85.4%	7	33.3%	1.3%	14	66.7%	16	19.5%	-16.3%	66	80.5%	
Sub-total Officer Entry	3	15.0%	-18.3%	17	85.0%	6	14.6%	-24.4%	35	85.4%	7	33.3%	1.3%	14	66.7%	16	19.5%	-16.3%	66	80.5%	
Other Ranks																					
General Entry - Technical	1	6.7%	0.4%	14	93.3%	2	7.7%	3.1%	24	92.3%	0	0.0%	0.0%	1	100.0%	3	7.1%	2.4%	39	92.9%	
General Entry - Non-Technical	2	15.4%	-26.3%	11	84.6%	29	11.3%	-1.9%	227	88.7%	2	15.4%	-9.6%	11	84.6%	33	11.7%	-3.7%	249	88.3%	
Sub-total Other Ranks (General Entry)	3	10.7%	-10.7%	25	89.3%	31	11.0%	-1.5%	251	89.0%	2	14.3%	-5.7%	12	85.7%	36	11.1%	-2.7%	288	88.9%	
Total Reserve transfers	6	12.5%	-13.1%	42	87.5%	37	11.5%	-4.8%	286	88.5%	9	25.7%	-1.0%	26	74.3%	52	12.8%	-5.8%	354	87.2%	
SERVICE TRANSFERS																					
Officers	1	10.0%	10.0%	9	90.0%	1	14.3%	-5.7%	6	85.7%	3	23.1%	3.1%	10	76.9%	5	16.7%	2.4%	25	83.3%	
Sub-total Officer Entry	1	10.0%	10.0%	9	90.0%	1	14.3%	-5.7%	6	85.7%	3	23.1%	3.1%	10	76.9%	5	16.7%	2.4%	25	83.3%	
Other Ranks																					
General Entry - Technical	0	0.0%	0.0%	4	100.0%	2	100.0%	100.0%	0	0.0%	0	0.0%	0.0%	1	100.0%	2	28.6%	28.6%	5	71.4%	
General Entry - Non-Technical	1	50.0%	40.0%	1	50.0%	0	0.0%	0.0%	6	100.0%	1	6.7%	-23.3%	14	93.3%	2	8.7%	-8.3%	21	91.3%	
Sub-total Other Ranks (General Entry)	1	16.7%	9.0%	5	83.3%	2	25.0%	25.0%	6	75.0%	1	6.3%	-17.8%	15	93.8%	4	13.3%	-0.2%	26	86.7%	
Total Service Transfers	2	12.5%	6.9%	14	87.5%	3	20.0%	7.0%	12	80.0%	4	13.8%	-9.1%	25	86.2%	9	15.0%	1.2%	51	85.0%	
RE-ENLISTMENTS																					
Officers	1	33.3%	13.3%	2	66.7%	0	0.0%	-23.1%	7	100.0%	1	25.0%	25.0%	3	75.0%	2	14.3%	-3.1%	12	85.7%	
Sub-total Officer Entry	1	33.3%	13.3%	2	66.7%	0	0.0%	-23.1%	7	100.0%	1	25.0%	25.0%	3	75.0%	2	14.3%	-3.1%	12	85.7%	
Other Ranks																					
General Entry - Technical	0	0.0%	0.0%	12	100.0%	0	0.0%	0.0%	5	100.0%	2	16.7%	16.7%	10	83.3%	2	6.9%	6.9%	27	93.1%	
General Entry - Non-Technical	2	11.1%	-6.5%	16	88.9%	6	12.8%	6.8%	41	87.2%	5	29.4%	10.7%	12	70.6%	13	15.9%	5.0%	69	84.1%	
Sub-total Other Ranks (General Entry)	2	6.7%	-5.3%	28	93.3%	6	11.5%	6.3%	46	88.5%	7	24.1%	13.0%	22	75.9%	15	13.5%	5.3%	96	86.5%	
Total Re-enlistments	3	9.1%	-4.2%	30	90.9%	6	10.2%	1.6%	53	89.8%	8	24.2%	14.9%	25	75.8%	17	13.6%	3.8%	108	86.4%	
ADF GAP YEAR TRANSFERS																					
Officers	0	-	0.0%	0	-	0	-	0.0%	0	-	0	0.0%	0.0%	2	100.0%	0	0.0%	0.0%	2	100.0%	
Sub-total Officer Entry	0	-	0.0%	0	-	0	-	0.0%	0	-	0	0.0%	0.0%	2	100.0%	0	0.0%	0.0%	2	100.0%	
Other Ranks																					
General Entry - Technical	0	-	0.0%	0	-	0	0.0%	0.0%	1	100.0%	0	0.0%	0.0%	1	100.0%	0	0.0%	0.0%	2	100.0%	
General Entry - Non-Technical	0	-	0.0%	0	-	15	15.2%	15.2%	84	84.8%	3	17.6%	17.6%	14	82.4%	18	15.5%	15.5%	98	84.5%	
Sub-total Other Ranks (General Entry)	0	-	0.0%	0	-	15	15.0%	15.0%	85	85.0%	3	16.7%	16.7%	15	83.3%	18	15.3%	15.3%	100	84.7%	
Total ADF Gap Year Transfers	0	-	0.0%	0	-	15	15.0%	15.0%	85	85.0%	3	15.0%	15.0%	17	85.0%	18	15.0%	15.0%	102	85.0%	
Total Prior Service Entry	11	10.9%	-2.6%	90	89.1%	62	11.7%	-1.2%	468	88.3%	25	21.0%	0.7%	94	79.0%	98	13.1%	-1.2%	652	86.9%	

Source: Defence HR system.

Notes

1. Figures in this table show permanent force prior service enlistments (headcount).
2. Delta (Δ) figures show the differences in percentage of women from 30 June 2016 to 30 June 2015.
3. Cells highlighted in green indicate that the 2015–16 percentage of women was at least 5.0 per cent greater than the 2014–15 percentage of women.
4. Cells highlighted in orange indicate that the 2015–16 percentage of women was at least 5.0 per cent less than the 2014–15 percentage of women.
5. Percentages may not sum due to rounding.

Figure 6: Percentage of female ADF permanent force prior service enlistments, by type and Service, 2015–16

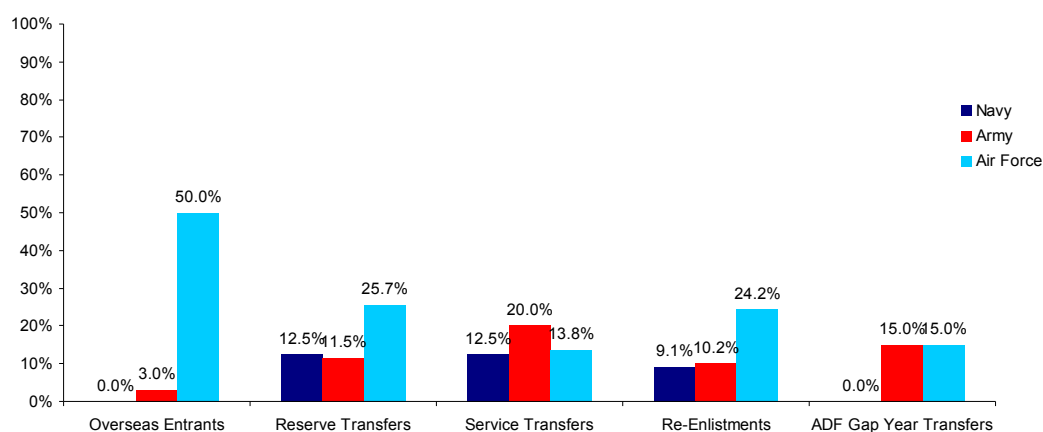


Figure 6 shows the proportion of women enlisted in the ADF who had prior service. Prior service enlistees make up 13.8 per cent of total enlistees, and women with prior service make up 10.0 per cent of total female enlistees. The most common type of prior service is Reserve service (54.1 per cent of all prior service enlistments). Reserve service transfers represent 53.1 per cent of all female prior service enlistments. However, Reserve transfers for female Officers have decreased for both Navy (-18.3 per cent) and Army (-24.4 per cent) since 2014-15.

The proportion of female ADF Gap Year programme transfers was 15 per cent for Army and Air Force⁷.

Recruitment of women initiatives

Navy

Navy has a strong history of innovation to address Gender equity. It has committed to increasing the number of women across all workgroups. Significant initiatives are underway to improve female presence. Quantifiable gender initiatives include the following:

- All Navy positions (sailor and officer) are open to women; and there is no upper limit on female recruitment for 2016-17.
- The Women in Navy website (hosted on the Defence jobs website) profiles job categories which are currently less well represented. Current serving female members that are pursuing and excelling in their role are profiled to provide potential candidates with direct insight into the career opportunities for women, particularly in non-traditional roles.
- Ongoing fielding of the Specialist Recruiting Team – Women (SRT-W), whereby four Navy positions (Petty Officer/Leading Seaman) are embedded within the Brisbane, Parramatta, Melbourne and Perth Recruiting Centres. The primary focus of the team is the attraction,

⁷ Figures unavailable for Navy Gap Year as it has only just commenced. Figures will be available in 2016-17.

mentoring and recruitment of female candidates. These positions are supported by a Lieutenant Commander position (Executive Officer of Diversity) at Headquarters Defence Force Recruiting (HQDFR) who provides oversight, support and direction to the progress of the SRT-W initiatives.

- Defined Navy recruiting goals have been implemented, particularly for employment categories in which women are less well represented (i.e. <15%), in order to aid and prioritise recruit identification to address the Navy's priority work groups.
- The Gap Year programme has been expanded and currently provides candidates with an opportunity to explore naval careers. Recruitment targets have increased from 75 in 2016 to 100 candidates in 2017, with intakes each quarter. The Navy has set a minimum female target of 60-70 per cent for the 2017 Gap Year programme; and 70 per cent is expected. Gap Year applications routinely exceed targets with offers distributed on merit.

Army

In 2015-16, additional effort has been invested into broadening the extant initiatives [Recruit when ready (RWR) and Recruit to area (RTA)] and in ensuring Defence Force Recruiting proactively markets these initiatives to women progressing through the recruiting process. Compared to 2014-15, the number of women recruited under the RTA initiative remained stable, while there was a small reduction in the number of women recruited under the Recruit When Ready Initiative (from 18 women in 2014-15 to 16 women in 2015-16). It should be noted that these special measures are neither required nor appropriate for all candidates.

From July until December 2015 Army offered a one year Initial Minimum Period of Service option for specific categories during which time 115 females were recruited under reduced IMPS. In January 2016 Army increased the categories offered under the reduced IMPS program and included a number of Arms Corps roles including Infantry, Artillery and Combat Engineers and adjusted the IMPS period to two years under this program. Under the revised IMPS program, 47 females have been recruited. It is not possible to ascertain whether the reduced IMPS program has increased the attraction of females given that the categories offered under the reduced IMPS program have been traditionally attractive to females. The categories being offered under this initiative are reviewed annually and it is probable that additional categories will be added in future.

Table 7: Recruitment of women initiatives, Army, 2015–16

Recruiting Initiative	Women Recruited
Recruit To Area	3
Recruit When Ready	16
Army Pre-Conditioning Course	40
Reduced Initial Minimum Period of Service (IMPS)	115 (under 1 year IMPS - Jul to Dec 2015)
	47 (under 2 year IMPS - Jan 16 onwards)

Source: Director General Personnel—Army

The Army Pre-Conditioning Course (APCC) has continued to be a successful initiative, assisting female recruits to meet the required entry-level fitness standard if they demonstrate suitability in all other requirements through Defence Force Recruiting. The number of women who completed this course increased in 2015-16, from 22 women in 2014-15 to 40 women in 2015-16. Due to this success, Army has expanded the APCC and from July 2016 commenced conducting the Army Pre-conditioning Program (APCP). To date 43 additional women have enlisted in the Army due to this opportunity. This course will allow for up to 250 women to be conditioned each year, ensuring they can commence recruit training. Army will work closely with Defence Force Recruiting to ensure that each APCP course is fully manned to increase female participation.

For women considering entering an Arms Corps, pre-enlistment training via the Army Physical Fitness Program (APFP) is offered. This 12 week strength and conditioning program is available to women entering an Arms Corps role, before they enlist, and delivered by strength and conditioning coaches. Options for residential in-service delivery of strength and conditioning training for female combat arms candidates are under development.

Gap Year 2016 commenced with 60 females enlisting into Army, of which seven have left during the recruit training course (four resigned and three were assessed as unsuitable for training). The total number of applications for Gap Year 2017 is 2,247 of which 715 (31.8 per cent) are females.

The Army continues to maintain its commitment to the DFR Specialist Recruiting Team – Women with 10 uniformed female members allocated to Defence Recruiting Centres in Perth, Brisbane, Canberra, Melbourne, Adelaide and Parramatta.

Air Force

During 2015–16, the Air Force implemented the following recruiting initiatives to attract and retain women:

Female Targets. As was the case in 2014–15, specific female recruiting targets were set against employment categories in which women are less well represented. These categories predominantly relate to the engineering, technical and aircrew workforces. For 2015–16 a total of 132 targets were set, with 94 achieved (71.2 per cent). This maintained performance from an achievement of 93 against a target of 126 (73.8 per cent) during 2014–15. The establishment of female recruiting targets will continue for the foreseeable future.

Reduced Initial Minimum Period of Service (IMPS). Commencing in July 2013, the Air Force implemented a two-year trial of IMPS reductions for many employment categories. The trial has been extended for an additional two years to the end of 2016–17 to enable a more accurate assessment of the success of this initiative. During 2015–16, 97 female airmen and 46 female Officers (143 total) were recruited to workforces with a reduced IMPS. This figure is an increase of the 83 total from 2014–15.

Changes to Female Pilot Obligations. The Air Force has set aside the IMPS for direct entry female pilots and is trialling a two-year return of service obligation commencing on graduation from the initial operational conversion course. This initiative removes an otherwise lengthy on-appointment commitment which might dissuade women from joining the Air Force as a pilot. In 2015–16, five female direct entry pilots who will be managed under this initiative were recruited.

Graduate Pilot Scheme. The Graduate Pilot Scheme is a targeted pilot recruitment model that aims to encourage women already pursuing careers as civilian pilots and studying a Bachelor of Aviation degree at a civilian university to consider joining the Air Force. Due to a structural change in the Griffith University course no female pilots were able to be recruited under this scheme in 2015-2016. In 2016-2017 the intent is to update the implementation methodology of the scheme to both reinstate Griffith as an eligible University and to increase the number of eligible Universities. This will ultimately include all Universities offering a Bachelor of Aviation in this scheme.

Experiential Camps Air Force continues to run its experiential camp program for women aged between 16 and 24 years. This experiential camp program commenced in 2013 and is designed to raise Air Force's profile as an employer of choice for women. The primary objective of the two programs, Flight Camp and Tech Camp, is to provide a hands-on learning opportunity for young women to experience Air Force aviation (particularly pilot) and technical roles respectively. The camps provide a week of positive, tailored work experiences to participants, promoting the Air Force as a positive employment option, particularly for non-traditional employment roles. This includes the opportunity to engage with current serving women working in these roles and exposure to Air Force life, fitness standards, leadership and adventurous training. The majority of participants indicate a willingness to join Air Force following their attendance at the camp.

In 2016 Flight Camps that have already been held at Amberley and East Sale, with 16 and 12 participants respectively. Another camp is programmed for

Pearce in October 2016. One Tech Camp has been held in 2016 with 21 participants. To date, all programs have been fully subscribed and as at July 2016 a total of 160 participants have attended Flight Camp and Tech Camp since its commencement.

The experiential camp statistics are outlined in Table 8 below. These numbers change regularly as individuals progress through the recruitment pipeline.

Table 8: Experiential Camp Statistics 2013 – 2016

	Flight Camp	Tech Camp
Enlisted/Appointed	Total of 18 broken down as follows: 6 x Pilot 3 x Air Combat Officer 3 x JBAC 1 x AERO 1 x People Capability Officer 1 x Intel 1 x Army Pilot 1 x Army GSO 1 x Navy Steward	1 (1x ATECH)
Engaged/Pending with Defence Force Recruiting	40	14
Not engaged with Defence Force Recruiting	37	10
Engaged but withdrawn - medical/other	34	6
TOTAL	129	31

Source: Director General Personnel—Air Force.

Recruitment Guide. A guide for women navigating the Air Force recruitment path was developed by Air Force and released in 2016. This guide, titled ‘PropElle’ contains practical advice aimed to support female candidates through the recruitment process covering all stages of recruiting including preparing for aptitude testing, interview techniques, flight screening and physical fitness.

Average time taken to progress through the recruitment process

For many women interested in a career in the ADF, the recruitment process is their first experience with the ADF. Candidates pass through a number of stages in the recruitment pathway, assisted by their Case Manager. The length of time candidates spend in the recruitment process can vary due to the various tests and checks that must be completed and vacancies in training establishments. Officer or specific trade candidates may take longer in the process due to courses being available only once or twice a year. The processing timeline varies for each individual candidate.

In relation to processing time for applications, it should be noted that due to current Recruit Management System limitations Defence Force Recruiting is unable to readily track candidate withdrawal times. Application refers to the date in which a candidate record is created in the recruiting system, indicating a desire by the candidate to investigate a job role within the ADF. Candidates that withdraw from the recruitment process without Enlisting or Appointing can reactivate at a later date. Reactivations do not result in a new Application date as no new record is required in the recruiting system due to the original record resuming. Accordingly, any measure showing average time taken to progress through the recruitment process includes any periods during the process where the candidate was withdrawn. Defence Force Recruiting has recognised that there are many reasons why the time in process will be

extended, particularly for roles that only have one or two intakes per year such as the Australian Defence Force Academy and the Royal Military College – Duntroon. The average time from application to Letter Of Offer is currently nine months. Work is underway to reduce this to three months with changes to the Service Delivery Model.

Table 9 shows the average time taken for male and female applicants to progress through the recruiting process in 2015-16 from application to enlistment/appointment.

Table 9: Average Days in the Recruiting Process - Application to enlistment/Appointment (Full-Time), 2015-16^{[1][2][3][4][5][6][7]}

2015-16	Navy				Army				Air Force			
	Women	Men	Total	Difference (W-M)	Women	Men	Total	Difference (W-M)	Women	Men	Total	Difference (W-M)
Officer Entry	414	496	474	-82	435	439	438	-4	463	506	489	-43
General Entry	383	372	375	11	370	384	382	-14	413	449	438	-36
Full Time Total	387	389	388	-2	383	389	388	-6	431	464	453	-33
Gap Year Total	369	391	380	-22	332	345	342	-13	369	334	351	35

Source: Defence Force Recruiting

Notes:

1. Figures relate to Full Time (Permanent) entry only.
2. Application Created date refers to when a candidate record was created in Powerforce.
3. This data does not account for candidates withdrawing from the process and subsequently reactivating their application. That is, it represents total time, not application active time.
4. Time in process can be influenced by the application of the Defence Force Recruiting Service Delivery Model process, candidate initiated actions and support provided by parties external to Defence Force Recruiting (i.e. credentialing, Service Suitability Checks, provision of Letter Of Offer for Officers, Medical Specialist Reports, etc.).
5. Candidate initiated actions that could extend time in process include waiting for a desired job role to become available.
6. General Entry data is exclusive of Gap Year roles (Gap Year presented separately)
7. In order to address the inability to identify periods of candidate inactivity, data has been restricted to within a 2 year period as this is the longest processing time required for ADFA Education Award candidates where their application would always remain active. Applicants apply for this during their Year 11 studies resulting in a very long lead time between initial application and final appointment date.

For all three Services and across both Officer and General Entry pathways it can be seen that women spend, on average, either less time in the recruiting process than males (most notably for Navy Officer Entry and Air Force Officer and General Entry) or a similar amount of time as males. Reduced female recruiting timeframes can be attributed to the additional focus by DFR on expediting female time in process. DFR has implemented various initiatives including the increased focus on diversity, mentoring females through the recruiting process and the prioritisation of females into job roles.

Navy and Army female Gap Year candidates also spent a slightly shorter period of time in the recruiting process than males, while Air Force female Gap Year candidates spent longer in the process. The Air Force Gap Year program was extremely popular with females, with over 400 candidates applying. Consequently, the disproportionately large number of candidates increased the overall time in process compared to men.

Tables 10 and 11 show the average time taken between two distinct points in the recruitment process. These include from application to the time a letter of offer is provided, as well as from the time a letter of offer is provided to

enlistment/appointment. The letter of offer reflects the date the candidate was offered enlistment/appointment in the ADF.

Table 10: Average Days in the Recruiting Process - Application to Letter of Offer (Full-Time), 2015-16^{[1][2][3][4][5][6][7][8]}

2015-16	Navy				Army				Air Force			
	Women	Men	Total	Difference (F-M)	Women	Men	Total	Difference (F-M)	Women	Men	Total	Difference (F-M)
Officer Entry	372	455	433	-83	398	415	410	-17	442	487	468	-45
General Entry	315	311	312	4	326	320	321	6	347	377	368	-30
Full Time Total	322	330	328	-8	340	329	330	11	379	403	395	-25
Gap Year Total	276	267	271	9	244	253	251	-9	316	271	293	45

Source: Defence Force Recruiting

Notes:

1. Figures relate to Full Time (Permanent) entry only.
2. Application Created date refers to when a candidate record was created in Powerforce.
3. Some candidate Letter of Offer information could not be determined resulting in minor variance between the Application to Enlistment/Appointment data and the Application to Letter of Offer data. This is most prevalent in the categories with smaller volumes of candidates.
4. This data does not account for candidates withdrawing from the process and subsequently reactivating their application. That is, it represents total time, not application active time.
5. Time in process can be influenced by the application of the Defence Force Recruiting Service Delivery Model process, candidate initiated actions and support provided by parties external to Defence Force Recruiting (i.e. credentialing, Service Suitability Checks, provision of Letter Of Offer for Officers, Medical Specialist Reports, etc.).
6. Candidate initiated actions that could extend time in process include waiting for a desired job role to become available.
7. General Entry data is exclusive of Gap Year roles (Gap Year presented separately)
8. In order to address the inability to identify periods of candidate inactivity, data has been restricted to within a 2 year period as this is the longest processing time required for ADFA Education Award candidates where their application would always remain active.

Table 11: Average Days in the Recruiting Process - Letter of Offer to Enlistment/Appointment (Full-Time), 2015-16^{[1][2][3][4][5][6][7]}

2015-16	Navy				Army				Air Force			
	Women	Men	Total	Difference (F-M)	Women	Men	Total	Difference (F-M)	Women	Men	Total	Difference (F-M)
Officer Entry	40	35	36	5	41	39	40	2	38	31	33	7
General Entry	82	81	81	2	61	86	83	-25	96	97	96	-1
Full Time Total	77	74	75	3	57	82	78	-25	79	79	79	0
Gap Year Total	112	121	117	-9	87	95	93	-8	68	62	65	6

Source: Defence Force Recruiting

Notes:

1. Figures relate to Full Time (Permanent) entry only.
2. Some candidate Letter of Offer information could not be determined resulting in minor variance between the Application to Enlistment/Appointment data and the Application to Letter of Offer data. This is most prevalent in the categories with smaller volumes of candidates.
3. This data does not account for candidates withdrawing from the process and subsequently reactivating their application. That is, it represents total time, not application active time.
4. Time in process can be influenced by the application of the Defence Force Recruiting Service Delivery Model process, candidate initiated actions and support provided by parties external to Defence Force Recruiting (i.e. credentialing, Service Suitability Checks, provision of Letter Of Offer for Officers, Medical Specialist Reports, etc.).
5. Candidate initiated actions that could extend time in process include waiting for a desired job role to become available.
6. General Entry data is exclusive of Gap Year roles (Gap Year presented separately)
7. In order to address the inability to identify periods of candidate inactivity, data has been restricted to within a 2 year period as this is the longest processing time required for ADFA Education Award candidates where their application would always remain active.

For all three Services and across both Officer and General Entry pathways it can be seen that women spend, on average, either less time between the application and letter of offer stage of the recruiting process than males (most notably for Navy Officer Entry and Air Force Officer and General Entry) or a similar amount of time as males.

Between letter of offer and enlistment/appointment, time spent in the recruiting process was very similar for men and women across all Services and entry pathways, with the most notable difference being for Army General Entry where females spent, on average, less time in the process.

Conversion Rates – Measuring Success in the Recruiting Process

Conversion rates provide an important way of measuring success at various stages of the ADF recruitment process, by showing the number of enquiries, Your Options Unlimited (YOU) session attendees, Assessments and letters of offer that occur in a rolling 12 month period, to produce one enlistee (Officer or Other Rank). It also provides a means by which candidate drop-offs in the recruitment process can be assessed and any improvements (where required) be directed.

Table 12 shows conversion rates for male and female Full Time applicants in 2015-16. Figures are shown for both Technical and Non-Technical General Entry pathways, as well as a range of Officer Entry pathways. Conversion rates are influenced by a range of factors including (but not limited to) the attractiveness of certain careers in the ADF, the suitability of applicants for these careers, the level of difficulty associated with assessment processes and the number of roles available.

HOW DO I READ A CONVERSION RATE?

8.4 (Enquiries): 12.1 (YOU session): 3.8 (Assessment): 1.4 (Letter of Offer): 1 (Enlistee)

Table 12: Conversion Rates (Full-Time applicants), 2015-16^{[1][2]}

Female				
AVENUE OF ENTRY	NAVY	ARMY	AIR FORCE	ADF
FULL TIME				
GENERAL ENTRY				
General Entry Non- Technical	8.4 : 12.1 : 3.8 : 1.4 : 1	11.8 : 14.8 : 3.4 : 1.4 : 1	9.4 : 13.8 : 3.8 : 1.3 : 1	10.2 : 13.8 : 3.6 : 1.4 : 1
General Entry Technical	8 : 4.8 : 2.3 : 1.4 : 1	15.4 : 15.4 : 2.9 : 1.1 : 1	7.1 : 7.2 : 2.9 : 1.2 : 1	9 : 7.9 : 2.7 : 1.3 : 1
GENERAL ENTRY TOTAL	8.3 : 11.3 : 3.6 : 1.4 : 1	11.9 : 14.9 : 3.4 : 1.4 : 1	9 : 12.8 : 3.7 : 1.3 : 1	10.1 : 13.3 : 3.5 : 1.4 : 1
OFFICER ENTRY				
Direct Entry Officer/Graduate Officer	24.6 : 19.3 : 4.8 : 1.3 : 1	67.8 : 51.5 : 5.6 : 1 : 1	35.1 : 30 : 5.7 : 1.1 : 1	44.1 : 35 : 5.4 : 1.1 : 1
Direct Entry Officer/Graduate Pilot	23 : 20 : 3 : 1 : 1		35.4 : 29.2 : 7.4 : 1 : 1	35 : 30 : 6.8 : 1 : 1
Direct Entry Officer/Graduate Non-Pilot	21.3 : 17.3 : 4.4 : 1.4 : 1	123.1 : 90.9 : 6.3 : 1 : 1	41.7 : 31.9 : 5.5 : 1.2 : 1	50.1 : 38 : 5.2 : 1.2 : 1
Undergraduate Officer	83 : 52 : 14 : 1 : 1	42.5 : 33.1 : 5.3 : 1.1 : 1	21.6 : 26.6 : 5.1 : 0.9 : 1	37 : 31.6 : 5.5 : 1 : 1
Royal Military College	n.a.	14.9 : 15.4 : 4.7 : 1.6 : 1	n.a.	14.9 : 15.4 : 4.7 : 1.6 : 1
Royal Military College Pilot	n.a.		n.a.	
Royal Military College Non-Pilot	n.a.	14.1 : 14.4 : 4.5 : 1.6 : 1		14.1 : 14.4 : 4.5 : 1.6 : 1
Australian Defence Force Academy	16 : 14.6 : 4.5 : 1.3 : 1	25.9 : 18.5 : 3.5 : 1.1 : 1	14.9 : 13.8 : 4.3 : 1 : 1	19 : 15.6 : 4.1 : 1.1 : 1
Australian Defence Force Academy Pilot		15.5 : 12.5 : 3 : 1 : 1	33.2 : 31.3 : 8.8 : 1 : 1	31.5 : 29 : 7.9 : 1 : 1
Australian Defence Force Academy Non-Pilot	14.3 : 13.2 : 4.2 : 1.3 : 1	26.8 : 19 : 3.5 : 1.1 : 1	11.1 : 10.2 : 3.4 : 1 : 1	17.4 : 14 : 3.6 : 1.1 : 1
OFFICER ENTRY TOTAL	21.1 : 17.4 : 4.7 : 1.3 : 1	36.9 : 30.4 : 4.6 : 0.8 : 1	25 : 21.9 : 5 : 1 : 1	29.3 : 24.7 : 4.8 : 1 : 1
FULL TIME TOTAL	12.6 : 12 : 3.7 : 1.4 : 1	19.7 : 17.4 : 3.6 : 1.4 : 1	16.5 : 15.1 : 4 : 1.3 : 1	16.8 : 15.3 : 3.7 : 1.4 : 1

Male				
AVENUE OF ENTRY	NAVY	ARMY	AIR FORCE	ADF
FULL TIME				
GENERAL ENTRY				
General Entry Non- Technical	6.4 : 10.6 : 3.8 : 1.1 : 1	5.2 : 7.6 : 2.8 : 1.2 : 1	8.6 : 13.8 : 4.2 : 1.2 : 1	5.7 : 8.5 : 3.1 : 1.2 : 1
General Entry Technical	3.4 : 4.3 : 2.5 : 1.1 : 1	11.3 : 11.9 : 2.7 : 1.2 : 1	12.1 : 11 : 3.3 : 1 : 1	8.2 : 8.5 : 2.7 : 1.1 : 1
GENERAL ENTRY TOTAL	4.9 : 7.4 : 3.1 : 1.1 : 1	6 : 8.1 : 2.8 : 1.2 : 1	10 : 12.7 : 3.8 : 1.1 : 1	6.2 : 8.5 : 3 : 1.1 : 1
OFFICER ENTRY				
Direct Entry Officer/Graduate Officer	12.6 : 13.2 : 4.9 : 1 : 1	71.3 : 63 : 8.7 : 1.1 : 1	25.9 : 27.7 : 7.6 : 1 : 1	26.3 : 26.3 : 6.7 : 1 : 1
Direct Entry Officer/Graduate Pilot	24 : 22.8 : 4.8 : 1 : 1	31.5 : 29.8 : 5.5 : 1 : 1	18.3 : 20.9 : 7.5 : 1 : 1	20 : 21.8 : 7 : 1 : 1
Direct Entry Officer/Graduate Non-Pilot	11.4 : 12.3 : 5.2 : 1 : 1	145.6 : 123.1 : 7.6 : 1 : 1	36.4 : 35.4 : 7.9 : 1 : 1	29.7 : 28.3 : 6.3 : 1 : 1
Undergraduate Officer	13.5 : 13.5 : 3.6 : 0.9 : 1	41.2 : 39.1 : 10.3 : 1.3 : 1	17.3 : 26.6 : 6.6 : 0.8 : 1	25.1 : 27.2 : 7.1 : 1 : 1
Royal Military College	n.a.	7.1 : 9.6 : 4.8 : 1.2 : 1	n.a.	7.1 : 9.6 : 4.8 : 1.2 : 1
Royal Military College Pilot	n.a.	6.3 : 6.9 : 2.1 : 1 : 1	n.a.	6.3 : 6.9 : 2.1 : 1 : 1
Royal Military College Non-Pilot	n.a.	7.2 : 9.9 : 5 : 1.2 : 1	n.a.	7.2 : 9.9 : 5 : 1.2 : 1
Australian Defence Force Academy	11.9 : 10 : 2.9 : 1 : 1	20.5 : 15.7 : 4 : 1.1 : 1	37.4 : 31.4 : 8.4 : 1 : 1	23.2 : 18.7 : 5 : 1 : 1
Australian Defence Force Academy Pilot	13.5 : 8.4 : 2.6 : 1 : 1	17.3 : 12.8 : 3 : 0.9 : 1	96.4 : 81.1 : 16.7 : 1.1 : 1	52.1 : 42.5 : 9.1 : 1 : 1
Australian Defence Force Academy Non-Pilot	11.6 : 10.3 : 3 : 1 : 1	20.8 : 15.9 : 4.1 : 1.1 : 1	18.6 : 15.6 : 5.7 : 1 : 1	18.1 : 14.6 : 4.3 : 1.1 : 1
OFFICER ENTRY TOTAL	12.3 : 11.9 : 4.1 : 1 : 1	16.9 : 17.1 : 2.1 : 0.5 : 1	30.5 : 29.2 : 7.9 : 1 : 1	19.7 : 19.3 : 4.2 : 0.8 : 1
FULL TIME TOTAL	7.3 : 8.1 : 3.3 : 1.1 : 1	8.3 : 8.9 : 3 : 1.2 : 1	17.2 : 16.8 : 4.8 : 1.1 : 1	9.4:9.3:3.3:1.1:1

Source: Defence Force Recruiting

Notes:

1. Figures relate to Full-Time (ADF Permanent) applicants only.
2. Some anomalies may occur, where a conversion ratio increases from one stage to the next. This may occur between the Enquiry and YOU stages, as enquirers may not have a preference at the Enquiry stage and will not be allocated to a Service (and therefore not reported in the Service numbers) until they reach the YOU stage. In other instances, this may occur where applicants are managed directly by the Services at a particular stage (for example, sending out the Letter of Offer) and are therefore not accounted for in the Defence Force Recruiting ratios.

Overall examination of conversion rates show noticeable drop offs between attendance at a YOU session and assessment stage, suggesting that a large number of applicants exit the recruitment pathway prior to reaching the assessment stage.

Examination of conversion rates for male and female candidates overall shows that for both Navy and Army, a greater number of enquiries as well as YOU attendees were required in order to produce a single female enlistee than male enlistees. This difference was particularly the case for Army applicants and most notably Army Officer Entrants. There was also a notable drop off in female candidates progressing to the assessment stage, suggesting that a higher number of female candidates are exiting the process at the YOU stage. Further, the number of female enquiries for Army General Entry was almost double that required to produce one male enlistee.

For Navy, the number of Navy Officer enquiries and YOU session attendees required in order to gain one enlistee was also notably higher for females than for males. There was also a larger drop-off between YOU session attendance and the assessment stage of the process.

For Air Force, gender differences were less prevalent, with similar overall conversion rates for men and women. The most notable difference was for Officer Entry, where a higher rate of enquiries and YOU session attendees were required to produce one male enlistee than one female enlistee.

Progress towards success

Women spend a similar amount of time, occasionally less time, in the recruitment pathway as men. However, conversion rates indicate that the number of Officer enquiries required to gain one appointee were higher for females than males in Navy and Army.

Satisfaction with the recruitment process

In order to ensure the retention of women in the recruitment pathways at the rates required to improve female recruiting levels into the ADF, it is important to ensure a positive recruitment experience. Table 13 shows of those who commenced in the ADF in 2015, how satisfied they were with their recruitment experience.

Table 13: Satisfaction with Recruitment by Gender, 2015-16 ^{[1][2][3][4]}.

YourSay Survey	Navy		Army		Air Force		Total ADF	
	Women	Men	Women	Men	Women	Men	Women	Men
Overall, how would you rate your recruitment experience?	67.1%	67.2%	69.6%	72.0%	65.9%	64.4%	67.9%	69.7%

Source: YourSay Starters Survey 2015

Notes

1. Data includes responses from ADF personnel who commenced in calendar year 2015
2. Cells highlighted in green indicate that 2015 responses were significantly more positive than for 2014
3. Cells highlighted in red indicate that 2015 responses were significantly less positive than for 2014
4. Differences are based on statistical significance ($p < .05$) and measure of association (Cramer's $V > .01$).
4. Responses are those who were satisfied/very satisfied.

Overall rates of positivity between females and males were comparatively similar across all three Services, with around two thirds or more of both females and males reporting satisfaction with their recruitment experience.

Progress towards success

Satisfaction with the recruitment process was similar for males and females, with approximately two-thirds of both genders reporting that they were satisfied or very satisfied with the process. Continuing to address areas where there is dissatisfaction with the process will improve the overall recruiting pathway continuum.

Chapter 2: Learning, Training, Education and Development

We will know we have reached success in gender diversity and inclusion in Learning, Training, Education and Development when:

- women successfully complete recruit training at a rate comparable to men. (KPI 7, 9 & 10)
- women participate in Defence-sponsored education at a rate comparable to men.
- women take career breaks at a rate comparable to men.

Supporting Policy:

PACMAN Volume 1, Chapter 5, Part 8 – Leave Without Pay

Purpose – “This Part sets out how a member may take absence from duty when they wish to continue to serve in the ADF but no other leave type meets their needs”

Learning, training, education and development throughout the career continuum provides a key foundation for the military, professional and leadership skills required to undertake the broad range of roles within which ADF members are employed. From initial recruit training (including for many Officers tertiary education) to courses and qualifications that seek to advance the skills and capabilities of members later in their career; learning, training, education and development is central to employment in and advancement within the ADF.

Accordingly, to improve gender diversity in the ADF, it is vital that women in the ADF are supported to participate in and to successfully complete learning, training, education and development opportunities in order to both improve initial entry training outcomes and for their later career advancement.

This section examines the extent to which women successfully complete initial entry training, participate in Defence-sponsored education and take career breaks.

Training completion rates (Service Ab-Initio and Recruit Training)

All new entrants to the ADF have to undergo initial entry training or *ab initio* training. The function of this training is to prepare new entrants for military service and to induct them into the Defence organisation. This training is physically challenging and mentally demanding. Trainees are required to work hard for up to seven days a week with little time for recreation. They learn and develop many new skills; however, some find military life difficult and are unable to complete the course due to a variety of reasons. Some will withdraw completely deciding that military life is not for them while others will be ‘back-classed’.

Back-classing occurs if a trainee is unable to continue on a course (for example for medical or compassionate reasons) or fails to satisfactorily

complete an element of a training course. They may be placed on the next available training course to enable completion. Back-classing is at the discretion of the training institution along with the determination of how much of the training course each trainee would need to complete.

An important aspect of any training is that all trainees are treated equally and that the nature of the training itself does not unnecessarily discriminate against one group. If aspects of the training did discriminate in favour of one group over another it is reasonable to expect that this would become evident in the completion rates. The following tables detail commencement, completion and non-completion results for persons attending their initial training at each of the Services' recruit and Officer training schools. As this is the first time that data of this nature has been collected in such detail there are some reporting discrepancies. Current reporting systems lack the capacity to easily distinguish between first time entrants and those who have been back-classed in the previous financial year thereby affecting data fidelity, in particular minimum time data. This is especially true for the Other Rank data due to the volume of those undertaking the courses. Over time it is expected that the reliability of the data will improve with the Services working towards enhanced data collection methods that will incorporate the new reporting requirements.

Tables 14 and 15 show those trainees who undertook an *ab initio* course due for completion in FY2015-16 and passed, and if they did not pass the reasons why. These figures include those who may have been back-classed during the financial year from another course intake.

Table 16 is the number of those who in FY2015-16 undertook *ab initio* training for the first time and passed in the minimum time and their success rate. Of those who undertook the course for the first time and failed (did not complete in the minimum time), the reasons for failure are shown in table 17.

A comparison between tables 15 and 17 also gives an indication of the impact of back-classing as a result of failure on the total number of graduates for that year.

Table 14: The number and proportion of Other Ranks and Officers who commenced by those who completed *ab initio* training in FY2015-16 ^{[1][2][3]}

	Navy				Army				Air Force			
	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%
Other Ranks												
Commenced the course	279	100%	800	100%	366	100%	2364	100%	178	100%	386	100%
Completed the course	236	85%	739	92%	316	86%	2053	87%	175	98%	359	93%
Officers												
Commenced the course	47	100%	191	100%	48	100%	268	100%	61	100%	120	100%
Completed the course	45	96%	180	94%	24	50%	147	55%	57	93%	110	92%

Source: Navy – Director General Navy People; Army – Royal Military College; Air Force – Director General Personnel Air Force

Notes:

1. Navy: Courses included are New Entry Officer Course (NEOC 53 and 54), Warrant Officer Senior Sailor Entry Course (WOSSEOC 02/15 and 01/16), Lateral Initial Entry Training Course, General Service Duties Recruit Course (General Entry 333-342) and Defence Indigenous Development Program – Navy (intakes 4 and 5).
2. Army: Numbers have been provided from the following courses – 212682 – ARA GSO FT FAC Direct Entry Session 0005 and 0006; 204549 – Army Recruit Course Sessions 0614-0676 (less 0625 & 0626)
3. Air Force: The officer course refers to Initial Officer Course (IOC) conducted by Officers Training School and the airmen course is the Recruit Course conducted by No 1 Recruit Training Unit (1RTU).

Table 15: Reasons for non-completion in FY 2015-16 ^{[1][2]}

	Navy				Army				Air Force			
	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%
Other Ranks												
Failed course	0	-	0	-	8	16.0%	13	4.2%	0	0.0%	0	-
Withdrawal (Compassionate or medical)	3	7.0%	8	13.1%	20	40.0%	164	52.7%	1	33.3%	9	33.3%
Withdrawal (disciplinary)	0	-	1	1.6%	0	-	2	0.6%	0	-	0	0.0%
Withdrawal (other)	40	93.0%	52	85.2%	22	44.0%	132	42.4%	2	66.7%	18	66.7%
Exempted	0	-	0	-	0	-	0	-	0	-	0	-
Waived	0	-	0	-	0	-	0	-	0	-	0	-
Officers												
Failed course	1	50.0%	7	63.6%	9	37.5%	46	38.0%	3	75.0%	7	70.0%
Withdrawal (Compassionate or medical)	0	-	1	9.1%	6	25.0%	31	25.6%	1	25.0%	2	20.0%
Withdrawal (disciplinary)	0	-	1	9.1%	0	-	1	0.8%	0	-	0	-
Withdrawal (other)	1	50.0%	2	18.2%	9	37.5%	43	35.5%	0	-	1	10.0%
Exempted	0	-	0	-	0	-	0	-	0	-	0	-
Waived	0	-	0	-	0	-	0	-	0	-	0	-

Source: Navy – Director General Navy People; Army – Royal Military College; Air Force – Director General Personnel Air Force

Notes:

1. Navy: “Withdrawal (other)” encompasses: Discharge At Own Request, Day 64 Discharges (IAW ABR10 Ch22, Annex F) and Withdrawal of Parental Consent.
2. Air Force: The data associated with the reasons for non-completion is challenging to track when a member is back-classed on multiple occasions within a single training year.

Training commencements and completion rates for women and men varied across the services. Completion rates for Navy women Other Ranks were less than those for men; however, for Officers, women were more likely to complete their *ab initio* training than men. Army completion rates for women and men at the Other Rank level were similar with over eight in ten passing. Completion rates between Army Officer women and men were also very similar albeit low overall with around only five in ten passing. Both Officers and Other Rank women within Air Force were more likely than men to complete their respective courses, while male and female Officers had similar rates of completion.

The reasons for non-completion at the Other Rank level are similar but represented in quite different proportions. For Navy most of the Other Rank non-completions are for *withdrawing from training at Day 64/parental consent withdrawn* (male 85 per cent, female 95 per cent), this is also the case for Air Force (male and female 66.7 per cent) and female Army entrants (44 per cent). Whereas for male Army entrants, the main reason for non-completion is *medical/compassionate* (44 per cent).

Table 16: The number and proportion of women and men who commenced for the first time and successfully completed an *ab initio* course in the minimum period in FY2015-16 ^{[1][2][3]}

	Navy				Army				Air Force			
	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%
Other Ranks												
Commenced the course	279	100%	800	100%	325	100%	2064	100%	175	100%	359	100%
Completed the course <i>in the minimum period</i>	224	80%	656	82%	210	65%	1821	88%	141	81%	328	91%
Officers												
Commenced the course	47	100%	191	100%	33	100%	169	100%	59	100%	111	100%
Completed the course <i>in the minimum period</i>	45	96%	174	91%	16	48%	97	57%	52	88%	97	87%

Source: Navy – Director General Navy People; Army – Director General Personnel Army; Air Force – Director General Personnel Air Force

Notes:

1. Navy: Courses included are New Entry Officer Course (NEOC 53 and 54), Warrant Officer Senior Sailor Entry Course (WOSSEOC 02/15 and 01/16), and Lateral Initial Entry Training Course
2. Army: Numbers have been provided from the following courses – 212682 – ARA GSO FT FAC Direct Entry Session 0005 and 0006; 20549 – Army Recruit Course Sessions 0614-0676 (less 0625 & 0626)
3. Air Force: The officer course refers to Initial Officer Course (IOC) conducted by Officers Training School and the airmen course is the Recruit Course conducted by No 1 Recruit Training Unit (1RTU).

Table 17: Reasons for non-completion within the minimum period on the first attempt by gender for FY 2015-16 ^[1]

	Navy				Army				Air Force			
	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%
Other Ranks												
Failed course	12	21.8%	83	57.6%	64	55.7%	101	41.6%	32	91.4%	21	87.5%
Withdrawal (Compassionate or medical)	3	5.5%	8	5.6%	27	23.5%	79	32.5%	3	8.6%	3	12.5%
Withdrawal (disciplinary)	0	-	1	-	0	-	0	-	0	-	0	-
Withdrawal (other)	40	-	52	-	24	20.9%	63	25.9%	0	-	0	-
Exempted	0	-	0	-	0	-	0	-	0	-	0	-
Waived	0	-	0	-	0	-	0	-	0	-	0	-
Officers												
Failed course	1	50.0%	13	76.5%	5	29.4%	22	30.6%	4	57.1%	11	78.6%
Withdrawal (Compassionate or medical)	0	-	1	5.9%	4	23.5%	15	20.8%	3	42.9%	2	14.3%
Withdrawal (disciplinary)	0	-	1	5.9%	0	-	0	-	0	-	0	0.0%
Withdrawal (other)	1	50.0%	2	11.8%	8	47.1%	35	48.6%	0	-	1	7.1%
Exempted	0	-	0	-	0	-	0	-	0	-	0	-
Waived	0	-	0	-	0	-	0	-	0	-	0	-

Source: Navy – Director General Navy People; Army – Director General Personnel Army; Air Force – Director General Personnel Air Force

Notes:

1. Navy: 'Withdrawal (other)' encompasses: Discharge At Own Request, 'Day 64' Discharges and Withdrawal of Parental Consent.

Navy rates of completion on the first attempt at *ab initio* training were similar for women and men at both the Other Rank and Officer levels, with eight in ten Other Ranks and nine in ten Officers completing.

In Army 65 per cent of women at the Other Rank level completed their *ab initio* training within the minimum period on their first attempt compared to 88 per cent of men. At the Officer rank 48 per cent of women completed training in the minimum period on their first attempt compared to 57 per cent of men.

In Air Force 82 per cent of women at the Other Rank level passed in the minimum period on their first attempt compared to 91 per cent of men. For Officers the initial attempt pass rates were similar with more than eight in ten women and men passing the first time.

Course failure is the main reason for non-completion within the minimum period for all ADF Other Ranks. Officers within Navy and Air Force are most likely to not complete due to course failure; however, Army Officers are more likely to have not completed due to course withdrawal.

Australian Defence Force Academy Graduates

The Australian Defence Force Academy (ADFA) provides a key pathway into the Australian Defence Force for *ab-initio* Officer recruits. ADFA provides Tri-Service military education and leadership training together with tertiary education, in order to “provide the Australian Defence Force with tertiary graduates who have appropriate attributes and skills relevant to the needs of each Service”⁸.

Table 16 shows the number and proportion of male and female Officer Cadets and Midshipmen who commenced an undergraduate degree in 2011 (for Army Engineers with one year at RMC in between third and fourth year tertiary study) or 2012 (for Air Force and Navy engineers) as well as those who commenced a non-engineering degree in 2013. This cohort has been examined for the purposes of this Report as they were due to complete their degree and/or military education in 2015. As this is the first time that data has been collected on this basis and that data could not be automatically extracted from the Student Management System, normal standards for data integrity have been lowered. Therefore, confidence in the figures presented is low and data is analysed at face value only.

Figures show that women comprised one fifth of overall commencements, with Army having the lowest proportion of female commencements (Navy 24 per cent, Army 18 per cent, Air Force 22 per cent, ADF 20 per cent).

Completion rates for women (shown in Table 18) were also lower than for men, with just under half (ADF 48 per cent) of the female cadets who commenced their degree and military education at ADFA in the period examined graduating in the minimum period, compared to over two thirds of male cadets (ADF 68 per cent). This pattern of results was consistent across the Services, with completion rates for women lower than for men. The number that completed on track includes those that may have commenced a four year Bachelor of Engineering degree but changed to a three year degree. Those listed as taking longer have required approval from the relevant career management agency.

⁸ Academy Standard Operating Procedures (Chapter 1)

Table 18: Number and proportion of female and male cadets who commenced a degree at ADFA and the proportion of those who graduated on time
^{[1][2][3][4][5][6]}

	Navy				Army				Air Force				ADF			
	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%
Commencements																
Engineering degrees	4	21%	15	79%	9	21%	34	79%	3	13%	21	88%	16	19%	70	81%
Other degrees	11	23%	37	77%	21	17%	103	83%	15	26%	42	74%	47	21%	182	79%
Total number of degree commencements	15	22%	52	78%	30	18%	137	82%	18	22%	63	78%	63	20%	252	80%
Number who graduated in 2015	10	20%	41	80%	9	10%	79	90%	11	19%	48	81%	30	15%	168	85%

Notes

1. A graduate is a Midshipman or Officer Cadet that has achieved their Tertiary degree and the Academy Military Training and Education (AMET) program. Those with Graduation Withheld have disciplinary issues or single service training failures outstanding and may still reach graduation status.
2. Figures include ADFA students who commenced a four year undergraduate engineering degree in 2011 (Army Engineers with one year at RMC in between third and fourth year tertiary study) or 2012 (Navy and Air Force Engineers) or a three year non-engineering undergraduate degree (Arts, Business, Information Technology, Science or Technology) in 2013 and were due to complete their degree in 2015.
3. Figures include students who commenced a degree however were removed from the AMET program during the course of their degree as they had advanced standing and were therefore managed as advanced students.
4. Students who transferred Services during the course of their degree are recorded against the Service they were in upon graduation (or at the time they were deemed not to have completed their degree for non-completions).
5. Figures include ab-initio Officer Cadets and Navy Officer Year One (NOYO) Midshipmen only.
6. Figures exclude international students.

Table 19: Completion Rates for ADFA Undergraduate (UG) Degrees – Number and proportion of female and male cadets who completed their degree in the minimum period, 2015
^{[1][2][3][4][5][6]}

	Navy		Army		Air Force		ADF	
	Women	Men	Women	Men	Women	Men	Women	Men
Number of degree commencements	15	52	30	137	18	63	63	252
Number of degree completions (minimum period)	10	41	9	79	11	48	30	168
Completion Rate - Minimum Period	67%	79%	30%	58%	61%	76%	48%	67%

Source: Australian Defence Force Academy

Notes

1. Commencement figures include ADFA students who commenced a four year undergraduate engineering degree in 2011 (Army Engineers with one year at RMC in between third and fourth year tertiary study) or 2012 (Navy and Air Force Engineers) or a three year non-engineering undergraduate degree (Arts, Business, Information Technology, Science or Technology) in 2013 and were due to complete their degree in 2015.
2. Commencement figures include those students who commenced a degree however were removed from the AMET program during the course of their degree as they had advanced standing and were therefore managed as advanced students (they are recorded as a non-completion in completion figures).
3. Completion figures show ADFA students who completed their degree in 2015, in the minimum period applicable to their degree.
4. Students who transferred Services during the course of their degree are recorded against the Service they were in upon graduation (or at the time they were deemed not to have completed their degree for non-completions).
5. Figures include ab-initio Officer Cadets and Navy Officer Year One (NOYO) Midshipmen only.
6. Figures exclude international students.

Table 20: Reasons for non-completion by gender and Service ^{[1][2][3][4]}

Reason for non-completion in the minimum period	Navy				Army				Air Force				ADF			
	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%
Provisional Graduate ^[5]	1	20%	1	9%	1	5%	5	9%	0	0%	4	27%	2	6%	10	13%
Back-classed - still studying	0	0%	0	0%	2	10%	6	11%	0	0%	0	0%	2	6%	6	8%
Resigned	2	40%	2	18%	8	40%	19	35%	4	50%	4	27%	14	42%	25	31%
Medical Discharge	0	0%	2	18%	6	30%	2	4%	0	0%	0	0%	6	18%	4	5%
Service Initiated (Disciplinary)	0	0%	4	36%	0	0%	14	26%	0	0%	0	0%	0	0%	18	23%
Direct entry or Other Rank ^[6]	1	20%	2	18%	0	0%	4	7%	2	25%	1	7%	3	9%	7	9%
Graduate Status Withheld ^[7]	0	0%	0	0%	3	15%	1	2%	0	0%	4	27%	3	9%	5	6%
Advanced Standing ^[8]	1	20%	0	0%	0	0%	3	6%	2	25%	2	13%	3	9%	5	6%
Total number who did not complete in minimum period	5	100%	11	100%	20	100%	54	100%	8	100%	15	100%	33	100%	80	100%

Source: Australian Defence Force Academy

Notes

1. Provisional Graduate refers to students who have medical restrictions and/or are a Unit of Credit short of their degree. These students may reach graduation status.
2. Direct Entry or Other Rank refers to students who commenced an ADFA degree however did not complete their degree as they joined the ADF via an alternate entry pathway (Direct Entry Officer or as an Other Rank member). Navy member recorded as Direct Entry is still reading degree (full time).
3. Graduation Status Withheld refers to students who have disciplinary issues or single Service training failures outstanding. These students may reach graduation status.
4. Advanced standing refers to students who commenced a degree however were removed from the AMET program during the course of their degree as they had advanced standing and were therefore managed as advanced students.

There were a broad range of reasons identified for failure to graduate in the minimum period (table 20 refers). Results show that resignation was the most common reason for non-completion for both males (ADF 31 per cent) and females (ADF 42 percent), though this reason was more prevalent for females. Medical discharge was the second most common reason for female non-completions (ADF 18 per cent) while the second most prevalent reason for male non-completion Service initiated due to academic failure and/or behavioural or disciplinary reasons (ADF 23 per cent)⁹.

Progress towards success

Initial entry training or *ab initio* training is the first point on the training continuum for those entering the ADF. Across the Services, rates of completion vary between genders and ranks. The reasons for non-completion are similar between genders albeit in differing proportions, suggesting an area for further investigation.

Education

Table 21: ADF education sponsorship by Service and gender, applications and offers, 2016 ^{[1][2][3][4]}

ADF Education Assistance Scheme	Navy				Army				Air Force				ADF			
	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%
Defence Assisted Study Scheme (DASS)																
Number of applications	166	25.9%	474	74.1%	397	29.2%	963	70.8%	248	32.0%	526	68.0%	811	29.2%	1963	70.8%
Total number of offers	121	29.4%	291	70.6%	206	27.8%	535	72.2%	148	28.6%	369	71.4%	475	28.4%	1195	71.6%
Participation (at 30 June 16)	55	29.2%	125	69.4%	397	29.2%	963	70.8%	148	28.6%	369	71.4%	600	29.2%	1457	70.8%
ADFA Postgraduate																
Number of applications	66	19.7%	269	80.3%	76	11.5%	586	88.5%	65	19.3%	272	80.7%	207	15.5%	1127	84.5%
Total number of offers	58	20.1%	231	79.9%	71	11.8%	532	88.2%	58	20.8%	221	79.2%	187	16.0%	984	84.0%
Participation (at 30 June 16)	58	20.1%	231	79.9%	71	11.8%	532	88.2%	58	20.8%	221	79.2%	187	16.0%	984	84.0%
Chief of Defence Force Fellowship																
Number of applications	0	0.0%	2	100.0%	3	42.9%	4	57.1%	6	100.0%	0	0.00%	9	60%	6	40.0%
Total number of offers	0	-	0	-	0	0.0%	1	100.0%	0	-	0	-	0	0%	1	100.0%
Participation (at 30 June 16)	0	-	0	-	0	0.0%	1	100.0%	0	-	0	-	0	0%	1	100.0%

Source: Defence Learning Branch (ADFA Postgraduate and Air Force DASS), Director General Navy People (Navy DASS); Director General Personnel Army (Army DASS), Centre for Defence and Strategic Studies (CDF Fellowship)

Notes

1. Data refers to Permanent ADF members only
2. Figures related to calendar year 2016 so includes data from the first half of 2016 only. Army participation figures for DASS include total participating in DASS as at 30 June 2016 (including those studying from a previous year) For Navy figures relate to FY 2015-16.
3. Number of applications includes late applications, which are not accepted unless a member submits a 'Request for Review' and this is approved (ADFA Post Graduate data and Air Force DASS)
4. Number of offers equates to funded applications. This number changes due to student withdrawals, and additional release of funds to waitlisted applicants (ADFA Post Graduate data and Air Force DASS)

Each Service offers fully-funded, long-term schooling opportunities at different levels across the Australian Qualification Framework (AQF) and across disciplines. The study of offer includes undergraduate and postgraduate opportunities, languages, the Capability and Technology Management College at ADFA, Manpower Systems Analysis, Chief of Defence Force and Service-specific scholarships, law, medicine, nursing and dentistry. ADF members may also study under the Defence Assisted Study Scheme (DASS) through the funding arrangements of that program.

⁹ Caution should be exercised in interpreting individual Service figures noting small overall numbers of women.

Table 21 shows the number and proportion of female and male ADF members who applied and were given offers for either the Defence Assisted Study Scheme (DASS), postgraduate study through the Australian Defence Force Academy (ADFA) or the Chief of Defence Force Fellowship. The proportion of women in the assisted study scheme is well above the proportion of women in the workforce for all Services, while the proportion of women undertaking ADFA postgraduate study is approximately the same (within 4.0 per cent) as the proportion of women in the workforce for each Service.

Other Service education programs

A further range of education programs are provided within each of the Services, providing more opportunities for both women and men to gain invaluable experience and education during their career in the ADF. Some of these programs are discussed below.

Navy

Table 22 shows the number and proportion of men and women undertaking three additional education programs that Navy offers to its members. These include the Rear Admiral (RADM) Holthouse Memorial Fellowship, Civil Schooling and Women in the Masters of Business Administration (MBA) program (WiMBA). These academic scholarships are tied to talent development programs; only the WiMBA 'Look to the Future' is gender-specific. Navy partners with the Macquarie Graduate School of Management to aid gender balance through the MBA scholarship and talent pathway to leadership positions. The Holthouse scholarship fosters independent debate on engineering issues and is funded by the Industry Defence and Security Australia Limited (formerly Maritime Limited Australia). The inaugural scholarship was advertised and selected in FY 15-16 and offered to a female for study in FY 16-17.

Table 22: Other Education Programs (Navy), 2016^{[1][2]}

Other Education Programs	Navy			
	Women	%	Men	%
RADM Holthouse Memorial Fellowship				
Number of applications	2	18.2%	9	81.8%
Total number of offers	1	100.0%	0	0.0%
Participation (at 30 June 16)	0	0.0%	0	0.0%
Civil Schooling for Navy People				
Number of applications	52	32.7%	107	67.3%
Total number of offers	48	31.0%	107	69.0%
Participation (at 30 June 16)	47	32.6%	97	67.4%
"Women in Masters of Business Administration"				
Number of applications	2	100.0%	0	0.0%
Total number of offers	2	100.0%	0	0.0%
Participation (at 30 June 16)	2	100.0%	0	0.0%

Source: Director General Navy People

Notes:

1. Figures include Permanent Navy only.
2. Data relates to calendar year 2016 so includes data from the first half of 2016 only.

Figures show strong female participation in each of these education programs. The proportion of women participating in civil schooling (32.6 per cent) was also well above overall female representation in the Navy and

figures show that all but four applicants who applied for the scheme were offered a placement. Two Navy women were also participating in the Women in the Masters of Business Administration program as at 30 June 2016.

Army

Army provides a range of Long Term Schooling (LTS) opportunities which are linked to employment within Army trades or categories. These LTS opportunities are dependent on the rank and trade required to undertake the course and therefore influenced heavily by the gender participation in those areas. These LTS serials are selected on merit as part of the annual career management cycle.

Table 23 shows the number and proportion of men and women undertaking a range of additional education programs that Army offers to its members. These include overseas training, language training and civil schooling for Army Officers, as well as a range of graduate diplomas that are Corp or trade specific and therefore are available to a limited number of Other Rank members.

Table 23: Other Education Programs (Army), 2016 ^{[1][2][3]}

Other Education Programs	Army			
	Women	%	Men	%
Long Term Training - Overseas (Officers)				
Number of applications	-	-	-	-
Total number of offers	-	-	-	-
Participation (at 30 June 16)	5	11.6%	38	88.4%
Long Language Training (Officers)				
Number of applications	-	-	-	-
Total number of offers	-	-	-	-
Participation (at 30 June 16)	2	9.5%	19	90.5%
Long Term Civil Schooling (Officers)				
Number of applications	-	-	-	-
Total number of offers	-	-	-	-
Participation (at 30 June 16)	9	31.0%	20	69.0%
Graduate Diploma in Occupational Health and Safety (Other Ranks)				
Number of applications	1	50.0%	1	50.0%
Total number of offers	1	50.0%	1	50.0%
Participation (at 30 June 16)	1	50.0%	1	50.0%
Graduate Diploma in Geodetic Information Science (Other Ranks)				
Number of applications	0	0.0%	6	100.0%
Total number of offers	0	0.0%	2	100.0%
Participation (at 30 June 16)	0	0.0%	2	100.0%
Graduate Diploma in Project Management (Other Ranks)				
Number of applications	0	0.0%	2	100.0%
Total number of offers	0	0.0%	1	100.0%
Participation (at 30 June 16)	0	0.0%	1	100.0%
Graduate Diploma in Information Systems (Other Ranks)				
Number of applications	0	0.0%	3	100.0%
Total number of offers	0	0.0%	2	100.0%
Participation (at 30 June 16)	0	0.0%	2	100.0%
Graduate Diploma in Information Technology (Other Ranks)				
Number of applications	0	0.0%	2	100.0%
Total number of offers	0	0.0%	1	100.0%
Participation (at 30 June 16)	0	0.0%	1	100.0%

Source: Career Management - Army

Notes:

1. Figures include Permanent Army only.
2. Other Rank educational opportunities are Corps and trade specific therefore are only available to a limited number of Other Rank members. Graduate Diploma in Occupational Health and Safety are available to Sergeant - Warrant Officer Class 1 Royal Australian Army Medical Corps (Preventative Medical Technicians), Graduate Diploma in Geodetic Science is available to Sergeant - Warrant Officer Class 2 Royal Australian Engineers (Geodetic Intelligence Technicians).
3. Application and offer data is excluded for Long Term Training Overseas – Officers, Long Language Training - Officers and Long Term Civil Schooling as selection is not conducted through an application / approval process.

Figures show strong female representation in civil schooling opportunities, with 31 per cent of participants being female. This is well above the overall female representation in the Army Officer workforce of 16.5 per cent. There were lower levels of female representation in overseas and language training (11.6 per cent and 9.5 per cent respectively) and all but one Other Rank participant across the range of Graduate Diploma courses available was male due to opportunities being linked to Corps and Trade.

Air Force

The Chief of Air Force Fellowship is selected by Chief of Air Force from Flight Sergeant to Wing Commander applicants. The aim of the CAF Fellowship Program is to produce personnel with a broad education on air power strategy and national security issues, who will develop the skills to contribute more directly to the air power debate in Australia. Table 24 refers.

Table 24: Other Education Programs (Air Force), 2016 ^[1]

Other Education Programs	Air Force			
	Women	%	Men	%
CAF Fellowship 2016				
Number of applications	1	25.0%	3	75.0%
Total number of offers	1	100.0%	0	0.0%
Participation (at 30 June 16)	1	100.0%	0	0.0%

Source: Directorate of Personnel - Air Force

Note:

1. Figures include Permanent Air Force only

As at 30 June 2016, the only participant undertaking the CAF Fellowship was a female. Over the last five years, all Chief of Air Force Fellowship recipients have been female. A male has been selected for 2017.

Progress towards success

Female representation in Civil Schooling is strong across Navy and Army. Areas for improvement include encouraging females to apply for educational opportunities, particularly in emerging Science, Technology, Engineering and Mathematics (STEM) initiatives across the Department.

Career breaks

In 2015-16 Defence had in its policy the ability for members to take Leave Without Pay¹⁰ allowing members to take breaks from duty when they wish to continue their service but no other leave type meets their needs.

Tables 25 to 27 show the number of women and men at each rank who have returned from a career break in 2015–16. Such a break has been defined as a continuous period of annual leave, leave without pay, or long service leave of three months or longer, followed by three months of active duty. Those who took leave but then transitioned to Reserve service or separated from the military are not included; only those retained in the ADF for at least three

¹⁰ Policy: PACMAN Volume 1, Chapter 5, Part 8 – Leave Without Pay

months after their return from leave are considered to have been on a career break.

Table 25: Navy members retained after taking a career break of three months or more, 2015–16 ^{[1][2][3][4]}

Rank	Number and Proportion of Women and Men Taking Career Breaks at each Rank (Retained only)				
	Women	%	Men	%	Total
Admiral (O10)	-	-	-	-	-
Vice Admiral (O09)	-	-	-	-	-
Rear Admiral (O08)	-	-	-	-	-
Commodore (O07)	-	-	-	-	-
Captain (O06)	1	100.0%	0	0.0%	1
Commander (O05)	0	0.0%	3	100.0%	3
Lieutenant Commander (O04)	3	21.4%	11	78.6%	14
Lieutenant (O03)	3	20.0%	12	80.0%	15
Sub Lieutenant (O02)	-	-	-	-	-
Acting Sub Lieutenant (O01)	-	-	-	-	-
Midshipman (O00)	0	0.0%	1	100.0%	1
Warrant Officer (E09 & E10)	0	0.0%	3	100.0%	3
Chief Petty Officer (E08)	3	20.0%	12	80.0%	15
Petty Officer (E06)	3	33.3%	6	66.7%	9
Leading Seaman (E05)	5	27.8%	13	72.2%	18
Able Seaman (E03)	4	28.6%	10	71.4%	14
Seaman (E02)	-	-	-	-	-
Seaman * (E01)	1	100.0%	0	0.0%	1
Recruit (E00)	2	100.0%	0	0.0%	2
Total	25	26.0%	71	74.0%	96

Source: Defence HR system.

Notes:

1. Figures include members who took a continuous period of leave for three months or longer, and who remained in the Service for at least three months after returning from leave.
2. Leave types include long service leave, forces annual leave and leave without pay.
3. Figures exclude members who took a leave break but were subsequently discharged.
4. Figures exclude members who took any form of paid maternity or parental leave in the 18 months before the first date of leave.

Table 26: Army members retained after taking a career break of three months or more, 2015–16^{[1][2][3][4]}

Rank	Number and Proportion of Women and Men Taking Career Breaks at each Rank (Retained only)				Total
	Women	%	Men	%	
General (O10)	-	-	-	-	-
Lieutenant General (O09)	-	-	-	-	-
Major General (O08)	-	-	-	-	-
Brigadier (O07)	0	0.0%	1	100.0%	1
Colonel (O06)	0	0.0%	3	100.0%	3
Lieutenant Colonel (O05)	5	22.7%	17	77.3%	22
Major (O04)	10	15.6%	54	84.4%	64
Captain (O03)	18	31.0%	40	69.0%	58
Lieutenant (O02)	4	57.1%	3	42.9%	7
Second Lieutenant (O01)	-	-	-	-	-
Officer Cadet (O00)	0	0.0%	1	100.0%	1
Warrant Officer Class 1 (E09 & E10)	3	12.0%	22	88.0%	25
Warrant Officer Class 2 (E08)	8	13.8%	50	86.2%	58
Staff Sergeant (E07)	-	-	-	-	-
Sergeant (E06)	3	6.1%	46	93.9%	49
Corporal (E05)	9	12.2%	65	87.8%	74
Lance Corporal (E04)	6	35.3%	11	64.7%	17
Private Proficient (E03)	4	7.1%	52	92.9%	56
Private (E02)	1	50.0%	1	50.0%	2
Private Trainee (E01)	1	100.0%	0	0.0%	1
Recruit (E00)	-	-	-	-	-
Total	72	16.4%	366	83.6%	438

Source: Defence HR system

Notes:

1. Figures include members who took a continuous period of leave for three months or longer and who remained in the Service for at least three months after returning from leave.
2. Leave types include long service leave, forces annual leave and leave without pay.
3. Figures exclude members who took a leave break but were subsequently discharged.
4. Figures exclude members who took any form of paid maternity or parental leave in the 18 months before the first date of leave.

Table 27: Air Force members retained after taking a career break of three months or more, 2015–16^{[1][2][3][4]}

Rank	Number and Proportion of Women and Men Taking Career Breaks at each Rank (Retained only)				
	Women	%	Men	%	Total
Air Chief Marshal (O10)	-	-	-	-	-
Air Marshal (O09)	-	-	-	-	-
Air Vice-Marshal (O08)	-	-	-	-	-
Air Commodore (O07)	-	-	-	-	-
Group Captain (O06)	1	50.0%	1	50.0%	2
Wing Commander (O05)	1	25.0%	3	75.0%	4
Squadron Leader (O04)	4	33.3%	8	66.7%	12
Flight Lieutenant (O03)	6	30.0%	14	70.0%	20
Flying Officer (O02)	1	100.0%	0	0.0%	1
Pilot Officer (O01)	0	0.0%	1	100.0%	1
Officer Cadet (O00)	0	0.0%	2	100.0%	2
Warrant Officer (E09 & E10)	0	0.0%	8	100.0%	8
Flight Sergeant (E08)	0	0.0%	6	100.0%	6
Sergeant (E06)	5	26.3%	14	73.7%	19
Corporal (E05)	4	12.1%	29	87.9%	33
Leading Aircraftman/Woman (E03)	4	15.4%	22	84.6%	26
Aircraftman/Woman (E02)	-	-	-	-	-
Aircraftman/Woman Trainee (E01)	-	-	-	-	-
Aircraftman/Woman Recruit (E00)	-	-	-	-	-
Total	26	19.4%	108	80.6%	134

Source: Defence HR system.

Notes:

- 1 Figures include members who took a continuous period of leave for three months or longer; and who remained in the Service for at least three months after returning from leave.
2. Leave types include long service leave, forces annual leave and leave without pay.
3. Figures exclude members who took a leave break but were subsequently discharged.
4. Figures exclude members who took any form of paid maternity or parental leave in the 18 months before the first date of leave.

Figure 7: Percentage of career breaks taken by women and men, by Service, 2015–16

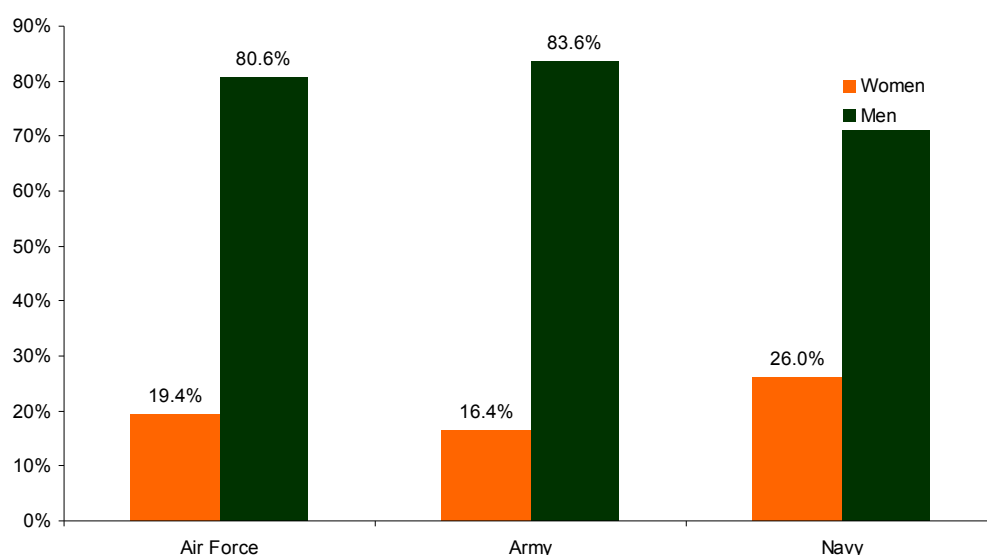


Figure 7 charts the proportion of career breaks taken by women and men by Service. In each Service, the proportion of career breaks taken by women is higher than the proportion of women in Navy and Army (Navy 19.1 per cent, Army 12.1 per cent) and similar to the proportion of women in Air Force (19.2

per cent). As might be expected, members at very junior and very senior ranks are less likely to take career breaks.

Compared with figures for 2014–15, there was an increase in the overall number of members taking career breaks across all three Services with this increase most pronounced in Air Force (an increase of 32.7 per cent) and Army (an increase of 25.1 per cent). This was largely due to a rise in the number of men taking career breaks in 2015-16, with a small reduction in the proportion of women taking career breaks in Navy (1.3 per cent) and Army (1.9 per cent) and a larger reduction in Air Force (14.3 per cent).

Progress towards success

While there were reductions in the number of women taking career breaks they are still comparable to the proportion of women within each of the Services. Continued efforts need to be maintained in supporting a workforce framework that makes it acceptable to take career breaks.

Chapter 3: Performance, Talent and Career Management

We will know we have reached success in gender diversity and inclusion in Performance, Talent and Career Management when:

- women are promoted at the same rate as men
- women are provided with equal opportunity to develop as leaders and to prepare for promotion.
- gender representation on promotion boards is 40:40:20 or when there is at least one female representative on all promotion boards, with a preference towards having a gender balance.
- an increasing proportion of women are involved in mentoring, sponsorship and networking programs.
- satisfaction with career management is comparable between women and men.
- the number of women in key representational appointments is proportional to those eligible for these roles.
- the contribution of women and men is valued and recognised equitably.
- women are able to achieve their full potential through the removal of cultural barriers to reaching the most senior leadership positions.

All of the above metrics also relate to KPI 4.

The adoption of a well defined performance, talent and career management system which builds on and leverages organisational diversity is a key priority for Defence. The Defence Diversity and Inclusion Strategy 2012-2017 highlights the importance of providing women with targeted career management, skilling, coaching and mentoring to ensure a higher representation of women in supervisory, management and senior leadership roles¹¹. There are a broad range of factors that have been identified as being central to improving gender diversity and inclusion in performance, talent and career management, including promotion outcomes for women. These include the ability of women to develop as leaders through opportunities such as mentoring, sponsorship and networking programs, as well as participation on key leadership development courses and in key representational appointments. Further, targeted career management, improved representation of women as promotion board members, as well as removal of cultural barriers preventing women from reaching their full potential are all critical to success.

This section examines these issues in more detail, as well as the extent to which women have been recognised for their contribution to Defence through the Honours and Awards system.

¹¹ Defence Diversity and Inclusion Strategy 2012-17, p 15.

ADF promotions

Table 28: ADF permanent force promotions (number and proportion of women and men substantively promoted to each rank), 2015–16 ^{[1][2][3][4][5][6][7][8]}

2015-16	Navy					Army					Air Force					ADF					
	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%	
Officers																					
General (E) (O10)	0	-	0.0%	0	-	0	-	0.0%	0	-	0	-	0.0%	0	-	0	-	0.0%	0	-	-
Lieutenant General (E) (O09)	0	-	0.0%	0	-	0	-	0.0%	0	-	0	100.0%	0.0%	1	100.0%	0	0.0%	0.0%	1	100.0%	0
Major General (E) (O08)	0	0.0%	0.0%	3	100.0%	0	0.0%	0.0%	2	100.0%	2	50.0%	50.0%	2	50.0%	2	22.2%	22.2%	7	77.8%	7
Brigadier (E) (O07)	1	10.0%	-40.0%	9	90.0%	3	23.1%	10.6%	10	76.9%	3	25.0%	25.0%	9	75.0%	7	20.0%	0.0%	28	80.0%	28
Colonel (E) (O06)	2	13.3%	0.0%	13	86.7%	6	19.4%	13.1%	25	80.6%	5	20.0%	3.3%	20	80.0%	13	18.3%	7.5%	58	81.7%	58
Lieutenant Colonel (E) (O05)	7	22.6%	12.2%	24	77.4%	19	26.8%	9.1%	52	73.2%	9	16.4%	-6.7%	46	83.6%	35	22.3%	4.2%	122	77.7%	122
Major (E) (O04)	20	23.3%	5.6%	66	76.7%	46	18.7%	3.9%	200	81.3%	30	21.9%	4.3%	107	78.1%	96	20.5%	4.2%	373	79.5%	373
Total Officers	30	20.7%	3.9%	115	79.3%	74	20.4%	6.1%	289	79.6%	49	20.9%	2.9%	185	79.1%	153	20.6%	4.6%	589	79.4%	589
Other Ranks																					
Warrant Officer Class 1 (E) (E10 and E09) ^[3]	4	16.7%	1.7%	20	83.3%	5	7.6%	-4.2%	61	92.4%	5	11.1%	-2.4%	40	88.9%	14	10.4%	-2.6%	121	89.6%	121
Warrant Officer Class 2 (E) (E08)	7	9.5%	-4.5%	67	90.5%	13	7.7%	-0.9%	156	92.3%	11	12.5%	1.0%	77	87.5%	31	9.4%	-1.5%	300	90.6%	300
Sergeant (E) (E06)	30	18.6%	-1.0%	131	81.4%	26	7.6%	-5.1%	317	92.4%	30	20.4%	5.2%	117	79.6%	86	13.2%	-2.0%	565	86.8%	565
Corporal (E) (E05)/Lance Corporal (E04) ^[4]	68	18.1%	-4.9%	308	81.9%	180	10.5%	0.2%	1,529	89.5%	72	24.9%	5.2%	217	75.1%	320	13.5%	0.0%	2,054	86.5%	2,054
Total Other Ranks	109	17.2%	-3.4%	526	82.8%	224	9.8%	-0.7%	2,063	90.2%	118	20.7%	4.3%	451	79.3%	451	12.9%	-0.6%	3,040	87.1%	3,040
Total ADF Permanent	139	17.8%	-2.1%	641	82.2%	298	11.2%	0.3%	2,352	88.8%	167	20.8%	4.0%	636	79.2%	604	14.3%	0.4%	3,629	85.7%	3,629

Source: Defence HR system.

Notes:

1. Figures in this table show ADF permanent force members (trained force only) promoted to each rank in 2015–16.
2. Only promotions to those ranks for which merit selection applies are shown (i.e. promotions to the officer ranks of O04 and above and the Other Ranks of E04 and above).
3. Warrant Officer Class 1 (E) figures include Warrant Officer—Navy, Regimental Sergeant Major—Army, and Warrant Officer—Air Force.
4. There are no members in the E04 rank in the Navy or Air Force.
5. Percentages may not sum due to rounding.
6. Delta (Δ) figures show the differences in percentage of women from 30 June 2016 to 30 June 2015.
7. Cells highlighted in green indicate that the 2015–16 percentage of women was at least 5.0 per cent greater than the 2014–15 percentage of women.
8. Cells highlighted in orange indicate that the 2015–16 percentage of women was at least 5.0 per cent less than the 2014–15 percentage of women.

Navy

Figure 8: Percentage of Navy officer promotions filled by women and percentage of women in ranks below, 2015–16

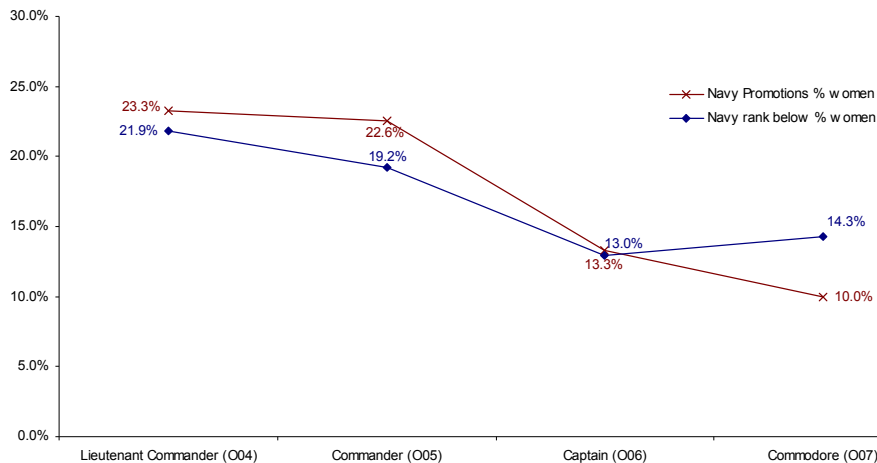


Figure 8 shows the proportion of Navy Officer promotions from Lieutenant Commander to Commodore filled by women during 2015–16. Around two in 10 (20.7 per cent) of all Navy Officer promotions were filled by women, which is slightly higher than the 2014–15 figure of 16.8 per cent. The proportion of women promoted is given context when combined with the proportion of women in the rank below. While not all Officers in the rank below are eligible for promotion, this provides a point of reference, giving some indication of whether women are suitably represented in promotions to the next level. Promotion to Lieutenant Commander, Commander and Captain levels were approximately evenly represented as a proportion of women in the rank below, with promotions to Commodore being slightly less well represented.

Figure 9: Percentage of Navy Other Ranks promotions filled by women and percentage of women in ranks below, 2015–16



Figure 9 shows the proportion of Navy Other Ranks promotions filled by women during 2015–16. Just under two in 10 (17.2 per cent) of all Navy Other Ranks promotions were filled by women, which is slightly lower than the 2014–15 figure of 20.6 per cent. The proportion of women promoted is given context when combined with the proportion of women in the rank below. While not all members in the rank below are eligible for promotion, this provides a point of reference, giving some indication of whether women are suitably represented in promotions to the next level. Female promotions to the rank of Warrant Officer were well represented compared to the proportion of women in the ranks below, while promotions to Chief Petty Officer were slightly less well represented.

Promotions to Leading Seaman and Petty Officer ranks were approximately evenly represented.

Army

Figure 10: Percentage of Army officer promotions filled by women and percentage of women in ranks below, 2015–16

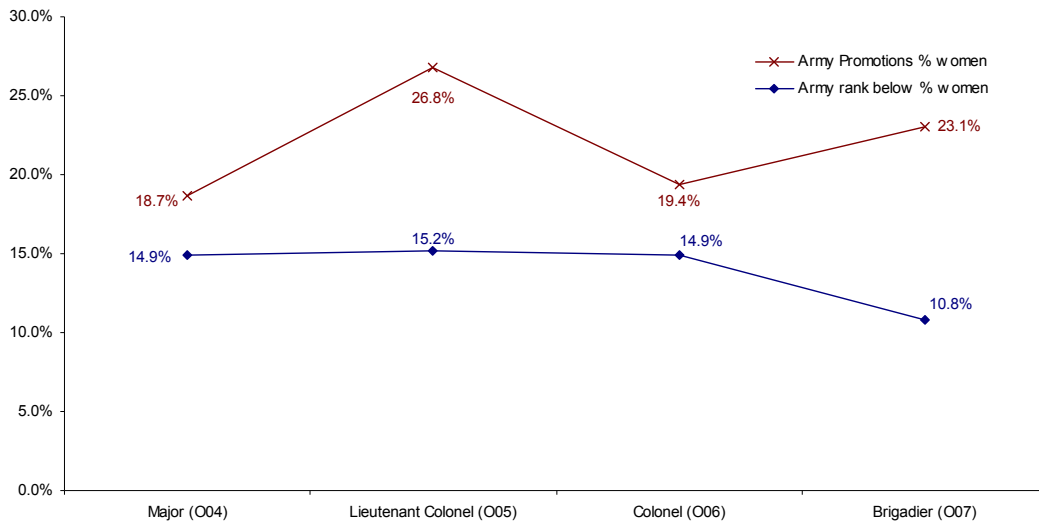


Figure 10 shows the proportion of promotions to the Army officer ranks of Major to Brigadier filled by women during 2015–16. Around two in 10 (20.4 per cent) of all Army officer promotions were filled by women, which is higher than the 2014–15 figure of 14.3 per cent. The proportion of women promoted is given context when combined with the proportion of women in the rank below. While not all members in the rank below are eligible for promotion, this provides a point of reference, giving some indication of whether women are suitably represented in promotions to the next level. While there was a trend towards strong representation of female promotions at all Officer levels compared to the proportion of women in the ranks below, promotions to Lieutenant Colonel and Brigadier saw a more prominent representation.

Figure 11: Percentage of Army Other Ranks promotions filled by women and percentage of women in ranks below, 2015–16

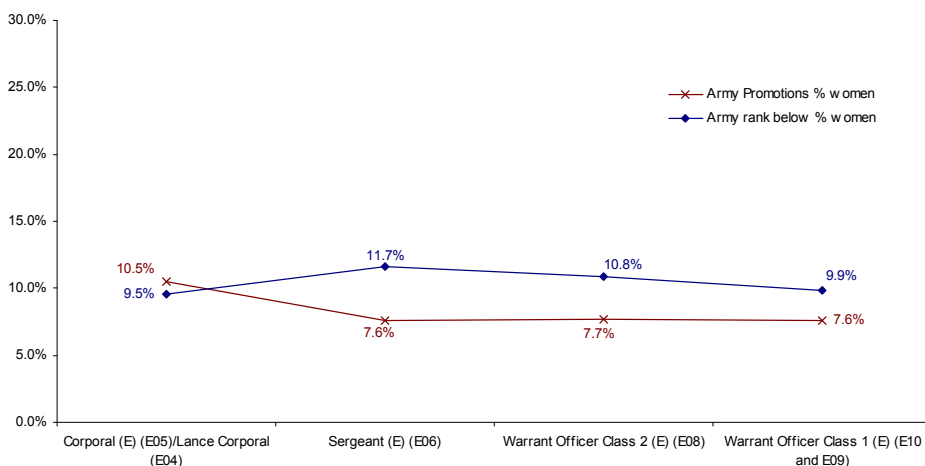


Figure 11 shows the proportion of Army Other Ranks promotions filled by women during 2015–16. Around one in 10 (9.8 per cent) of all Army Other Ranks promotions were filled by women, which is approximately the same as the 2014–15 figure of 10.5 per cent. The proportion of women promoted is given context when combined with the proportion of women in the rank below. While not all members in the rank below are eligible for

promotion, this provides a point of reference, giving some indication of whether women are suitably represented in promotions to the next level. Female promotions to each of the ranks shown were relatively similar to female participation at the ranks below, with the largest difference occurring at the Sergeant rank.

Air Force

Figure 12 shows the proportion of promotions to the Air Force officer ranks of Squadron Leader to Air Commodore filled by women during 2015–16. Approximately two in 10 (20.9 per cent) of Air Force officer promotions were filled by women in 2015–16, which is similar to the 2014–15 figure of 18 per cent. The proportion of women promoted is given context when combined with the proportion of women in the rank below. While not all members in the rank below are eligible for promotion, this provides a point of reference, giving some indication of whether women are suitably represented in promotions to the next level. Women were well represented in promotions to Air Commodore and to a lesser extent Group Captain rank when compared to female participation at the ranks below. The proportion of female promotions was relatively similar to female participation at the ranks below for Squadron Leader and Wing Commander ranks.

Figure 12: Percentage of Air Force officer promotions filled by women and percentage of women in ranks below, 2015–16

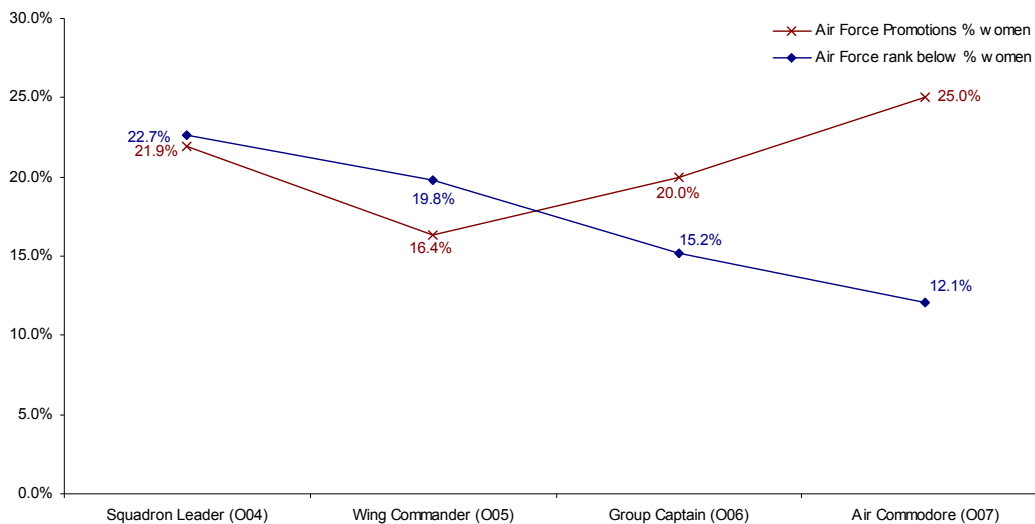
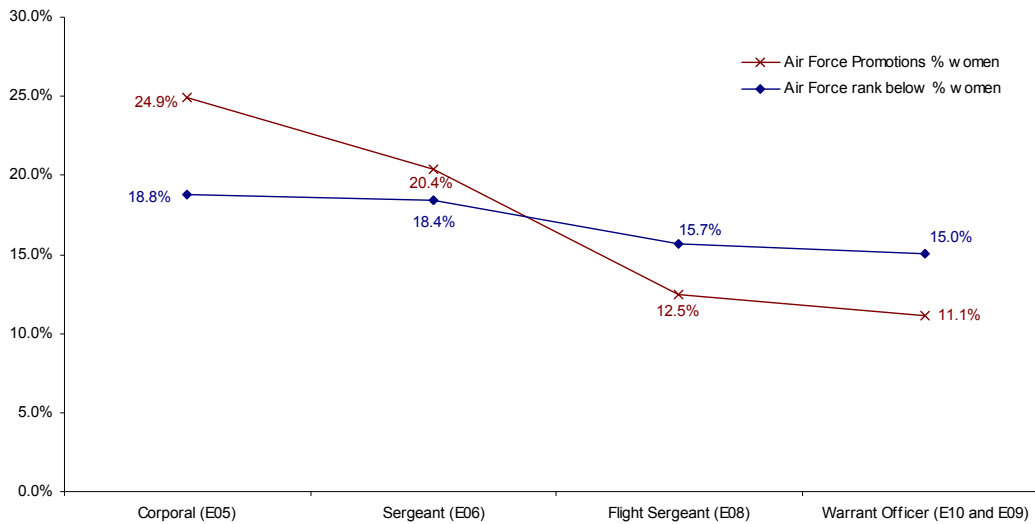


Figure 13 shows the proportion of women who were promoted to Air Force Other Ranks in 2015–16. Around two in ten (20.7 per cent) of all Air Force Other Ranks promotions were filled by women, which is slightly higher than the 2014–15 figure of 16.4 per cent. The proportion of women promoted is given context when combined with the proportion of women in the rank below. While not all members in the rank below are eligible for promotion, this provides a point of reference, giving some indication of whether women are suitably represented in promotions to the next level. Women were well represented in promotions to Corporal, however less well represented in promotions to Warrant Officer rank when compared to female participation levels at the rank below. Female promotions to Sergeant and Flight Sergeant were relatively similar to female participation at the ranks below.

Figure 13: Percentage of Air Force Other Ranks promotions filled by women and percentage of women in ranks below, 2015–16



Progress towards success

Proportionally women are represented across the majority of ranks in promotion opportunities. Continued monitoring to ensure that this is maintained is required.

Promotional Gateway Courses and Leadership Development

Navy

Selection for Command and Charge appointments are a significant career milestone for Navy Officers and selection decisions consider meeting minimum career continuum requirements for respective positions as well as leadership and potential attributes.

Selection for Australian Command and Staff College (ACSC) and the Centre for Defence and Strategic Studies (CDSS) is competitive and open to those Officers and Senior Warrant Officers who have passed through respective career requirements, and who have leadership potential. Whilst the Capability and Technology Management Program (CTMP) is similarly competitive for Officers, a strict eligibility criteria for University admission is necessary to ensure success of the individual. Being male or female is not a discriminator, however opportunities for gender diversity are an active cultural consideration.

Table 29: Navy officer promotional gateway courses and command appointments, 2015–16^{[1][2][3]}

2015-16	Proportion of Women in Competitive Pool			Representation of Women Achieved		
	Total (Women and Men)	Women	% Women	Total Places/Appointments	Women	% Women
Australian Command and Staff College (including Capability and Technology Management Program) ^[2]	575	131	22.8%	34	6	17.6%
Centre for Defence and Strategic Studies	129	16	12.4%	5	1	20.0%
Command Appointments (CAPT/CMDR)	542	67	12.4%	37	2	5.4%
Charge Appointments (LCDR)	505	111	22.0%	109	18	16.5%

Source: Director General Navy People.

Notes:

1. Figures are for the Permanent Naval Forces only.
2. Metrics for FY 15/16 are based on selection pool vice course places as per the FY 14/15 report. FY 15/16 figures more accurately reflect personnel in the target tank.
3. In the majority of cases, the selection pool for ACSC (including CTMP) consists of Lieutenant Commanders with minimum two years seniority who have completed Charge time (equivalent to sub-unit command).

Table 29 shows the proportion of female Officers in the eligible pool for selection for each appointment type, including Australian Command and Staff College (ACSC) and Capability Technical Management Program (CTMP), Centre for Defence and Strategic Studies (CDSS) and Command. Selection of ACSC (and CDSS) similarly is competitive for those personnel who have passed through respective career requirements and who have leadership potential. Whilst, CTMP is similarly competitive a strict eligibility criteria for university admission is necessary to ensure success of the individual. The representation of women at ACSC (including CTMP) was 17.6% per cent, slightly lower than the proportion of women in the competitive pool (22.8 per cent).

For CDSS, the percentage of female Officers selected was higher than the percentage of women in the eligible pool. For Command and Charge appointments, the percentage of female Officers selected fell below that within the eligible pool. Of note, the proportion of women in Command appointments declined in 2015-16, from five females in 2014-15 (13.9 per cent) to two females in 2015-16 (5.4 per cent) despite an increasing proportion of women in the competitive pool. The representation of women in Charge appointments increased however, from eight women in 2014-15 (13.1 per cent) to 18 women in 2015-16 (16.5 per cent).

Navy also panels talented sailors and Officers to undertake postgraduate studies at civilian universities to prepare for roles across a variety of career disciplines with positive impact for development and merit-based promotion. The representation of women undertaking full time study was around 60 per cent, well above the overall female representation in Navy.

Table 30: Navy Other Ranks promotional gateway to Petty Officer, Chief Petty Officer and Warrant Officer (Navy Sergeant, Warrant Officer Class 2 and Warrant Officer Class 1 equivalent), 2015–16 ^[1]

2015-16	Participation			Completions		
	Total on courses	Women	% Women	Total completions	Women	% Women
Promotion to Leading Seaman Course	338	72	21%	334	72	100.0%
Promotion to Petty Officer Course	132	29	22%	129	29	100.0%
Promotion to Chief Petty Officer Course	69	14	20%	69	14	100.0%
Promotion to Warrant Officer Course	5	0	0%	5	-	-

Source: Director General Navy People

Note:

1. Figures are for Permanent Naval Force only

Table 30 shows the proportion of women who undertook and completed Leading Seaman, Petty Officer, Chief Petty Officer and Warrant Officer Promotion courses in 2015-16. The Navy Leadership Development workshops are a crucial part of the leadership and ethics pillar of the New Generation Navy (NGN) strategy and a prerequisite for promotion. When compared to overall female participation in the applicable rank group for these courses (as a proxy), female representation on the Leading Seaman and Petty Officer courses was on par with broader female representation (i.e. female representation at the Able Seaman and Leading Seaman ranks) and female representation on the Chief Petty Officer course was particularly strong (compared to female representation at the Petty Officer rank). There were no female participants in 2015-16 on the Warrant Officer promotion course.

Army

Table 31 shows the proportion of women in leadership development opportunities including the Australian Command and Staff College (ACSC), Centre for Defence and Strategic Studies (CDSS), Capability and Technology Management Program (CTMP) and Command Appointments. These leadership development opportunities enhance individual Officer's competitiveness for promotion.

Table 31: Army officer promotional gateway courses and command appointments, 2015–16 ^{[1][2]}

2015-16	Proportion of Women in Competitive Pool			Representation of Women Achieved		
	Total (Women and Men)	Women	% Women	Total Places/ Appointments	Women	% Women
Australian Command and Staff College	188	27	14.4%	70	17	24.3%
Centre for Defence and Strategic Studies	41	5	12.2%	15	2	13.3%
Capability & Technology Management Program	155	5	3.2%	22	1	4.5%
Command Appointments	258	31	12.0%	40	6	15.0%

Source: Director General Personnel—Army.

Notes

1. Figures are for the Australian Regular Army only.

2. Completion of the Centre for Defence and Strategic Studies is normally a prerequisite for promotion to Brigadier on the Command and Leadership Pathway.

Attendance at ACSC develops Officers to undertake generalist appointments at the rank of Lieutenant Colonel. For ACSC, outcomes in 2015-16 compared to 2014-15 indicate an increase in the representation of women from 16 per cent to 24.3 per cent. This increase may be influenced in part by four female Officers who attended ACSC this year who were

selected for attendance in the previous year but due to personal circumstances or service need delayed their attendance. Attendance ‘preservation’ (delaying attendance due to extenuating factors) is not unique to the attendance of females with four male Officers also attending ACSC this year after being selected for attendance in the previous year. Attendance ‘preservation’ is a talent management initiative to ensure that Officers are afforded the developmental opportunity at a time reflective of their circumstances.

The CTMP develops Officers to undertake roles at the ranks of Captain to Lieutenant Colonel in the Capability and Project Management (CPM) Pathway which includes organisations such as the Capability Acquisition and Sustainment Group and modernisation and capability development roles within the Army Group. Army also nominates Officers to undertake the Masters of Business at ADFA to prepare for roles between the ranks of Captain to Lieutenant Colonel in the Personnel (PERS) Pathway which includes organisations such as the Defence People Group and the personnel policy and implementation roles within the Army Group.

To prepare talented Officers in the CPM and PERS Pathways for employment at the rank of LTCOL, two Officers from the CPM Pathway and two Officers from the PERS Pathway are selected annually to attend ACSC. Of the four Pathway Officers attending ACSC in 2016, three are female.

From a gender participation perspective, the CPM Pathway (MAJ-LTCOL) is undersubscribed with women (5 of 155 = 3.2%). In contrast, the PERS pathway (MAJ-LTCOL) has 35.7 per cent women (15 of 42).

For CDSS, the number of women in the competitive pool was five in 2015-16, an increase from two women in 2014-15. Two women were selected to participate, consistent with 2014-15 figures. The number of available positions increased from 11 to 15 in 2015-16, contributing to female participation figures declining from 18.2 per cent in 2015 to 13.3 per cent in 2016.

Table 32 shows the proportion of women panelled for the Joint Warrant Officers Course and Subject 1 for Sergeant.

Table 32: Army Other Ranks promotional gateways to rank of Sergeant, 2015–16^{[1][2]}

2015-16	Proportion of Women in Competitive Pool			Representation of Women Achieved		
	Total (Women and Men)	Women	% Women	Total Places/ Appointments	Women	% Women
Joint Warrant Officers Course	DTR – 16 Panelled – 16	4	25%	Panelled - 16	4	25%
Subject 1 for Sergeant	DTR – 460 Panelled – 342	39	11.4%	Panelled – 342	39	11.4%

Source: Career Management—Army.

Notes:

1. Figures are for the Australian Regular Army only.
2. Subject 1 for Sergeant is a promotion course that is a prerequisite for promotion to Sergeant for all Army trades. In addition, each trade has one or more additional trade-specific promotion training requirement.

The Joint Warrant Officers Course is a professional development opportunity for selected Warrant Officer Class 1 members and is not linked to conditions of service or rank progression. The current panel size is small in comparison to the competitive pool of Warrant Officer Class 1 members considered suitable to attend. As a result, selection is prioritised based on an individual’s current or anticipated appointment to a strategic leadership role or within a strategically focused organisation. There is no target allocation for females attending this course.

The Subject One for Sergeant Course is the prerequisite course for promotion to Sergeant. The competitive pool is inclusive of all Corporals (women and men) in the Army panelled to attend the course due to their time in rank and prerequisite requirements being fulfilled for attendance on the Subject 1 Sergeant Course. Female and male participation is based on merit selection.

The Directorate of Soldier Career Management – Army (DSCM-A) does not have target allocations for female participation on subject courses or promotion. There is only minor variance in this area annually. DSCM-A works to achieve the directed training requirement set by Headquarters Forces Command each year; however due to current rank and trade structures this is not always achievable. Considerations for course selection and promotion are merit-based and gender-neutral enabling all soldiers, including the Army’s most talented soldiers, to balance progressive and rewarding careers through a fair and transparent procedure. While the Directed Training Requirement (DTR) was reduced this year, the number of women panelled as well as female representation on this course, were similar to 2014-15.

Air Force

Table 33 shows the proportion of women in leadership development opportunities including the Australian Command and Staff College (ACSC), Centre for Defence and Strategic Studies (CDSS), Capability and Technology Management Program (CTMP) and Command Appointments. While Air Force have no promotional gateways for any officer promotions to Group Captain and beyond, these leadership development opportunities enhance individual officer’s competitiveness for promotion.

Table 33: Air Force officer promotional gateway courses and command appointments, 2015–16¹²³⁴⁵⁶⁷

2015-16	Proportion of Women in Competitive Pool			Representation of Women Achieved		
	Total (Women and Men)	Women	% Women	Total Places/ Appointments	Women	% Women
Command and Staff College Total Pool (2)/ (Applicants/ Placements) (3)	831	171	20.6%	46	11	23.9%
Centre for Defence and Strategic Studies (Pool/ Placements)(4)	125	17	13.6%	5	0	0.0%
Capability & Technology Management Program (5)	-	-	-	4	0	0.0%
Command Appointments (WGCDR) (Pool/ Placements) (6)	495	74	14.9%	90	15	16.7%
Command Appointments (GPCAPT) (Pool/ Placements) (7)	114	15	13.2%	26	1	3.8%

Source: Director General Personnel—Air Force.

Notes:

- Figures are for the Permanent Air Force only.
- The competitive pool includes Squadron Leaders with greater than two years of seniority with effect 1 January 2016, who have not completed Command and Staff College.
- Command and Staff College includes applicants who applied for Australian and Overseas colleges. Command and Staff College positions are a career management selection with members able to show interest via their Career Manager.
- The competitive pool includes Group Captains who have not completed Centre for Defence and Strategic Studies courses.
- The Capability and Technology Management Program is a Squadron Leader course, however members from Flight Lieutenant to Wing Commander can be placed on the course. Accordingly, it is difficult to define the competitive pool.
- The competitive pool includes Wing Commanders, excluding those who have already held an O05 command position (repeat command tours can be an option, although not usual).
- The competitive pool includes Group Captains less those who have already held an O06 command position (repeat command tours unlikely).

Successful completion of ACSC (Australian and overseas equivalent) is not a prerequisite to promotion to Wing Commander or for selection to command. Nevertheless, achievement of this qualification does favourably influence promotion and command selection. The number of women undertaking ACSC increased to 23.9 per cent of placements (11 female participants) in 2015-16, up from 11.6 per cent of placements (five female participants) in 2014-15.

Importantly, the Air Force has been continuing to progressively remove unnecessary barriers to promotion since 2007. As such, highly talented Officers who may have missed out on selection to attend ACSC but who perform well and show potential, continue to be competitive for promotion and command. The number of women in 05 Commanding Officer positions has increased since 2014-15, from 13.8 per cent of appointments to 16.7 per cent of appointments in 2015-16.

Subsequent promotion to Group Captain is influenced primarily by performance in a command role rather than completion of ACSC. The number of women holding Group Captain command roles remains unchanged since 2014-15 and is still relatively low. Largely, these positions are specialist flying and engineering roles and there is a low proportion of women in the competitive pool. As initiatives for the recruitment, career management and progression of women mature, particularly those in place to encourage more females into employment groups where females may not traditionally have high participation rates, it is expected that the competitive pool will increase with a subsequent increase in women holding Group Captain commands.

There were no female Air Force participants on the CDSS course (down from three participants in 2014-15) or the CTMP course in 2015-16. While Air Force plans to ensure women attend CDSS, there are sometimes workforce pressures that preclude attendance. We must balance the professional development opportunities and capability outcomes we are trying to achieve. Air Force does not consider CDSS as a promotion gateway, although we do acknowledge the overall value of the course. It should be noted that only five positions are available to Air Force annually, equating to only three per cent of our Group Captain pool.

Table 34 shows female participation on the Joint Warrant Officers Course. There was one female Air Force member on the course in 2015-16.

Table 34: Air Force Other Ranks promotional gateway course, 2015-16 ^[1]

2015-16	Proportion of Women in Competitive Pool			Representation of Women Achieved		
	Total (Women and Men)	Women	% Women	Total Places/Appointments	Women	% Women
Joint Warrant Officers Course	-	-	-	6	1	16.7%

Source: DG Pers Air Force

Notes:

1. Figures relate to Permanent Air Force members only.

The Joint Warrant Officer course positions are a career management selection with members able to show interest via their Career Manager.

Progress towards success

In 2015-16 women and men are provided with similar opportunities for promotion courses and each of the three Services offer mentoring and leadership opportunities for women. Continued support is required to ensure that women in the pool remain competitive.

Representation of Women on Promotion Boards

Table 35 and 36 show the proportion of women and men on each of the Service's promotion boards in 2015-16 as well as the proportion of boards which had at least one female board member.

Navy

Table 35: Number and proportion of women and men on promotion boards, 2015-16^{[1][2][3][4][5][6]}

Promotion Boards	Navy ^[3]					Army ^{[4][5]}					Air Force				
	No. of Boards	Women	%	Men	%	No. of Boards	Women	%	Men	%	No. of Boards	Women	%	Men	%
Officers	18	30	27.5%	79	72.5%	6	8	16.3%	41	83.7%	103	18	30.5%	41	69.5%
Other Ranks	26	26	33.3%	52	66.7%	168	112	22.0%	396	78.0%	121	27	32.5%	56	67.5%
Total	44	56	29.9%	131	70.1%	174	120	21.5%	437	78.5%	224	45	31.7%	97	68.3%

Source: Navy People Career Management Agency, Career Management - Army, Directorate of Personnel - Air Force

Notes:

1. Data refers to Permanent ADF members only.
2. Navy and Air Force figures relate to promotion boards only. Army figures relate to Personnel Advisory Committees (PAC) and include data in relation to promotions as well as appointments and postings.
3. Navy figures for 'Other Ranks Promotion Boards' relate to Chief Petty Officer to Warrant Officer promotions only. Promotions to Able Seaman, Leading Seaman and Petty Officer ranks are not processed through the promotion board system. The total number of Navy men and women who participated on promotion boards has been included. Members have been counted once even if they have been involved in multiple boards.
4. Army Other Rank Personnel Advisory Committees figures include all Target rank, Regimental Sergeant Major and Special Personnel Advisory Committees (excluding overseas and educational Personnel Advisory Committees).
5. For Army Officers Personnel Advisory Committees, women are represented on boards at twice the rate of female participation as Army Officers. Board member ship is a significant undertaking and there is a clear intent to not overtask those females.
6. There is at least one female on every Air Force promotion board.

Table 36: Number and proportion of promotion boards with at least one female board member, 2015-16^{[1][2][3][4]}

Promotion Boards	Navy			Army ^{[3][4]}			Air Force			ADF		
	No. of Boards	No. with at least one female member	%	No. of Boards	No. with at least one female member	%	No. of Boards	No. with at least one female member	%	No. of Boards	No. with at least one female member	%
<i>Officers</i>	18	18	100.0%	6	5	83.3%	103	103	100.0%	127	126	99.2%
<i>Other Ranks</i>	26	26	100.0%	168	91	54.2%	121	121	100.0%	315	238	75.6%
Total	44	44	100.0%	174	96	55.2%	224	224	100.0%	442	364	82.4%

Source: Director General Navy People, Career Management – Army, Directorate of Personnel - Air Force

Notes:

1. Data refers to Permanent ADF members only.
2. Navy and Air Force figures relate to promotion boards only. Army figures relate to Personnel Advisory Committees (PAC) and include data in relation to promotions as well as appointments and postings.
3. Army Other Rank Personnel Advisory Committees figures include all Target rank, Regimental Sergeant Major and Special Personnel Advisory Committees (excluding overseas and educational Personnel Advisory Committees).
4. For Army Officers Personnel Advisory Committees, women are represented on boards at twice the rate of female participation as Army Officers. Board member ship is a significant undertaking and there is a clear intent to not overtask those females.

Navy

Navy policy since 2011 has been to have at least one female on every Officer and Sailor promotion board and selection board (for Command, Charge and Warrant Officer selections). In line with this policy, all Navy promotion boards in 2015-16 had at least one female member.

For Officer promotion boards, at least one of the six board members must be female. In 2015-16, 30 of the 109 Navy Officer Qualification Based Board members were female (27.5 per cent).

For Chief Petty Officer Promotion Boards (for promotion from Petty Officer to Chief Petty Officer), each board is comprised of three members, with a requirement to have both male and female members (either two females and one male or two males and one female). In 2015-16, the configuration of all Chief Petty Officer promotion boards was two males and one female member, resulting in the proportion of women on these promotion boards being 33.3 per cent.

Army

Personnel Advisory Committees (PAC) make recommendations in regards to promotions as well as appointments and postings. Accordingly, Army figures include data in relation to a broader range of boards than represented for Navy and Air Force and should not be directly compared. Current policy within Army is to seek to have female representation on all PAC's. Of the six Officer boards with eight to 10 people on Officer PACs and three on average for Other Ranks boards, five had at least one female Army member. For other rank boards, 54.2 per cent had at least one female representative.

Women comprised 16.3 per cent of member's on Officer PAC boards and 22 per cent of members on Other Rank PAC boards. Board membership is a significant undertaking and there is a clear intent to not overtask those females.

Air Force

Current policy within Air Force is that there is to be at least one female member on each promotion board. Accordingly, all Air Force promotion boards in 2015-16 had at least one female representative. Representation of women on Officer and Other Rank selection boards was similar in Air Force, with 30.5 per cent of Officer promotion board members and 32.5 per cent of Other Rank promotion board members being women.

Progress towards success

There is at least one female representative on all promotion boards in both Navy and Air Force. Army has a slightly different system and seek to have female representation on all Personnel Advisory Committees.

Mentoring, networking and sponsorship

This section outlines mentoring, networking and sponsorship programs which are available to women in the ADF. This is included to address the Review into the Treatment of Women in the ADF Phase 2 Report's recommendation 3 section A regarding access of mentoring and sponsorship.

Many ADF mentoring initiatives have been established in recent years and remain in place to provide ongoing support to both our ADF women and men. Formal networks first outlined in the 2013–14 Women in the ADF report also remain in place to support female ADF members, including: the Navy's Women's Network; the Army Regional People Forum; and the Air Force's Women's Integrated Networking Groups (WINGS) program and the Women's Forums.

The Women's Speaker Series program continues to provide both APS and ADF senior women with the opportunity to engage with a range of successful role models as an interim measure until Defence achieves a greater gender balance at senior levels. Sponsorship pertaining to the leadership development and education sponsorship programs through which Defence supports its staff continues. Service-specific detail on mentoring, networking and sponsorship initiatives is provided below.

Navy

Navy Women's Mentoring Programs

Since 2010, Navy has run a Navy Women's Mentoring Program using the *My Mentor – Courageous Woman* as produced by Emberin Pty Ltd (Ms Maureen Frank). *My Mentor* is a personal and professional self-paced program conducted over a four month period. In 2016, Navy is focusing on providing mentoring to women in the Boatswains category. Forty-seven women are currently undertaking the program, of which 13 are Boatswains. In addition, Navy has also run the *My Mentor - Inclusive Leadership* program for the supervisors of women. Collectively the Navy Women's Mentoring Program seeks to help women achieve their career potential while providing positive and useful tools, as well as increasing awareness of the importance of inclusive leadership.

Navy has also continued to support the Defence-Industry *Women in Engineering Mentoring Program* from 2015. The Program expanded in 2016 to include project managers and engineers in defence and industry. Navy has two males and one female engineer participating as mentors in the program. Three women (two engineers and one in a project manager position) are currently being mentored.

Two Star Mentoring

Navy does not currently have a 2-Star led women's mentoring program; however, the current women's mentoring program is being reviewed to ensure it meets Navy's contemporary requirements and continues to support the objectives of increased retention of Navy women.

Navy Women's Networking Forum

The Navy Women's Networking Forum continues to grow. During 2015-16, networking forums have been held at ADFA, HMAS Ships Arunta, Harman, Cerberus (including Recruit School), Albatross and Creswell. The Shoalhaven Women's Network (combined HMA Ships Albatross and Creswell) has proved to be the most successful to date. Future forums are planned for the Submarine Force, HMAS Stirling and HMAS Cairns.

Navy Women's Leadership Program

The *Navy Women's Leadership Program* provides opportunities for Navy women to participate in leadership development programs, conferences and seminars around Australia each year. The Program is designed to enhance female leadership in the Navy as well as empowering and supporting future leaders. The 2015-16 program provided the opportunity for over 170 women to participate in conferences, leadership development programs and facilitated workshops around Australia. Twelve places were made available for women to attend the *Great Leaders are Made (GLAM)* program run by Avril Henry Pty Ltd.

Macquarie Graduate School of Management

In November 2014, Navy partnered with the Macquarie Graduate School of Management's (MGSM) *Women in MBA (WiMBA)* program. As one of five foundation partners, the Navy has offered two Maritime Warfare Officers the opportunity to complete an MBA under the Scholarship program in 2016. This is one of the employment groups identified by the *Review into the Treatment of Women* in the ADF Phase 2 for talent management.

Army

Mentoring (including 2 Star mentoring)

Army supports and encourages the development of mentoring relationships for the betterment of our personnel and our organisation. Army considers that mentoring relationships should develop organically, and be instigated by the mentee who seeks guidance from inspirational leaders. The development and sustainment of these relationships can be supported by resources and/or training if requested.

Army appreciates that not every individual seeks a mentor, nor does every individual have the availability to act as a mentor. As such, Army does not have a formal mentoring program. Army does not monitor, nor audit mentoring relationships that develop within Army. It is expected that a number of relationships exist where junior members are being mentored by senior members, including 2 star Officers, however Army does not seek to regulate these relationships.

Army Women's Networking Forum

The Army Women's Networking Forum was established in 2007 to provide female Army personnel with career management and policy advice relevant to service life as a woman, in addition to providing mentoring and networking opportunities. In response to forum feedback and the broadening of topics to cover areas relevant to all Army personnel, not just women, the forum was renamed the Army Regional People Forum.

Since its inception in 2007, the forum has addressed over 8,500 personnel across all of Army's key locations and has covered topics including flexible work arrangements, work life balance, Army culture, recruitment and retention, removal of gender restrictions and physical employment standards. The forum focuses on workforce engagement and includes presentations from subject matter experts, a panel discussion and small workgroups. Tangible outcomes from the conduct of the forums include the trial of an improved fit uniform for females, the development of the Flexible Work Arrangements Guide, recruitment initiatives informed by the experiences of serving members, changes to the way Army communicates with the workforce and improvements to conditions of service such as increased carer's leave provisions.

Additionally, in 2014 the forum began its role as the tactical tier of the Army Gender Diversity Council construct. Feedback gained from the forums is used to inform

discussions and recommendations at the Regional Gender and Diversity Councils and the Army Gender and Diversity Executive Council. This structure allows awareness of regional issues to be progressed to the strategic levels of Army. Army Industry and Corporate Development Program (formerly the Army Outplacement Program)

Army includes female participants in the Army Industry and Corporate Development Program, whereby a small number of Officers and Senior Non-Commissioned Officers (SNCOs) each year have the opportunity to pursue external-to-Army career placements of up to six months, immersing a selection of Army's future leaders in diverse and inclusive Government, Emergency Services, and industry environments. The program aim is to promote the management of talent and retention, and drive behavioural change in Army, thereby enhancing workplace diversity and inclusivity. It also provides an opportunity to reinforce Army as an employer of choice, while providing invaluable exposure to alternative styles of leadership, management and ways of doing business. In 2015, two female SNCOs were selected to participate in the program. While administration had commenced, these placements did not eventuate as one SNCO was withdrawn due to organisational requirement and the other is intending to separate from the ADF. Selections for the 2016/17 program are ongoing and research has commenced to gauge support from organisations with a high degree of workplace gender diversity.

Chief Executive Women's Leadership Program

Army also engages in the Chief Executive Women's Leadership Program. The program brings together women in senior leadership positions from across a diverse range of industries and sectors, and aims to enhance participants' leadership potential in future employment. Army sponsored six women in both 2014 and 2015, and are currently sponsoring a further four female participants in 2016.

Great Leaders are Made (GLAM) Program

Great Leaders are Made is a management of talent program targeted at developing and empowering highly talented women, and enhancing their management and leadership skills particularly in a male-dominated environment. Since 2013, Army has sponsored 16 women in GLAM sessions with four women participating in the 2016 program.

Air Force

Women's Integrated Networking Group (WINGs)

The Women's Integrated Networking Group (WINGs) is a facilitated networking program designed to encourage networking between Air Force women of all rank levels and employment skills. The program invites guest speakers from within Defence and external organisations to speak with Air Force women about their careers, with a dedicated theme for each session. WINGs also provides the opportunity for women to discuss issues affecting them in the workplace, while building valuable networks. The program is administered by a mix of both permanent and reserve Air Force women and is established at 14 Air Force geographical locations. Table 37 shows the approximate frequency of WINGs meetings and average number of participants per session at each Base.

Table 37: Women's Integrated Networking Group program ^[1]

Location	Average Frequency	Average participants per session
Amberley	10 weeks	17
Butterworth	12 weeks	8
Canberra	10 weeks	4
Darwin	24 weeks	10
Edinburgh	6 weeks	12
East Sale[1]	Variable	30
Pearce	12 weeks	14
Richmond	16 weeks	10
Tamworth	7 weeks	9
Townsville	6 weeks	19
Wagga	12 weeks	16
Williams	16 weeks	5
Williamstown	8 weeks	19

Source: Director General Personnel—Air Force.

Note:

1. Frequency varies as WINGS coordinators also present a WINGS introduction session for every course at Officer Training School.

In addition to regular WINGS sessions, coordinators have run Base-wide events over 2015–16 to mark occasions such as International Women's Day and 75th Anniversary of the WAAAF.

WINGS Technical Network (TECHNET)

A supplementary network of the WINGS program has been established to address the needs of the increasing number of women in non-traditional employment roles, with a particular focus on technical trades and aircrew. This WINGS supplementary network 'TECHNET', focuses on the unique and sometimes difficult career and workplace challenges of women in these roles. The TECHNET groups meet annually and a TECHNET newsletter is produced regularly. The TECHNET newsletter provides opportunities for role modelling, celebrating achievements, providing professional development and creating a sense of belonging.

Specialist Career Manager – Pilot

The Air Force has established a position within the Career Management Agency to oversee female pilot career management from a strategic perspective and provide subject matter expert feedback on balancing organisation and member needs. In addition, the position has been established to develop mid-level career management retention initiatives for the female pilot workforce.

Women's Forum

Air Force holds a biennial Women's Forum, to provide an opportunity for Air Force men and women to attend a professional development opportunity focusing on gender diversity and inclusion. This forum enables participants to form networks, provide feedback and contribute toward the direction of future gender initiatives. The 2016 forum is themed 'The difference I bring is the value I add' with up to 250 participants expected to attend.

Women in Aviation Aerospace Australia

Air Force has become an initiative partner with Women in Aviation Aerospace Australia (WA/AA). This network enables Air Force to have speaking and networking opportunities with women involved or interested in the industry with the intent to present Air Force as an attractive career option either to the individual or to them as a influencer.

Australian Women's Pilots Association

Air Force has sponsored membership for all Air Force female pilots to join the Australian Women's Pilot Association (AWPA). This allows our female pilots to engage with other women pilots from industry for professional growth as well as be involved in their programs and events.

Leadership Exchange Program

Air Force also runs a Leadership Exchange program, which is a professional development workshop aimed at enhancing individual leadership effectiveness. Participant eligibility in the program ranges in rank from Leading Aircraftman/woman to Squadron Leader, and includes Australian Public Service (APS) and Reserves equivalents. The mixed occupation forum allows participants to learn through effective dialogue from the leadership experience of others, based on their personal and professional experiences. The program focuses on four leadership pillars; Self Awareness and Self Development, Communication, Assertiveness and Leading Teams. The female participation rates have matched 2014-15 rates at 43%, of the 167 participants in 2015–16, 72 were women.

Talent Management Framework

Air Force has implemented a talent management framework. As part of this framework, it has engaged Hudson Global Resources to provide an Executive Leadership Coaching Program for a number of female Air Force Officers who are identified as talented. The Coaching program currently includes six high potential women Officers at the Wing Commander and Group Captain ranks and is designed to empower and support females to thrive in a male dominated environment, give the participants a sense of value in their role and position in Air Force, and minimise risk of derailment for women moving or being prepared to move into leadership positions.

Progress towards success

Opportunities for women to be involved in mentoring, sponsorship and networking programs continues to be encouraged and to grow throughout the three Services.

Career management and satisfaction

The importance of sound career management and planning for all ADF members cannot be understated. Balancing both the requirements of the Service as well as the personal circumstances and aspirations of individual members is central to ensuring ADF members are supported throughout their career and life stages.

Table 38 provides a snapshot from Defence's internal attitudinal survey, YourSay, showing perceptions of men and women, by Service, in relation to their career management.

Table 38: YourSay surveys (August 2015 and February 2016) – responses on career management in the ADF [1][2][3][4]

YourSay Survey	Navy		Army		Air Force		Total ADF	
	Women	Men	Women	Men	Women	Men	Women	Men
My career development has generally been good (% Agree/Strongly agree)	57.8%	60.0%	58.3%	59.0%	59.3%	60.4%	58.5%	59.7%
All things considered, how satisfied are you with the way your career is being managed? (% Satisfied/Very Satisfied)	39.5%	40.6%	46.7%	40.8%	43.6%	41.7%	43.4%	41.0%
All things considered, how satisfied are you with your opportunities for promotion? (% Satisfied/Very satisfied)	36.6%	39.2%	49.7%	43.9%	48.3%	41.3%	45.2%	41.8%
I have sufficient contact with the career management agency (% Agree/Strongly Agree)	49.7%	51.3%	44.3%	40.5%	44.0%	44.7%	45.8%	44.6%
I can access adequate information to manage my career (% Agree/Strongly Agree)	52.4%	57.3%	52.7%	50.4%	51.9%	53.2%	52.3%	53.1%

Source: YourSay Survey August 2015 and February 2016.

Notes

1. Data includes responses from ADF personnel.
2. Cells highlighted in green indicate that 2015-16 responses were significantly more positive than in 2014-15.
3. Cells highlighted in red indicate that 2015-16 responses were significantly less positive than in 2014-15.
4. Differences are based on statistical significance ($p < .05$) and measure of association (Cramer's $V > 0.1$).

As can be seen in Table 38, there was little difference between women and men in career satisfaction ratings on a number of attitudinally based questions. Overall just under two thirds of women and men agreed or strongly agreed that their career development had been good. Notwithstanding, just four in 10 men and women were satisfied or very satisfied with the way their career was being managed, suggesting an area for improvement for both men and women. Satisfaction with opportunities for promotion was also relatively low for both men and women across the Services, with Navy females being significantly less positive in relation to promotion opportunities in 2015-16 than in 2014-15.

Navy is actively reviewing career continuums and career management to improve career satisfaction for women. Professional development initiatives and retention incentives are in place to encourage women to stay including Flexible Workplace Arrangements (FWA), *Navy Women’s Recruiting Strategy* refresh, *2014 Navy Diversity and Inclusion Strategy*, and the Total Workforce Model.

Progress towards success

Satisfaction with career management is similar for males and females, with approximately four in 10 members of both genders indicating that all things considered they were satisfied with the way their career is being managed. This remains an area for improvement through continued communication and engagement with the Career Management Agencies.

Valuing our members – Honours & Awards

Honours and awards enable Defence to reward excellence, and the achievements and outstanding service of Australian Defence Force personnel. The following honours and awards are discretionary and granted based on the merit of the service or act.

The Order of Australia (Military Division) is the principal and most prestigious means of recognising outstanding members of the Australia Defence Force. The Order recognises personnel who have demonstrated significant personal dedication in positions of responsibility or exceptional performance of duty that has resulted in long lasting benefits to the Australia Defence Force.

The Distinguished Service Decorations recognise command and/or leadership or distinguished performance of duties in warlike operations.

The Conspicuous Service Decorations recognise exceptional devotion to duty, meritorious or outstanding achievement in application of skills or judgement in non-warlike situations, including in non-warlike operations.

Each year, the National Australia Day Council invites the Department of Defence to participate in celebrating Australia Day through awarding Australia Day Medallions to Defence personnel. The Medallions are awarded in recognition of outstanding performance by individuals in the previous twelve months or noteworthy service over a number of years.

Defence Commendations are an internal recognition scheme and are awarded for superior, excellent or noteworthy achievement or application of skills, judgement or dedication to duty.

Table 39: Number and percentage of ADF women and men who received honours and awards in FY 2015-16 ^{[1][2][3][4]}

Honours & Awards	Navy				Army				Air Force				ADF			
	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%
Order of Australia (Honours & Decorations)																
Officer of the Order of Australia (AO)	0	-	0	-	1	100.0%	0	-	0	0.0%	1	100.0%	1	50.0%	1	50.0%
Member of the Order of Australia (AM)	0	0.0%	5	100.0%	0	0.0%	5	100.0%	2	18.2%	9	81.8%	2	9.5%	19	90.5%
Medal of the Order of Australia (OAM)	2	28.6%	5	71.4%	0	0.0%	10	100.0%	0	0.0%	1	100.0%	2	11.1%	16	88.9%
TOTAL	2	16.7%	10	83.3%	1	6.3%	15	93.8%	2	15.4%	11	84.6%	5	12.2%	36	87.8%
Distinguished Service Decorations (Honours & Decorations) - Operational																
Distinguished Service Cross (DSC)	0	-	0	-	0	0.0%	3	100.0%	0	0.0%	2	100.0%	0	0.0%	5	100.0%
Distinguished Service Medal (DSM)	0	-	0	-	1	50.0%	1	50.0%	0	0.0%	1	100.0%	1	33.3%	2	66.7%
Commendation for Distinguished Service	0	0.0%	1	100.0%	2	22.2%	7	77.8%	0	0.0%	7	100.0%	2	11.8%	15	88.2%
TOTAL	0	0.0%	1	100.0%	3	21.4%	11	78.6%	0	0.0%	10	100.0%	3	12.0%	22	88.0%
Conspicuous Service Decorations (Honours & Decorations) - Operational																
Conspicuous Service Cross (CSC)	0	0.0%	1	100.0%	0	0.0%	2	100.0%	1	33.3%	2	66.7%	1	16.7%	5	83.3%
Conspicuous Service Medal (CSM)	0	0.0%	2	100.0%	0	0.0%	4	100.0%	1	25.0%	3	75.0%	1	10.0%	9	90.0%
TOTAL	0	0.0%	3	100.0%	0	0.0%	6	100.0%	2	28.6%	5	71.4%	2	12.5%	14	87.5%
Conspicuous Service Decorations (Honours & Decorations) - Non Operational																
Conspicuous Service Cross (CSC)	0	0.0%	8	100.0%	3	18.8%	13	81.3%	3	16.7%	15	83.3%	6	14.3%	36	85.7%
Conspicuous Service Medal (CSM)	3	27.3%	8	72.7%	5	19.2%	21	80.8%	2	40.0%	3	60.0%	10	23.8%	32	76.2%
TOTAL	3	15.8%	16	84.2%	8	19.0%	34	81.0%	5	21.7%	18	78.3%	16	19.0%	68	81.0%
Australia Day Medallion (Honours & Decorations)																
Australia Day Medallion	8	28.6%	20	71.4%	18	21.2%	67	78.8%	4	12.9%	27	87.1%	30	20.8%	114	79.2%
Defence Commendations (Honours & Decorations)																
Gold Level	0	0.0%	3	100.0%	2	22.2%	7	77.8%	4	16.0%	21	84.0%	6	16.2%	31	83.8%
Silver Level	6	17.6%	28	82.4%	8	11.8%	60	88.2%	13	20.6%	50	79.4%	27	16.4%	138	83.6%
Bronze Level	9	18.4%	40	81.6%	9	8.1%	102	91.9%	16	25.8%	46	74.2%	34	15.3%	188	84.7%
TOTAL	15	17.4%	71	82.6%	19	10.1%	169	89.9%	33	22.0%	117	78.0%	61	15.8%	326	84.2%

Source: Defence HR system

Notes:

1. Award statistics from PMKeyS only (excludes ex-serving awards on HonSys)
2. Statistics based on 'Approval date' in PMKeyS. Not all awards have approval date
3. Victoria Cross for Australia, Star of Gallantry, Commendation for Gallantry, MUC27, MUC28 and MCU29 are zero for FY15/16
4. Of the Order of Australia Awards, only one is Operational – one female Navy OAM

Table 39 shows the number and percentage of ADF women and men who received honours and awards in 2015-16. In 2015-16, one female from Army was awarded the Officer of the Order of Australia (AO), two Air Force women were awarded the Member of the Order of Australia (AM) and two Navy females were awarded the Medal of the Order of Australia (OAM), reflecting that of those who received these highest honours, 12.2% were female.

Twelve per cent (3) of ADF members awarded a Distinguished Service Decoration (Operational) were female and all three were from Army, 12.5 per cent (2) of those who received a Conspicuous Service Decoration (Operational) were women from Air Force, and 19 per cent (16) of those who were awarded a Conspicuous Service Decoration (Non-Operational) were female, three Navy, eight Army and five Air Force. A further thirty women across the ADF were awarded the Australia Day Medallion, representing one-fifth (20.8%) of those who received this award.

Progress towards success

Across the ADF, females were comparably represented in the awarding of Honours and Decorations. Continued support and recognition of exemplary service and achievement is required.

Key representational appointments

Command is a term of cultural significance and importance across the three Services and selection for a Command or Sub-Unit Command position is viewed as a key career milestone. With Command comes key authority and responsibility for using resources effectively and for organising, directing, coordinating and controlling military forces to achieve assigned missions. Those in Command also have responsibility for the health, welfare, morale and discipline of their people¹².

Accordingly, both Command and Sub-Unit Command appointments are reflected as key representational appointments across the Services. Each Service has also identified a range of other key representational appointments for Officers within their Service. As each of the Services has a different range of key representational roles including a different range of Command and Sub-Unit Command appointments, comparison between the Services is difficult. Rather, progress in the representation of women within these roles will be better seen over time, with this year providing a base-line against which progress can be measured in future.

Navy

Table 40 shows the proportion of Navy Officer women and men in key representational roles.

Table 40: Number and proportion of Navy women and men in key representational appointments, 30 June 2016 ^{[1][2]}

Key Representational Appointments	Navy			
	Women	%	Men	%
Command appointments	2	5.4%	35	94.6%
Sub-Unit Command appointments	23	20.0%	92	80.0%
Other key representational appointments	7	43.8%	9	56.3%
Total	32	19.0%	136	81.0%

Source: Director General Navy People

Notes:

1. Data refers to Permanent Navy members only.
2. Definitions for Command, Sub-Unit Command and Other key representational appointments are included in the Report.

Command appointments within Navy are defined as Commanding Officers of both Major Fleet Units and Shore establishments. These appointments are at the Commander (O5) and Captain (O6) ranks. Just 5.4 per cent of these appointments were filled by women.

Sub-Unit Command (Charge) appointments within Navy include the Heads of Department of Major Fleet Units and Commanding Officers of Minor War Vessels. These appointments are generally at the Lieutenant Commander (O4) rank. There was a higher representation of females undertaking charge appointments in Navy, with 20 per cent of

¹² Australian Defence Doctrine Publication 00.1

appointments filled by women. Charge appointments are but one of the promotional gateway appointments for Navy women.

A greater gender balance was achieved in the smaller number of other key representational roles within Navy, with 43.8 per cent of these roles (seven of the 16 roles) filled by women. These include a range of representational roles undertaken by Navy Officers at various ranks including Flag Lieutenants and Aide-de-Camps, Defence Attaché, Naval Attaché, Assistant Defence Attaché, Assistant Naval Attaché, Military Assistant, Personal Staff Officers to Chief of Defence Force, Chief of Navy, Deputy Chief of Navy, Head Navy Capability, Head Maritime Systems and Head Navy Engineering.

Further, Table 41 highlights the range of representational positions that are available to all sailors. Sailors are required to apply for this select range of positions. Female representation rates have continued to increase in these roles.

Table 41: Number and proportion of Non-Commissioned men and women undertaking key representational positions during fiscal year 15-16^[1].

Position Details	Total Number of positions advertised	Total Number of Applications Received	Total Number of Female Applicants	Total Number of Successful Female Applicants against positions advertised
Defence Force Recruiting	23	48	14 (29%)	9 (39%)
STS Young Endeavour	5	27	8 (29%)	4 (80%)
Retinue	5	14	8 (57%)	3 (60%)
NPCMA	10	30	3 (10%)	1 (10%)
Overseas (including International Policy Division position and General)	6	61	6 (10%)	1 (16%)
Recruit School	(There are 53 selective positions at Recruit School which are periodically rotated)	28	15 (53%)	<ul style="list-style-type: none"> ▪ All female applications have been successful since 01Jul15 ▪ From January 2017, 19 of the 53 positions (36%) will be filled by females
Command Warrant Officer (WO Tier C)	0	0	0	
Ship's Warrant Officer	5	11	0	

Source: Director General Navy People

Note:

1. New information included in 2016-17. No benchmark data available.

Army

Table 42 shows the proportion of Army women and men in key representational roles.

Table 42: Number and proportion of Army women and men in key representational appointments, 30 June 2016^{[1][2]}.

Key Representational Appointments	Army			
	Women	%	Men	%
Command appointments	6	13.0%	40	87.0%
Sub-Unit Command appointments	19	13.3%	124	86.7%
Other key representational appointments				
CSM	11	5.1%	203	94.9%
RSM Tier A	3	3.0%	96	97.0%
RSM Tier B	2	8.3%	22	91.7%
RSM Tier C	1	14.3%	6	85.7%
RSM Tier D	0	0.0%	1	100.0%
Total	42	7.9%	492	92.1%

Source: Career Management – Army

Notes:

1. Data refers to Permanent Army members only.

2. Definitions for Command, Sub-Unit Command and Other key representational appointments are included in the Report.

In the case of members employed in Army unit command appointments and Navy shore command appointments, the placement reflects the unique capability contribution provided by members charged with responsibility of managing significant human and capital resources. An Army unit will generally comprise 400-800 personnel, require the management and maintenance of capital equipment valuing up to \$1B, and be able to deploy independently or with augmentation by additional Army or ADF assets. A unit is also capable of deployment of its sub parts, in which case, its Commanding Officer (generally O5 rank) could be responsible for the management assets geographically dispersed in complex environments. Navy shore command would usually comprise command of a non-seagoing unit typically responsible for training or base support functions to deployed assets. These appointments involve the management of complex relationships with multiple defence and contractor agencies. They involve management of comparable numbers of personnel and/or equipment. The Navy shore commander will generally be of the O5 or O6 rank.

In the case of Army, Sub-Unit Commands are acknowledged as providing significant differential value which arises from the management of a deployable warfighting asset at a level lower than the unit level. It will necessarily involve less personnel and generally involve management of capital equipment of a lesser value than those at the unit level.

Army had similar levels of female representation in both Command and Sub-Unit Command positions, with 13 per cent of Command and 13.3 percent of Sub-Unit Command appointments filled by women as at 30 June 2016. The representation of women in Sub-Unit Command positions was effected by low levels of female representation in a number of Army Corps including Infantry, Armoured and Artillery Corps, with just one female Officer reaching the eligible window for Sub-Unit Command within these Corps. It is anticipated that as more females meet time in rank requirements across these Corps, the number of females eligible to compete for Sub-Unit Command appointments will improve.

Other key representational appointments in Army include the key soldier roles of Company Sergeant Major and Regimental Sergeant Major (Tiers A – D). There was a relatively low representation of female members within these positions as at 30 June 2016 which could increase over time due to gender restrictions.

Air Force

Table 43 shows the proportion of Air Force women and men in key representational roles.

Table 43: Number and proportion of Air Force women and men in key representational appointments, 30 June 2016^{[1][2]}.

Key Representational Appointments	Air Force			
	Women	%	Men	%
Command appointments	16	13.7%	101	86.3%
Sub-Unit Command appointments	19	10.6%	160	89.4%
Other key representational appointments	15	12.8%	102	87.2%
Total	50	12.1%	363	87.9%

Source: Directorate of Personnel – Air Force

Notes:

1. Data refers to Permanent Air Force members only.

2. Definitions for Command, Sub-Unit Command and Other key representational appointments are included in the Report.

Command positions in Air Force are at the Wing Commander (O5) or Group Captain (O6) rank and are defined by those positions that attract additional remuneration under the Graded Officer Pay Scale. Sub-Unit Command positions are at the Squadron Leader (O5) level and include Squadron Executive Officer, Senior Maintenance Manager, Operational Flight Commander as well as some Ground Flight Commander roles. In Air Force, other key representational appointments have been defined as Joint/Cross Government Agency roles such as Wing Commander/Group Captain Liaison Officer, Military Attaché, Defence Attaché, Assistant Defence Attaché and Military Adviser roles (including rotational positions) and Squadron Leader Aide de Camp roles. Most Group Captain level positions have also been included as key representational roles as they contain a key representational component in their duties.

Air Force had relatively similar levels of female representation across each of its key groups of representational appointments, with females comprising 13.7 per cent of Command appointments, 10.6 per cent of Sub-Unit Command appointments and 12.8 per cent of its other key representational appointments.

Progress towards success

For Navy Charge appointments and Army key representational positions, the number of women in these roles is proportional to the number of women eligible for those roles. Further improvement in some areas, such as the proportion of women in Navy Command appointments and Air Force key representational positions will continue to be sought.

Women in Leadership - addressing cultural barriers to women reaching senior leadership positions in the ADF

Navy

Navy is committed to increasing female representation in senior leadership positions. All Navy workgroups are open to females and contribute equally to capabilities, initially at sea and the subsequently in the shore environment. The full realisation of increased female representation in senior leadership will take some time with greater focus on flexible career paths and talent management. For Officers this means enabling better transitions from pre-specialisation (or pre-Charge) into Charge and Command positions. These Charge and Command positions in conjunction with attendance at the Australian Command and Staff Course (ACSC), Capability and Technology Management Program (CTMP) and the Centre for Defence and Strategic Studies (DSSC) provide the pathway to senior leadership for both male and female Officers. Clarifying career continuum mandatory versus desirable requirements will go a significant way in defining the ability to develop more flexible career paths and the management of talent in the achievement of greater female representation in senior leadership positions.

Army

Army is working towards increasing female representation in senior leadership positions. All leadership positions within Army are open to all genders. The removal of gender restrictions provides Army an opportunity to increase the number of women in senior leadership by providing new career pathways not previously available to women. However, the effects of the removal of these restrictions on the number of women in senior leadership will take a number of years to be realised. A number of leadership

positions at the Lieutenant Colonel (O5) and Colonel (O6) levels are classified as Arms corps (more specifically Infantry, Armoured, Artillery) and require a specific set of skills and experience respective to career development and experience gained within those corps of the Army. With gender restrictions only recently lifted, Army will need to grow women within these corps from *ab initio* to prepare them with the skills and experience required of these positions.

Additionally, as these women progress through the organisation they will be required to transition through the traditional leadership development opportunities such as Australian Command and Staff College and Centre for Defence and Strategic Studies. The first cohort of females in the recently opened Arms corps are currently too junior to be considered for attendance at these promotion gateways. Currently the most senior Arms corps female officer is a 6th year Captain.

Army acknowledges that it will take time for the effects of the removal of gender restrictions to be realised. However, additional enablers to retention including enhanced career management models that recognise the value of skills gained outside of Army, and ensuring there is no career detriment for females undertaking maternity leave or leave for professional development will further contribute to increased females in senior leadership positions within Army.

Air Force

Air Force continues to evolve its approach to career management, including increasing its focus on talent management to ensure there are no unnecessary barriers that may prevent women progressing in the organisation. This includes ensuring women are not precluded from roles that can lead to future leadership opportunities. Reforms in Air Force career management has seen a far greater variety of roles being filled by individuals with career profiles that are quite different to when previous criteria was used to fill these positions.

As a result, a number of roles are now being staffed by members with varying backgrounds and career profiles, thereby removing potential barriers for both men and women in Air Force.

Selection for Command and Staff College positions, Sub Unit Command and other courses provides opportunities for targeted selection of high performing Squadron Leader and Wing Commander female Officers. Building on these selections Air Force has also engaged an external leadership coaching supplier to provide targeted individualised coaching and training to high potential senior female Officers at the Wing Commander and Group Captain ranks to enable them to be competitive for Senior Leadership positions. The coaching aims to remove any cultural barriers to enable female Officers to achieve Senior Leadership Team roles.

Progress towards success

The three Services continue to address cultural barriers that may prevent women from reaching senior leadership positions. Navy is committed to increasing female representation in senior leadership positions through greater focus on flexible career paths and talent management. With the removal of Army gender restrictions, women will continue through to leadership roles in pathways not previously open to them. Air Force continues to evolve its approach to career management to ensure there are no barriers that may prevent women from progressing in the organisation.

Chapter 4: Retention

We will know we have reached success in gender diversity and inclusion in retention:

- when women are retained in the ADF at the same rate as men;
- the gap between male and female time in service is closing. (KPI 5)

Defence recognises the need to understand and embrace the diversity in our current and future workforce and to respond flexibly to the changing needs of our workforce as they progress through their career and life stages¹³. Defence invests significantly in its people throughout their career and understands the importance of developing and retaining skilled personnel, for the effective delivery of Defence capability.

Central to improving the participation of women in the ADF overall and in senior leadership positions is the retention of women in the ADF at the same rate as men and improving the length of Service of women in the ADF. Defence is committed to understanding and addressing the reasons for people exiting Defence during both the recruitment phase and throughout their career in Defence, in order for Defence to build targeted policies and processes that ensure greater retention at each career/life phase¹⁴. This section examines differences in separation rates between male and female ADF members, both Officers and Other Ranks as well as by type of separation. The top 10 reasons for ADF men and women leaving are also examined, as is the median length of service for ADF men and women.

Separation rates

Table 44 shows the ADF permanent force 12 month rolling separation rates by gender and rank.

Table 44: ADF permanent force 12-month rolling separation rates by gender and rank group, 30 June 2016⁽¹⁾⁽²⁾.

2015-16	Women	Δ	Men	Δ	Total	Δ
Navy						
Officers	7.1%	-0.3%	6.1%	-0.2%	6.2%	-0.3%
Other Ranks	9.0%	-0.9%	8.0%	0.0%	8.2%	-0.2%
Total Navy	8.5%	-0.8%	7.5%	-0.1%	7.7%	-0.2%
Army						
Officers	7.9%	0.1%	7.2%	-0.1%	7.3%	-0.1%
Other Ranks	12.2%	-0.6%	10.6%	-1.7%	10.8%	-1.6%
Total Army	11.0%	-0.4%	9.9%	-1.4%	10.0%	-1.3%
Air Force						
Officers	5.2%	0.6%	5.0%	-0.3%	5.0%	-0.1%
Other Ranks	5.7%	-0.5%	5.5%	-0.4%	5.5%	-0.5%
Total Air Force	5.5%	-0.1%	5.3%	-0.4%	5.3%	-0.4%
ADF						
Officers	6.7%	0.2%	6.2%	-0.2%	6.3%	-0.1%
Other Ranks	9.5%	-0.7%	8.9%	-1.1%	9.0%	-1.0%
Total ADF	8.6%	-0.4%	8.3%	-0.8%	8.3%	-0.8%

Source: Defence HR system.

Notes

1. Separation rates are based on the total permanent force; including both the trained and the training force.
2. Delta (Δ) columns indicate the differences in separation rates between 2015-16 and 2014-15.

¹³ Defence Diversity and Inclusion Strategy 2012-2017.

¹⁴ Defence Diversity and Inclusion Strategy 2012-2017.

Figure 14: ADF permanent force 12-month rolling separation rate, by Service, rank group and gender, 30 June 2016

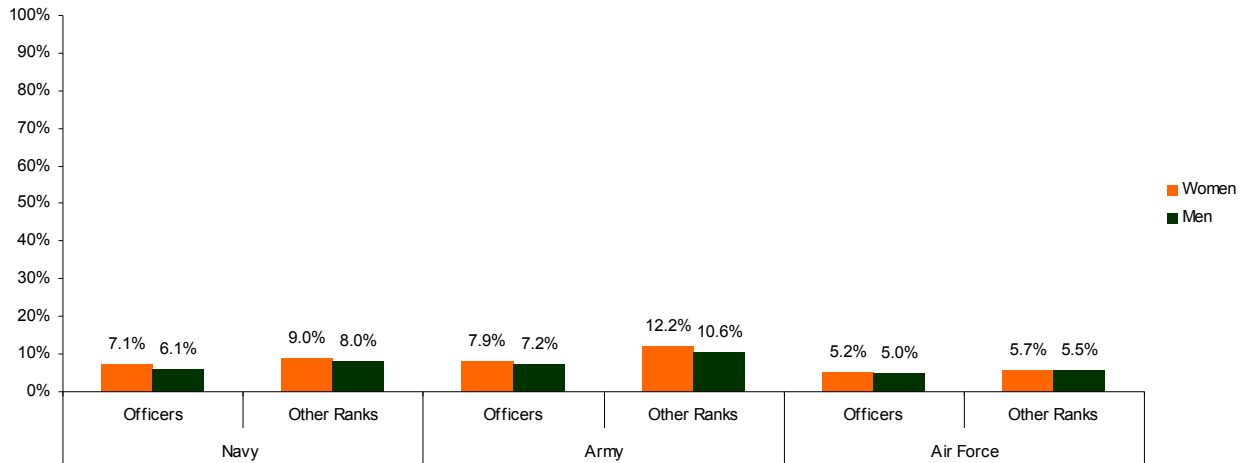


Figure 14 shows the 12-month rolling separation rate for permanent ADF women and men by each Service and by rank group. For the ADF overall, the separation rates for women and men are very similar, at 8.6 and 8.3 per cent respectively.

For Navy, female separation rates have declined over the past 12 months, from 9.3 per cent in 2014-15 to 8.5 per cent in 2015-16, while male separation rates have remained stable, closing some of the gap between male and female separation rates. For males and females, separation rates for Navy Other Ranks were higher than that for Officers.

For Army, while female separation rates have declined slightly over the past 12 months (from 11.4 per cent in 2014-15 to 11.0 per cent in 2015-16) the gap between male and female separation rates has widened as a result of a stronger decline in the male separation rate (from 11.3% in 2014-15 to 9.9% in 2015-16). For both Army males and females, there was a notable difference between rank groups, with Other Rank separation rates higher than that for Officers. This was particularly the case for Army Other Rank women who had the highest separation rates of any rank group across the Services (12.2 per cent). The Army female Other Rank separation rate has remained higher due to the effect of one year Initial Minimum Period of Service (IMPS). Members who enlist under the one-year IMPS had higher separation after completion of IMPS, and females were proportionately more represented in one-year IMPS than males. Army has therefore examined the scheme and has made adjustments to ensure more women are retained. For Air Force, separation rates for men and women were very similar overall and across rank groups, and have remained relatively stable since 2014-15.

As shown in Table 45, across the ADF, more than half (55.6 per cent) of female separations were voluntary, one-fifth (20.5 per cent) were involuntary, 23.1 per cent were trainee separations and less than one per cent (0.8 per cent) of female separations were due to age retirement.

Table 45: ADF permanent force separations by gender and type of separation, 2015-16

2015-16	Women	%	Men	%
Navy				
Voluntary separations	120	53.1	474	55.6
Involuntary separations	40	17.7	174	20.4
Age retirement	0	0.0	9	1.1
Trainees separations	66	29.2	196	23.0
Total Navy	226	100.0	853	100.0
Army				
Voluntary separations	221	56.5	1334	51.8
Involuntary separations	82	21.0	646	25.1
Age retirement	3	0.8	37	1.4
Trainees separations	85	21.7	557	21.6
Total Army	391	100.0	2574	100.0
Air Force				
Voluntary separations	84	56.8	380	61.8
Involuntary separations	35	23.6	125	20.3
Age retirement	3	2.0	34	5.5
Trainees separations	26	17.6	76	12.4
Total Air Force	148	100.0	615	100.0
ADF				
Voluntary separations	425	55.6	2188	54.1
Involuntary separations	157	20.5	945	23.4
Age retirement	6	0.8	80	2.0
Trainees separations	177	23.1	829	20.5
Total ADF	765	100.0	4042	100.0

Voluntary separations formed the majority of separations for both men and women across all three Services. The proportion of voluntary separations was similar for men and women in Navy (53.1 per cent and 55.6 per cent of separations respectively). Of those who separated voluntarily in 2015-16, 25 per cent cited family stability as the primary reason for leaving and 10 per cent cited maternal commitments as being the primary reason for leaving. Other reasons such as personal reasons, sea service, compassionate, conditions of service, promotion prospects, and career satisfaction accounted for a further 35 per cent of women, all of which could be related to managing family commitments.

In Army, voluntary separations were higher for women than men, comprising 56.5 per cent of all female separations compared to 51.8 per cent of male separations. The reason for this is one year Initial Mandatory Period of Service (IMPS), Army recruited to a one year commitment only and many stayed for only the required one year. For Air Force the reverse was true, with a higher proportion of male separations being voluntary (61.8 per cent) than females (56.8 per cent).

In Navy, the proportion of trainee separations, as a proportion of total separations, were higher for women (29.2 per cent) than men (23.0 per cent), this was also true for Air Force (17.6 per cent female, 12.4 per cent male). When comparing trainee separation rates as a proportion of all separations across the three Services, female trainee separations were lowest for Air Force (17.6 per cent) compared to Army (21.7 per cent) and Navy (29.2 per cent).

The proportion of involuntary separations was slightly higher for men than women in both Navy and Army, while in Air Force, the proportion of involuntary separations was slightly higher for women.

Progress towards success

Separation rates for women in 2015-16 were slightly higher overall (8.6 per cent) than those for men (8.3 per cent). There has been a decrease in separations for both females and males over the past 12 months. In order to grow to the proportions required by 2023 the emphasis on retention needs to be maintained.

Reasons for Leaving the ADF

Defence is committed to understanding and addressing the reasons that members leave the ADF. Voluntary separations form the majority of separations for both women and men across the Services. Together with Defence's commitment to increasing the participation of women in the ADF, understanding any differences in the reasons why women and men leave the ADF is important in development of targeted strategies to improve the retention of women.

Table 46 shows the top 10 ranked reasons for leaving among ADF members for women and men in 2015. The results indicate that women and men have similar themes in their reasons for leaving. The top reason for women and men leaving the ADF is that they wish to make a career change while they are still young enough. Both women and men reported that low job satisfaction or low morale contributed to their decision to leave, and both women and men had concerns around the impact of job demands on family and personal life.

Men were more likely to have been influenced by better career prospects in civilian life than women were, while women were more likely to have been influenced to leave due to issues with the day to day management of personnel matters.

Wanting to make a career change while still young enough was also the top cited reason for leaving in 2014. However in 2015 women were more likely to cite issues with unit management and low morale as reasons for leaving than they were in 2014.

Table 46: 2015 YourSay Leaving Defence Survey – top 10 reasons for ADF members leaving^[1].

Rank	Total ADF	Rank	Women	Rank	Men
1	To make a career change while still young enough.	1	To make a career change while still young enough	1	To make a career change while still young enough
2	Lack of job satisfaction.	2	Low morale in my work environment	2	Lack of job satisfaction
3	Better career prospects in civilian life.	3	Issues with day-to-day unit management of personnel matters	3	Better career prospects in civilian life
4	Low morale in my work environment.	4	Desire for less separation from family	4	Low morale in my work environment
5	Desire for less separation from family.	5	General dissatisfaction with service life	5	Desire for less separation from family
6	Impact of job demands on family / personal life.	6	Lack of job satisfaction	6	Effect of postings on family life
7	Effect of postings on family life.	7	Impact of job demands on family / personal life	7	Limited opportunities in my present Category / Corps / Mustering / Specialisation / Primary qualification
8	General dissatisfaction with service life.	8	Poor leadership by my immediate supervisor	8	Desire to stay in one place
9	Issues with day-to-day unit management of personnel matters.	9	Desire to live in a particular location	9	Impact of job demands on family / personal life
10	Poor leadership by my immediate supervisor.	10	Better career prospects in civilian life	10	General dissatisfaction with service life

Source YourSay Leaving Defence Survey 2015 (Formerly ADF Exit Survey)

Note:

1. Data includes responses from ADF member who were discharged in calendar year 2015

Time in Service (median)

The median time spent in Service offers insight into the differences in the length of time being served in the ADF by gender. Encouraging women to serve in the ADF for longer is vital to ensuring female participation levels are improved and that women reach senior

levels in the ADF. It is anticipated that initiatives such as the Total Workforce Model (discussed below) will encourage members to serve for longer by enhancing career options and providing flexibility that allows individuals to balance their military careers with their personal obligations.

Tables 47 and 48 show median time in Service (years) by gender and rank group. Table 47 shows median time in Service for Permanent ADF members who were serving as at 30 June 2016 (headcount). Table 48 shows the median time in Service for Permanent ADF members who separated during 2015-16.

Table 47: ADF Permanent force median time in Service (years) by gender and rank group (headcount) as at 30 June 16^[1]

2015-16	Women	Men
Navy		
Officers	11.24	13.45
Other Ranks	6.08	7.31
Total Navy	6.93	8.38
Army		
Officers	10.45	11.48
Other Ranks	5.43	6.48
Total Army	6.44	7.38
Air Force		
Officers	9.68	13.49
Other Ranks	8.19	10.93
Total Air Force	8.90	11.91
ADF		
Officers	10.41	12.45
Other Ranks	6.37	7.46
Total ADF	7.42	8.46

Source: Defence HR system

Note:

1. Figures in this table show median time in service for permanent force only based on headcount at 30 June 2016.

With the exception of Air Force, the median time in Service for both male and female ADF members serving on 30 June 2016 is greater for Officers than Other Ranks.

When comparing median length of service between women and men, women have consistently served for less time than men across each Service and rank group. However, in for Army it is to be expected as Army is currently recruiting 500-600 females annually, and it is this large influx of females that is lowering the median length of service for females. Also it can be expected that this gap is likely to continue to increase in coming years as Army continues to get ever larger cohorts of females joining. As Army approaches a point of 'steady state' of inflow and cohorts of females are similar each year, the median length of service will eventually grow and return to the same level as males.

Table 48: ADF Permanent force median time in Service (years) by gender and rank group (on separation) 2015-16^[1]

2015-16	Women	Men
Navy		
Officers	11.57	15.27
Other Ranks	6.43	6.67
Total Navy	7.03	7.21
Army		
Officers	8.72	13.22
Other Ranks	4.40	6.04
Total Army	4.89	6.33
Air Force		
Officers	11.28	18.73
Other Ranks	8.76	10.94
Total Air Force	9.42	12.86
ADF		
Officers	11.10	14.96
Other Ranks	6.00	6.49
Total ADF	6.37	7.11

Source: Defence HR system

Note

1. Figures in this table show median time in service for permanent force only, upon separation in 2015-16.

The median time in service upon separation was less for women than men across each of the Services and rank groups, with this difference particularly notable for Air Force Officers. Interestingly, the difference between male and female median time in service upon separation for other rank members was less than that for Officers.

For Army these figures are also influenced by the successes in recruiting additional females. Initial training is a known separation point for both men and women, therefore when Army recruits higher volumes of women, increased separations are also experienced. The increase in female recruitment over the last four years has been larger than that for male recruitment, and the effect of this difference can be seen in the increasing number of junior female soldiers separating. In addition, the one year IMPS policy has also impacted females separation (with more females separating on completion of their IMPS), and the result is that the median length of service on separation has decreased for women.

Progress towards success

Although there appears to be a difference in the median times that men and women are serving, the reasons for this are not straight forward. This illustrates that retention requires an equal focus to recruitment, to achieve long-term sustainability in workforce.

The ADF Total Workforce Model – Improving retention in the ADF

As a key retention measure for the ADF workforce, in June 2016 the Government introduced a contemporary workforce model for the ADF to allow the ADF workforce to be utilised more effectively.

The ADF Total Workforce Model (TWM) aims to present a different way of thinking about how the ADF workforce can be best employed to deliver capability. The purpose of the TWM is to modernise career arrangements, provide greater workforce agility and increase retention of skilled people to meet future capability requirements. It features a new Service spectrum consisting of seven Service Categories (SERCAT) and two Service

Options (SERVOP) that members serve in. This new contemporary workforce management model will increase the ability of ADF members to move between the ADF and Reserves to best meet individual circumstances and best harness their skills and expertise.

There are two features of the Total Workforce Model in particular that demonstrate a new way to serve, Service Option D (SERVOP D) and Service Category (SERCAT 6). SERVOP D will group members in a 'dual employment' arrangement to enable the ADF and Industry to work in partnership to share the high value and in demand skills and experience of certain members. SERVOP D will create an environment where valuable skills across Defence and Industry can be accessed, built and retained. SERCAT 6 allows the ADF to provide Permanent/Regular ADF members with flexible service arrangements. SERCAT 6 aims to encourage members to serve longer by providing flexibility that allows individuals to balance their military careers with their personal obligations.

Chapter 5: Personnel Support and Policy

We will know we have reached success in gender diversity and inclusion in personnel support and policy when:

- new parents are able to continue their careers in the permanent ADF
- members with childcare aged children are supported in their efforts to access quality childcare
- women and men are paid equitably
- women and men feel equally supported by and included in Defence (KPI 11).

Supports KPI 5.

Supporting Policy

PACMAN Volume 1, Chapter 5, Part 4 – Maternity Leave

Purpose – “The leave recognises the physical aspects of the later stages of pregnancy, childbirth and recovery after childbirth. It also provides time for initial care of the child.”

PACMAN Volume 1, Chapter 5, Part 5 – Parental Leave

Purpose – “Parental leave assists a member and their dependants to spend time with a newborn or adopted dependent child.”

MILPERSMAN Part 3, Chapter 5 – Australian Defence Force Total Workforce Model

Policy Statement – “Defence members and employees may serve in a range of Service Categories that correspond to a spectrum of reserve to full-time service...”

Introduction – “The Australian Defence Force Total Workforce Model (TWM) provides organisational flexibility enabling Service Chiefs to draw on a diverse personnel pool to effectively deliver Defence capability outcomes”

MILPERSMAN Part 10, Chapter 3 – Transfer of Personnel Across the Service Spectrum

Policy Statement – “3.1 The transfer of personnel between Service Categories (SERCATs) assists in the generation and sustainment of Defence capability and provides members with flexible career options...”

Defence is committed to improving support for members of the ADF so that men and women feel equally supported by and included in Defence. The provision of mechanisms to assist members to balance their work and family (or other) responsibilities provides a central means of strengthening the capability of the workforce, by improving attraction and retention of both male and female ADF members.

This section examines a range of issues relating to personnel support and policy for ADF members including retention of ADF members in the Permanent Force who have become new parents, access to quality childcare, examination of the gender pay gap and women’s experiences within the ADF.

Maternity and Parental Leave

Defence has a range of policies in place to support members of the ADF who choose to start a family. Maternity leave recognises the physical aspects of the later stages of pregnancy, childbirth and recovery after childbirth.¹⁵ It also provides time for initial care of the child. Parental leave assists a member and their dependants to spend time with a newborn or adopted dependent child.¹⁶

In addition as of 1 July 2016 Defence members, through the application of the Australian Defence Force Total Workforce Model (TWM) may serve in a range of Service categories that correspond to a spectrum of reserve to full-time service. This provides flexibility for members to transfer between service categories depending on what stage of their life they may be in¹⁷. This new model will be reflected in next year's Women in ADF report.

Tables 49 through to 54 show the numbers and percentages of ADF women who commenced at least one period of paid or unpaid maternity leave in 2015-16 and the number and percentages of all members who took at least one period of paid or unpaid parental leave in 2015-16.

Table 49: Number and proportion of Permanent Navy women who commenced at least one period of paid or unpaid maternity leave, 2015-16^{[1][2]}.

Rank	Women		Total number of Permanent ADF	% taken paid maternity leave	% taken unpaid maternity leave
	Taken Paid Maternity Leave	Taken Unpaid Maternity Leave			
Admiral (O10)	-	-	0	-	-
Vice Admiral (O09)	-	-	0	-	-
Rear Admiral (O08)	-	-	0	-	-
Commodore (O07)	-	-	4	-	-
Captain (O06)	1	-	16	6.25%	-
Commander (O05)	-	-	52	-	-
Lieutenant Commander (O04)	7	3	151	4.64%	1.99%
Lieutenant (O03)	23	22	275	8.36%	8.00%
Sub Lieutenant (O02)	1	1	61	1.64%	1.64%
Acting Sub Lieutenant (O01)	-	-	5	-	-
Midshipman (O00)	-	-	82	-	-
Warrant Officer (E09 & E10)	1	-	19	5.26%	-
Chief Petty Officer (E08)	7	4	95	7.37%	4.21%
Petty Officer (E06)	14	9	188	7.45%	4.79%
Leading Seaman (E05)	44	38	482	9.13%	7.88%
Able Seaman (E03)	50	43	792	6.31%	5.43%
Seaman (E02)	3	1	216	1.39%	0.46%
Seaman* (E01)	1	-	181	0.55%	-
Total	152	121	2,619	5.80%	4.62%

Source: Defence HR system.

Notes

1. Figures include Permanent Navy members only.
2. Paid and unpaid leave is shown separately however the same member may be reflected in both figures if they commenced a period of both paid and unpaid leave in the period.

15 PACMAN Volume 1, Chapter 5, Part 4 – Maternity Leave

16 PACMAN Volume 1, Chapter 5, Part 5 – Parental Leave

17 MILPERSMAN Part 10, Chapter 3 – Transfer of Personnel Across the Service Spectrum

Table 50: Number and proportion of Permanent Navy members who commenced at least one period of paid or unpaid parental leave, 2015-16^{[1][2]}.

Rank	Women					Men				
	Taken Paid Parental Leave	Taken Unpaid Parental Leave	Total number of Permanent ADF	% taken paid parental leave	% taken unpaid parental leave	Taken Paid Parental Leave	Taken Unpaid Parental Leave	Total number of Permanent ADF	% taken paid parental leave	% taken unpaid parental leave
Admiral (O10)	-	-	0	-	-	-	-	0	-	-
Vice Admiral (O09)	-	-	0	-	-	-	-	3	-	-
Rear Admiral (O08)	-	-	0	-	-	-	-	11	-	-
Commodore (O07)	-	-	4	-	-	-	-	35	-	-
Captain (O06)	-	-	16	-	-	2	-	96	2.08%	-
Commander (O05)	-	-	52	-	-	8	-	349	2.29%	-
Lieutenant Commander (O04)	1	-	151	0.66%	-	23	1	634	3.63%	0.16%
Lieutenant (O03)	-	1	275	-	0.36%	48	-	983	4.88%	-
Sub Lieutenant (O02)	2	2	61	3.28%	3.28%	9	-	223	4.04%	-
Acting Sub Lieutenant (O01)	-	-	5	-	-	1	-	47	2.13%	-
Midshipman (O00)	-	-	82	-	-	-	-	265	-	-
Warrant Officer (E09 & E10)	-	-	19	-	-	-	-	206	-	-
Chief Petty Officer (E08)	-	1	95	-	1.05%	26	-	895	2.91%	-
Petty Officer (E06)	-	-	188	-	-	93	-	1212	7.67%	-
Leading Seaman (E05)	2	-	482	0.41%	-	110	1	1877	5.86%	0.05%
Able Seaman (E03)	-	2	792	-	0.25%	118	3	3163	3.73%	0.09%
Seaman (E02)	-	-	216	-	-	10	-	677	1.48%	-
Seaman* (E01)	-	-	181	-	-	4	-	532	0.75%	-
Total	5	6	2,619	0.19%	0.23%	452	5	11,208	4.03%	0.04%

Source: Defence HR system.

Notes:

1. Figures include Permanent Navy members only.
2. Paid and unpaid leave is shown separately however the same member may be reflected in both figures if they commenced a period of both paid and unpaid leave in the period.

Table 51: Number and proportion of Permanent Army women who commenced at least one period of paid or unpaid maternity leave, 2015-16^{[1][2]}.

Rank	Women				
	Taken Paid Maternity Leave	Taken Unpaid Maternity Leave	Total number of Permanent ADF	% taken paid maternity leave	% taken unpaid maternity leave
General (O10)	-	-	0	-	-
Lieutenant General (O09)	-	-	0	-	-
Major General (O08)	-	-	1	-	-
Brigadier (O07)	-	-	8	-	-
Colonel (O06)	-	-	20	-	-
Lieutenant Colonel (O05)	2	-	95	2.11%	-
Major (O04)	25	13	279	8.96%	4.66%
Captain (O03)	24	11	274	8.76%	4.01%
Lieutenant (O02)	9	9	226	3.98%	3.98%
Second Lieutenant (O01)	-	-	3	-	-
Officer Cadet (O00)	-	-	127	-	-
Warrant Officer Class 1 (E09 & E10)	2	-	70	2.86%	-
Warrant Officer Class 2 (E08)/Staff S	6	5	193	3.11%	2.59%
Sergeant (E06)	25	18	276	9.06%	6.52%
Corporal (E05)/Lance Corporal (E04)	49	48	656	7.47%	7.32%
Private Proficient (E03)	42	38	762	5.51%	4.99%
Private (E02)	7	3	300	2.33%	1.00%
Private Trainee (E01)	-	1	198	-	0.51%
Total	191	146	3,488	5.48%	4.19%

Source: Defence HR system.

Notes:

1. Figures include Permanent Army members only.
2. Paid and unpaid leave is shown separately however the same member may be reflected in both figures if they commenced a period of both paid and unpaid leave in the period.

Table 52: Number and proportion of Permanent Army members who commenced at least one period of paid or unpaid parental leave, 2015-16^{[1][2]}

Rank	Women					Men				
	Taken Paid Parental Leave	Taken Unpaid Parental Leave	Total number of Permanent ADF	% taken paid parental leave	% taken unpaid parental leave	Taken Paid Parental Leave	Taken Unpaid Parental Leave	Total number of Permanent ADF	% taken paid parental leave	% taken unpaid parental leave
General (O10)	-	-	0	-	-	-	-	0	-	-
Lieutenant General (O09)	-	-	0	-	-	-	-	1	-	-
Major General (O08)	-	-	1	-	-	-	-	15	-	-
Brigadier (O07)	-	-	8	-	-	-	-	48	-	-
Colonel (O06)	-	-	20	-	-	3	-	165	1.82%	-
Lieutenant Colonel (O05)	-	-	95	-	-	18	1	544	3.31%	0.18%
Major (O04)	-	-	279	-	-	91	1	1559	5.84%	0.06%
Captain (O03)	-	-	274	-	-	121	3	1566	7.73%	0.19%
Lieutenant (O02)	-	-	226	-	-	33	-	715	4.62%	-
Second Lieutenant (O01)	-	-	3	-	-	-	-	8	-	-
Officer Cadet (O00)	-	-	127	-	-	5	-	620	0.81%	-
Warrant Officer Class 1 (E09 & E10)	-	-	70	-	-	8	-	595	1.34%	-
Warrant Officer Class 2 (E08)/Staff S	-	-	193	-	-	42	-	1766	2.38%	-
Sergeant (E06)	1	1	276	0.36%	0.36%	144	1	2271	6.34%	0.04%
Corporal (E05)/Lance Corporal (E04)	1	1	656	0.15%	0.15%	364	5	4974	7.32%	0.10%
Private Proficient (E03)	-	1	762	-	0.13%	374	6	7223	5.18%	0.08%
Private (E02)	-	-	300	-	-	68	2	1956	3.48%	0.10%
Private Trainee (E01)	-	-	198	-	-	22	-	1502	1.46%	-
Total	2	3	3,488	0.06%	0.09%	1,293	19	25528	5.07%	0.07%

Source: Defence HR system.

Notes:

1. Figures include Permanent Army members only.
2. Paid and unpaid leave is shown separately however the same member may be reflected in both figures if they commenced a period of both paid and unpaid leave in the period.

Table 53: Number and proportion of Permanent Air Force women who commenced at least one period of paid or unpaid maternity leave, 2015-16^{[1][2]}

Rank	Women				
	Taken Paid Maternity Leave	Taken Unpaid Maternity Leave	Total number of Permanent ADF	% taken paid maternity leave	% taken unpaid maternity leave
Air Chief Marshal (O10)	-	-	0	-	-
Air Marshal (O09)	-	-	0	-	-
Air Vice-Marshal (O08)	-	-	2	-	-
Air Commodore (O07)	-	-	4	-	-
Group Captain (O06)	-	-	17	-	-
Wing Commander (O05)	-	-	74	-	-
Squadron Leader (O04)	20	13	233	8.58%	5.58%
Flight Lieutenant (O03)	26	24	414	6.28%	5.80%
Flying Officer (O02)	12	7	172	6.98%	4.07%
Pilot Officer (O01)	3	1	47	6.38%	2.13%
Officer Cadet (O00)	-	-	130	-	-
Warrant Officer (E09 & E10)	-	-	51	-	-
Flight Sergeant (E08)	6	6	117	5.13%	5.13%
Sergeant (E06)	21	12	259	8.11%	4.63%
Corporal (E05)	37	43	431	8.58%	9.98%
Leading Aircraftman/Woman (E03)	35	36	532	6.58%	6.77%
Aircraftman/Woman (E02)	3	1	86	3.49%	1.16%
Aircraftman/Woman Trainee (E01)/Non-Commissioned Officer	-	-	130	-	-
Total	163	143	2,699	6.04%	5.30%

Source: Defence HR system.

Notes:

1. Figures include Permanent Air Force members only.
2. Paid and unpaid leave is shown separately however the same member may be reflected in both figures if they commenced a period of both paid and unpaid leave in the period.

Table 54: Number and proportion of Permanent Air Force members who commenced at least one period of paid or unpaid parental leave, 2015-16^{[1][2]}.

Rank	Women					Men				
	Taken Paid Parental Leave	Taken Unpaid Parental Leave	Total number of Permanent ADF	% taken paid parental leave	% taken unpaid parental leave	Taken Paid Parental Leave	Taken Unpaid Parental Leave	Total number of Permanent ADF	% taken paid parental leave	% taken unpaid parental leave
Air Chief Marshal (O10)	-	-	0	-	-	-	-	1	-	-
Air Marshal (O09)	-	-	0	-	-	-	-	1	-	-
Air Vice-Marshal (O08)	-	-	2	-	-	-	-	9	-	-
Air Commodore (O07)	-	-	4	-	-	-	-	36	-	-
Group Captain (O06)	-	-	17	-	-	1	-	124	0.81%	-
Wing Commander (O05)	1	-	74	1.35%	-	10	-	413	2.42%	-
Squadron Leader (O04)	-	-	233	-	-	56	1	943	5.94%	0.11%
Flight Lieutenant (O03)	-	2	414	-	0.48%	98	2	1412	6.94%	0.14%
Flying Officer (O02)	1	1	172	0.58%	0.58%	17	1	441	3.85%	0.23%
Pilot Officer (O01)	-	-	47	-	-	8	-	223	3.59%	-
Officer Cadet (O00)	-	-	130	-	-	3	-	327	0.92%	-
Warrant Officer (E09 & E10)	-	-	51	-	-	7	1	514	1.36%	0.19%
Flight Sergeant (E08)	-	-	117	-	-	14	-	662	2.11%	-
Sergeant (E06)	3	-	259	1.16%	-	74	-	1395	5.30%	-
Corporal (E05)	3	2	431	0.70%	0.46%	143	3	1911	7.48%	0.16%
Leading Aircraftman/Woman (E03)	-	1	532	-	0.19%	148	4	2295	6.45%	0.17%
Aircraftman/Woman (E02)	-	-	86	-	-	20	-	367	5.45%	-
Aircraftman/Woman Trainee (E01)/Non-Commissioned Officer	-	-	130	-	-	8	1	404	1.98%	0.25%
Total	8	6	2,699	0.30%	0.22%	607	13	11,478	5.29%	0.11%

Source: Defence HR system.

Notes:

1. Figures include Permanent Air Force members only.
2. Paid and unpaid leave is shown separately however the same member may be reflected in both figures if they commenced a period of both paid and unpaid leave in the period.

Retention of women and men following maternity and parental leave

Tables 55 to 57 show the number and percentage of members retained 18 months after a period of Paid Maternity or Parental Leave. The tables include the numbers of women and men at each rank who took any variant of paid parental leave in calendar year 2014, and how many of these women and men were still serving with the ADF in 2015-16, exactly 18 months after they commenced their period of paid leave. Women and men not considered to be retained include those who have transferred from the permanent forces to serve in a Reserve capacity.

Table 55: Number and proportion of Navy members retained 18 months after a period of Paid Maternity or Parental Leave 2015-16^{[1][2][3]}

Women				Men			
Rank	Taken Leave	Retained	% Retained	Rank	Taken Leave	Retained	% Retained
Admiral (O10)	-	-	-	Admiral (O10)	-	-	-
Vice Admiral (O09)	-	-	-	Vice Admiral (O09)	-	-	-
Rear Admiral (O08)	-	-	-	Rear Admiral (O08)	1	1	100.0%
Commodore (O07)	-	-	-	Commodore (O07)	-	-	-
Captain (O06)	-	-	-	Captain (O06)	1	1	100.0%
Commander (O05)	-	-	-	Commander (O05)	7	7	100.0%
Lieutenant Commander (O04)	13	12	92.3%	Lieutenant Commander (O04)	21	19	90.5%
Lieutenant (O03)	23	18	78.3%	Lieutenant (O03)	47	44	93.6%
Sub Lieutenant (O02)	2	1	50.0%	Sub Lieutenant (O02)	7	7	100.0%
Acting Sub Lieutenant (O01)	1	1	100.0%	Acting Sub Lieutenant (O01)	2	2	100.0%
Midshipman (O00)	-	-	-	Midshipman (O00)	1	1	100.0%
Warrant Officer (E09 & E10)	-	-	-	Warrant Officer (E09 & E10)	4	4	100.0%
Chief Petty Officer (E08)	6	6	100.0%	Chief Petty Officer (E08)	24	23	95.8%
Petty Officer (E06)	21	20	95.2%	Petty Officer (E06)	74	68	91.9%
Leading Seaman (E05)	49	40	81.6%	Leading Seaman (E05)	128	107	83.6%
Able Seaman (E03)	64	48	75.0%	Able Seaman (E03)	96	83	86.5%
Seaman (E02)	3	2	66.7%	Seaman (E02)	11	10	90.9%
Seaman* (E01)	-	-	-	Seaman* (E01)	4	4	100.0%
Total	182	148	81.3%	Total	428	381	89.0%

Source: Defence HR system.

Notes:

1. Leave types include forces maternity leave—ADF, paid parental leave—ADF, maternity leave paid and parental leave.

- Shows members who were still serving in 2015-16, exactly 18 months after they commenced paid maternity/parental leave (i.e. the commencement date for their leave fell between 1 January 2014 and 31 December 2014.)
- Commencement and related retention figures are recorded against the rank of the member when they commenced their period of paid maternity/parental leave.

Table 56: Number and proportion of Army members retained 18 months after a period of Paid Maternity or Parental Leave 2015-16^{[1][2][3]}

Women				Men			
Rank	Taken Leave	Retained	% Retained	Rank	Taken Leave	Retained	% Retained
General (O10)	-	-	-	General (O10)	-	-	-
Lieutenant General (O09)	-	-	-	Lieutenant General (O09)	-	-	-
Major General (O08)	-	-	-	Major General (O08)	-	-	-
Brigadier (O07)	-	-	-	Brigadier (O07)	1	1	100.0%
Colonel (O06)	-	-	-	Colonel (O06)	-	-	-
Lieutenant Colonel (O05)	1	1	100.0%	Lieutenant Colonel (O05)	20	19	95.0%
Major (O04)	26	24	92.3%	Major (O04)	111	108	97.3%
Captain (O03)	20	17	85.0%	Captain (O03)	133	117	88.0%
Lieutenant (O02)	8	7	87.5%	Lieutenant (O02)	24	23	95.8%
Second Lieutenant (O01)	-	-	-	Second Lieutenant (O01)	-	-	-
Officer Cadet (O00)	-	-	-	Officer Cadet (O00)	4	4	100.0%
Warrant Officer Class 1 (E09 & E08)	1	1	100.0%	Warrant Officer Class 1 (E09 & E08)	11	11	100.0%
Warrant Officer Class 2 (E08)	12	11	91.7%	Warrant Officer Class 2 (E08)	55	54	98.2%
Staff Sergeant (E07)	-	-	-	Staff Sergeant (E07)	-	-	-
Sergeant (E06)	28	20	71.4%	Sergeant (E06)	171	157	91.8%
Corporal (E05)	49	42	85.7%	Corporal (E05)	276	246	89.1%
Lance Corporal (E04)	9	7	77.8%	Lance Corporal (E04)	108	91	84.3%
Private Proficient (E03)	56	44	78.6%	Private Proficient (E03)	430	350	81.4%
Private (E02)	5	5	100.0%	Private (E02)	48	44	91.7%
Private Trainee (E01)	2	1	50.0%	Private Trainee (E01)	33	30	90.9%
Total	217	180	82.9%	Total	1,425	1,255	88.1%

Source: Defence HR system.

Notes:

- Leave types include forces maternity leave—ADF, paid parental leave—ADF, maternity leave paid and parental leave.
- Shows members who were still serving in 2015-16, exactly 18 months after they commenced paid maternity/parental leave (i.e. the commencement date for their leave fell between 1 January 2014 and 31 December 2014.)
- Commencement and related retention figures are recorded against the rank of the member when they commenced their period of paid maternity/parental leave.

Table 57: Number and proportion of Air Force members retained 18 months after a period of Paid Maternity or Parental Leave 2015-16^{[1][2][3]}

Women				Men			
Rank	Taken Leave	Retained	% Retained	Rank	Taken Leave	Retained	% Retained
Air Chief Marshal (O10)	-	-	-	Air Chief Marshal (O10)	-	-	-
Air Marshal (O09)	-	-	-	Air Marshal (O09)	-	-	-
Air Vice-Marshal (O08)	-	-	-	Air Vice-Marshal (O08)	-	-	-
Air Commodore (O07)	-	-	-	Air Commodore (O07)	-	-	-
Group Captain (O06)	-	-	-	Group Captain (O06)	1	1	100.0%
Wing Commander (O05)	3	3	100.0%	Wing Commander (O05)	14	12	85.7%
Squadron Leader (O04)	17	15	88.2%	Squadron Leader (O04)	52	52	100.0%
Flight Lieutenant (O03)	42	42	100.0%	Flight Lieutenant (O03)	107	101	94.4%
Flying Officer (O02)	8	8	100.0%	Flying Officer (O02)	9	9	100.0%
Pilot Officer (O01)	1	1	100.0%	Pilot Officer (O01)	7	7	100.0%
Officer Cadet (O00)	-	-	-	Officer Cadet (O00)	1	1	100.0%
Warrant Officer (E09 & E10)	2	2	100.0%	Warrant Officer (E09 & E10)	8	8	100.0%
Flight Sergeant (E08)	2	2	100.0%	Flight Sergeant (E08)	10	10	100.0%
Sergeant (E06)	15	15	100.0%	Sergeant (E06)	59	59	100.0%
Corporal (E05)	54	48	88.9%	Corporal (E05)	165	159	96.4%
Non-Commissioned Officer Cadet	-	-	-	Non-Commissioned Officer Cadet	1	1	100.0%
Leading Aircraftman/Woman (E03)	51	45	88.2%	Leading Aircraftman/Woman (E03)	150	137	91.3%
Aircraftman/Woman (E02)	2	2	100.0%	Aircraftman/Woman (E02)	11	11	100.0%
Aircraftman/Woman Trainee (E01)	1	1	100.0%	Aircraftman/Woman Trainee (E01)	5	5	100.0%
Total	198	184	92.9%	Total	600	573	95.5%

Source: Defence HR system.

Notes:

- Leave types include forces maternity leave—ADF, paid parental leave—ADF, maternity leave paid and parental leave.

2. Shows members who were still serving in 2015-16, exactly 18 months after they commenced paid maternity/parental leave (i.e. the commencement date for their leave fell between 1 January 2014 and 31 December 2014.)
3. Commencement and related retention figures are recorded against the rank of the member when they commenced their period of paid maternity/parental leave.

Figure 15: Percentage of women and men retained 18 months after taking a period of Paid Parental or Maternity Leave 2015-16

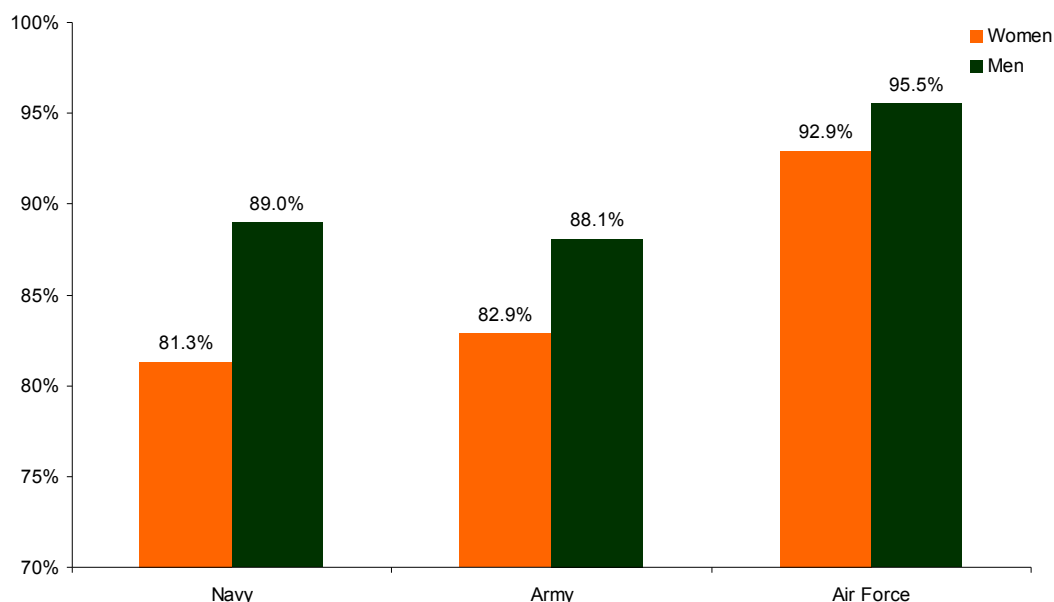


Figure 15 shows the proportions of women and men in each Service who continued to serve in Defence 18 months after a period of paid maternity or parental leave. Most women and men continued permanent service in Defence in a permanent capacity 18 months after they took maternity or parental leave. Retention rates were higher for males than females, with the difference between male and female retention most notable for Navy and Army.

Going beyond those members retained for the first 18 months after taking maternity or parental leave, data was obtained to measure the retention of members over a five year period. This was achieved by measuring the retention of members who commenced a period of paid maternity or parental leave in 2010-11, at 18 months, three years and five years following the commencement of their leave. Tables 58 to 60 refer.

Across all Services male ADF members were more likely than females to still be serving five years after taking parental leave. Air Force women and men showed the greatest retention rate after five years (62.3% and 76.8% respectively).

Table 58: Number and proportion of Navy members retained 18 months, 3 years and 5 years after a period of Paid Maternity or Parental Leave^{[1][2][3]}

Rank	Women							Men						
	Taken Leave	Retained (18 months)	% Retained (18 months)	Retained (3 years)	% Retained (3 years)	Retained (5 years)	% Retained (5 years)	Taken Leave	Retained (18 months)	% Retained (18 months)	Retained (3 years)	% Retained (3 years)	Retained (5 years)	% Retained (5 years)
Admiral (O10)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vice Admiral (O09)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rear Admiral (O08)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Commodore (O07)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Captain (O06)	-	-	-	-	-	-	-	1	1	100.0%	1	100.0%	1	100.0%
Commander (O05)	2	2	100.0%	1	50.0%	1	50.0%	12	12	100.0%	12	100.0%	10	83.3%
Lieutenant Commander (O04)	10	10	100.0%	10	100.0%	10	100.0%	41	41	100.0%	39	95.1%	36	87.8%
Lieutenant (O03)	28	21	75.0%	20	71.4%	20	71.4%	45	41	91.1%	37	82.2%	32	71.1%
Sub Lieutenant (O02)	-	-	-	-	-	-	-	2	2	100.0%	2	100.0%	2	100.0%
Acting Sub Lieutenant (O01)	-	-	-	-	-	-	-	1	-	0.0%	-	0.0%	-	0.0%
Midshipman (O00)	1	1	100.0%	1	100.0%	1	100.0%	1	1	100.0%	1	100.0%	1	100.0%
Warrant Officer (E09 & E10)	-	-	-	-	-	-	-	3	3	100.0%	3	100.0%	3	100.0%
Chief Petty Officer (E08)	3	3	100.0%	3	100.0%	2	66.7%	26	20	76.9%	18	69.2%	14	53.8%
Petty Officer (E06)	7	5	71.4%	3	42.9%	3	42.9%	60	53	88.3%	50	83.3%	42	70.0%
Leading Seaman (E05)	57	44	77.2%	33	57.9%	24	42.1%	115	105	91.3%	93	80.9%	77	67.0%
Able Seaman (E03)	70	49	70.0%	37	52.9%	29	41.4%	144	116	80.6%	96	66.7%	73	50.7%
Seaman (E02)	8	5	62.5%	5	62.5%	3	37.5%	19	19	100.0%	19	100.0%	16	84.2%
Seaman* (E01)	-	-	-	-	-	-	-	6	6	100.0%	6	100.0%	6	100.0%
Total	186	140	75.3%	113	60.8%	93	50.0%	476	420	88.2%	377	79.2%	313	65.8%

Source: Defence HR system.

Notes:

1. Leave types include forces maternity leave—ADF, paid parental leave—ADF, maternity leave paid and parental leave.
2. Shows those who commenced a period of paid maternity/parental leave in 2010-11 and how many of these were still serving 18 months, 3 years and 5 years later.
3. Commencement and related retention figures are recorded against the rank of the member when they commenced their period of paid maternity/parental leave.

Table 59: Number and proportion of Army members retained 18 months, 3 years and 5 years after a period of Paid Maternity or Parental Leave^{[1][2][3]}

Rank	Women							Men						
	Taken Leave	Retained (18 months)	% Retained (18 months)	Retained (3 years)	% Retained (3 years)	Retained (5 years)	% Retained (5 years)	Taken Leave	Retained (18 months)	% Retained (18 months)	Retained (3 years)	% Retained (3 years)	Retained (5 years)	% Retained (5 years)
General (O10)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lieutenant General (O09)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Major General (O08)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Brigadier (O07)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Colonel (O06)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lieutenant Colonel (O05)	3	3	100.0%	3	100.0%	3	100.0%	20	17	85.0%	15	75.0%	13	65.0%
Major (O04)	22	19	86.4%	19	86.4%	16	72.7%	112	99	88.4%	94	83.9%	87	77.7%
Captain (O03)	27	22	81.5%	21	77.8%	22	81.5%	121	112	92.6%	103	85.1%	98	81.0%
Lieutenant (O02)	8	3	37.5%	2	25.0%	2	25.0%	39	39	100.0%	36	92.3%	30	76.9%
Second Lieutenant (O01)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Officer Cadet (O00)	-	-	-	-	-	-	-	3	2	66.7%	1	33.3%	1	33.3%
Warrant Officer Class 1 (E09 & E10)	-	-	-	-	-	-	-	7	6	85.7%	6	85.7%	3	42.9%
Warrant Officer Class 2 (E08)	13	10	76.9%	9	69.2%	9	69.2%	76	69	90.8%	63	82.9%	58	76.3%
Staff Sergeant (E07)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sergeant (E06)	28	25	89.3%	25	89.3%	21	75.0%	175	157	89.7%	149	85.1%	138	78.9%
Corporal (E05)	57	44	77.2%	44	77.2%	37	64.9%	330	283	85.8%	235	71.2%	200	60.6%
Lance Corporal (E04)	9	7	77.8%	7	77.8%	3	33.3%	110	88	80.0%	74	67.3%	68	61.8%
Private Proficient (E03)	50	38	76.0%	38	76.0%	21	42.0%	395	328	83.0%	255	64.6%	185	46.8%
Private (E02)	6	5	83.3%	5	83.3%	3	50.0%	66	64	97.0%	52	78.8%	42	63.6%
Private Trainee (E01)	-	-	-	-	-	-	-	17	16	94.1%	13	76.5%	12	70.6%
Total	223	176	78.9%	173	77.6%	137	61.4%	1,471	1,280	87.0%	1,096	74.5%	935	63.6%

Source: Defence HR system.

Notes:

1. Leave types include forces maternity leave—ADF, paid parental leave—ADF, maternity leave paid and parental leave.
2. Shows those who commenced a period of paid maternity/parental leave in 2010-11 and how many of these were still serving 18 months, 3 years and 5 years later.
3. Commencement and related retention figures are recorded against the rank of the member when they commenced their period of paid maternity/parental leave.

Table 60: Number and proportion of Air Force members retained 18 months, 3 years and 5 years after a period of Paid Maternity or Parental Leave^{[1][2][3]}

Rank	Women							Men						
	Taken Leave	Retained (18 months)	% Retained (18 months)	Retained (3 years)	% Retained (3 years)	Retained (5 years)	% Retained (5 years)	Taken Leave	Retained (18 months)	% Retained (18 months)	Retained (3 years)	% Retained (3 years)	Retained (5 years)	% Retained (5 years)
Air Chief Marshal (O10)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Air Marshal (O09)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Air Vice-Marshal (O08)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Air Commodore (O07)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Group Captain (O06)	-	-	-	-	-	-	-	2	2	100.0%	2	100.0%	2	100.0%
Wing Commander (O05)	1	1	100.0%	1	100.0%	1	100.0%	9	8	88.9%	8	88.9%	5	55.6%
Squadron Leader (O04)	14	13	92.9%	13	92.9%	10	71.4%	66	59	89.4%	58	87.9%	54	81.8%
Flight Lieutenant (O03)	40	37	92.5%	34	85.0%	34	85.0%	100	94	94.0%	91	91.0%	80	80.0%
Flying Officer (O02)	10	6	60.0%	8	80.0%	8	80.0%	13	13	100.0%	13	100.0%	13	100.0%
Pilot Officer (O01)	2	2	100.0%	2	100.0%	2	100.0%	3	3	100.0%	3	100.0%	3	100.0%
Officer Cadet (O00)	-	-	-	-	-	-	-	1	1	100.0%	1	100.0%	1	100.0%
Warrant Officer (E09 & E10)	2	1	50.0%	1	50.0%	1	50.0%	8	8	100.0%	8	100.0%	8	100.0%
Flight Sergeant (E08)	4	4	100.0%	3	75.0%	3	75.0%	28	27	96.4%	21	75.0%	21	75.0%
Sergeant (E06)	21	20	95.2%	14	66.7%	13	61.9%	82	74	90.2%	70	85.4%	63	76.8%
Corporal (E05)	59	45	76.3%	37	62.7%	28	47.5%	211	191	90.5%	173	82.0%	160	75.8%
Non-Commissioned Officer Cadet (E51)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Leading Aircraftman/Woman (E03)	34	27	79.4%	25	73.5%	17	50.0%	145	125	86.2%	111	76.6%	105	72.4%
Aircraftman/Woman (E02)	4	4	100.0%	2	50.0%	2	50.0%	34	33	97.1%	30	88.2%	23	67.6%
Aircraftman/Woman Trainee (E01)	-	-	-	-	-	-	-	9	8	88.9%	8	88.9%	8	88.9%
Total	191	160	83.8%	140	73.3%	119	62.3%	711	646	90.9%	597	84.0%	546	76.8%

Source: Defence HR system.

Notes:

1. Leave types include forces maternity leave—ADF, paid parental leave—ADF, maternity leave paid and parental leave.
2. Shows those who commenced a period of paid maternity/parental leave in 2010-11 and how many of these were still serving 18 months, 3 years and 5 years later.
3. Commencement and related retention figures are recorded against the rank of the member when they commenced their period of paid maternity/parental leave.

Progress towards success

Males are more likely to be retained after taking a period of parental leave.

Access to quality childcare

Defence is committed to assisting its employees to manage the impact of work on their dependant care responsibilities. Defence has 22 early childhood education and care centres across Australia, made up of 19 long day care and three out of school hours centres¹⁸.

Defence is working with families to ensure childcare is available in appropriate locations. While Air Force took the precaution of closing a number of childcare centres, with the assistance of the Defence Community Organisation (DCO) case management, all affected families have been successful in arranging alternate care. This has led to Defence trialling the expansion of this individual case management service for childcare placement to support ADF families when they move to a new area or change their work or care arrangements, such as when a serving member returns from maternity or parental leave.

Around three in 10 (34.5%) ADF members have dependent children who live with them for more than 90 nights per year. Of these 52.7 per cent (10,652 respondents in total) have one or more children who are under the age of five.

Of ADF members who have dependent children under five who live with them for more than 90 nights per year, 60.6 per cent use childcare or care arrangements. ADF females are more likely to use childcare arrangements than males. In each of the services, just over five in 10 males and nine in 10 females with children under five use childcare arrangements.

As shown in Table 61 the type of childcare that members used varied. Childcare centres were the most commonly used form of arrangements by both males and females, with females across all Services more likely than males to use this form of arrangement (particularly Navy and Army females). Males across all Services were more likely than females to report that their partner provided care for their children.

¹⁸ Information from Defence Community Organisation website at [http://www.defence.gov.au/DCO/Children_\(Childcare\).htm](http://www.defence.gov.au/DCO/Children_(Childcare).htm) accessed on 23 August 2016.

Table 61: Type of childcare used by females and males with children under 5 by Service^{[1][2]}

Type of childcare used	Navy				Army				Air Force				ADF Total			
	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%
Childcare centre	248	76%	756	68%	288	72%	1700	64%	308	69%	979	65%	843	72%	3435	65%
Partner	27	8%	285	25%	41	10%	620	23%	38	9%	399	26%	105	9%	1304	25%
After school care	53	16%	194	17%	78	20%	476	18%	122	27%	283	19%	253	22%	953	18%
Do not use child care	24	7%	174	16%	41	10%	514	19%	40	9%	276	18%	106	9%	964	18%
Before school care	55	17%	145	13%	70	18%	336	13%	106	24%	209	14%	230	20%	690	13%
Family day care	25	8%	124	11%	35	9%	361	14%	38	9%	200	13%	98	8%	684	13%
Relative or friend (unpaid)	41	13%	162	14%	46	12%	252	9%	52	12%	210	14%	140	12%	624	12%
Vacation care	38	12%	83	7%	65	16%	197	7%	99	22%	142	9%	203	17%	423	8%
Occasional care	6	2%	60	5%	6	2%	196	7%	12	3%	119	8%	24	2%	374	7%
Relative or friend (paid)	10	3%	52	5%	24	6%	162	6%	25	6%	77	5%	59	5%	291	5%
Defence sponsored care	11	3%	53	5%	35	9%	109	4%	55	12%	80	5%	101	9%	242	5%
Baby sitter (paid)	18	6%	63	6%	17	4%	126	5%	16	4%	83	5%	51	4%	272	5%
Nanny or Au Pair	25	8%	41	4%	29	7%	120	5%	20	4%	55	4%	73	6%	216	4%
No regular care	3	1%	42	4%	5	1%	104	4%	3	1%	61	4%	12	1%	206	4%
Other care	3	1%	5	0%	8	2%	46	2%	9	2%	14	1%	20	2%	65	1%
Other employer sponsored care	2	1%	18	2%	0	0%	29	1%	3	1%	13	1%	5	0%	59	1%
Respite care	0	0%	2	0%	0	0%	4	0%	0	0%	9	1%	0	0%	15	0%
No answer	0	0%	8	1%	4	1%	19	1%	2	0%	8	1%	5	0%	35	1%
Sum of options selected	589	-	2267	-	792	-	5371	-	948	-	3217	-	2328	-	10852	-
Total respondents	325	-	1118	-	399	-	2662	-	445	-	1512	-	1168	-	5292	-

Source: 2015 Defence Census

Notes:

- Multiple responses possible for each type of childcare therefore percentages may not add to 100.
- Percentage figure represents number of times a childcare was selected by the total number of respondents for each column.

Table 62 shows the extent to which current childcare arrangements met the needs of members. Females for each of the Services were slightly more likely to state that their childcare needs were being met than males. Overall very few men and women reported that current arrangements did not meet their needs at all.

Table 62: How well do childcare needs meet the needs of ADF members, by gender for each Service

Does your current childcare meet your needs?	Navy				Army				Air Force				Total			
	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%
Fully	200	62%	601	54%	239	60%	1484	56%	298	67%	871	58%	737	63%	2957	56%
Partially	106	33%	440	39%	141	35%	979	37%	125	28%	572	38%	372	32%	1991	38%
Not at all	0	0%	34	3%	8	2%	57	2%	5	1%	37	2%	13	1%	128	2%
No answer	19	6%	42	4%	11	3%	142	5%	17	4%	32	2%	47	4%	216	4%
Total who used any childcare	325	100%	1118	100%	399	100%	2662	100%	445	100%	1512	100%	1168	100%	5292	100%

Source: 2015 Defence Census

Table 63 shows the reasons given by ADF members for their childcare needs either not being met or only partially being met. Females across each of the Services were more likely than their male counterparts to state that it was due to childcare services not opening early enough. Men in the Navy and Air Force were more likely than women to state that childcare fees were not affordable. Army females were more likely than their male counterparts to report that salary packaging for childcare was not available.

Table 63: Why childcare needs were not being fully met ^{[1][2]}

Why didn't the childcare meet your needs?	Navy				Army				Air Force			ADF Total				
	Women	%	Men	%	Women	%	Men	%	Women	Men	%	Women	%	Men	%	
Childcare fees not affordable	50	47%	275	58%	86	58%	581	56%	53	41%	325	53%	189	49%	1182	56%
Childcare services are not open early enough	66	62%	148	31%	75	50%	312	30%	65	50%	191	31%	206	54%	651	31%
Childcare services are not open late enough	19	18%	109	23%	36	24%	268	26%	35	27%	143	23%	91	24%	520	25%
Childcare places not available	19	18%	105	22%	23	15%	209	20%	17	13%	140	23%	60	16%	453	21%
Salary packaging for childcare is not available	20	19%	98	21%	41	28%	190	18%	23	18%	104	17%	84	22%	392	18%
Childcare required for shift work, but is not available at those times	17	16%	59	12%	16	11%	105	10%	42	32%	144	24%	75	19%	308	15%
Childcare required for block of times, due to absence from family when on deployments, exercises or training	12	11%	63	13%	25	17%	128	12%	20	15%	98	16%	57	15%	288	14%
Childcare required for weekends, but is not available at those times	19	18%	59	12%	28	19%	113	11%	25	19%	84	14%	71	18%	256	12%
Childcare facilities or services required are not available near your home or place of work	12	11%	52	11%	18	12%	117	11%	11	8%	54	9%	41	11%	223	11%
Childcare required for vacation periods (eg school holidays) but is not available at those times	18	17%	40	8%	14	9%	93	9%	15	12%	52	9%	48	12%	185	9%
Childcare required for before school and/or after school, but is not available at those times	13	12%	30	6%	19	13%	55	5%	11	8%	36	6%	43	11%	121	6%
Other	6	6%	65	14%	12	8%	126	12%	25	19%	77	13%	43	11%	268	13%
No answer	0	0%	10	2%	4	3%	5	0%	0	0%	8	1%	4	1%	22	1%
Sum of options selected	271	-	1113	-	397	-	2302	-	342	-	1456	-	1012	-	4869	-
Total respondents	106	-	475	-	149	-	1036	-	130	-	609	-	385	-	2119	-

Source: 2015 Defence Census

Notes:

1. Multiple responses possible therefore percentages may not add to 100.
2. Percentage figure represents number of times a childcare was selected by the total number of respondents for each column.

Table 64 shows the percentage of ADF women and men in each State and Territory who perceived that their childcare needs were only partially or not at all met. Results show that suitable childcare arrangements are most difficult to find for both men and women in New South Wales and Queensland.

Table 64: Percentage of women and men whose childcare needs were only partially or not at all met by State.

State	Women	%	Men	%
New South Wales	117	30%	736	35%
Queensland	69	18%	500	24%
Victoria	27	7%	229	11%
Australian Capital Territory	59	15%	162	8%
Northern Territory	27	7%	151	7%
South Australia	25	6%	131	6%
Western Australia	39	10%	110	5%
Tasmania	5	1%	2	0%
Overseas	8	2%	63	3%
No Answer	9	2%	33	2%
Total	385	100%	2119	100%

Source: 2015 Defence Census

Table 65: Reasons why childcare did not meet needs, women and men by State ^{[1][2]}

Why childcared did not meet needs	New South Wales				Queensland				Victoria				Australian Capital Territory				Northern Territory				South Australia				Western Australia				Tasmania			
	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%
Childcare fees not affordable	57	49%	441	60%	31	45%	277	55%	14	52%	126	55%	26	45%	80	49%	16	59%	83	55%	10	40%	76	58%	23	59%	60	54%	3	60%	2	100%
Childcare services are not open early enough	66	56%	266	36%	35	51%	132	26%	18	67%	64	28%	32	55%	66	41%	16	59%	38	25%	5	20%	31	24%	22	56%	30	27%	2	40%	2	100%
Childcare services are not open late enough	23	20%	195	26%	20	29%	110	22%	9	33%	61	27%	13	22%	48	30%	6	22%	35	23%	5	20%	27	21%	10	26%	22	20%	2	40%	2	100%
Childcare places not available	24	21%	169	23%	5	7%	76	15%	2	7%	50	22%	9	16%	56	35%	6	22%	33	22%	5	20%	27	21%	5	13%	18	16%	1	20%	0	0%
Salary packaging for childcare is not available	22	19%	131	18%	12	17%	84	17%	6	22%	47	21%	15	26%	42	26%	0	0%	13	9%	12	48%	32	24%	12	31%	25	23%	1	20%	0	0%
Childcare required for shift work, but is not available at those times	19	16%	105	14%	21	30%	88	18%	5	19%	26	11%	2	3%	12	7%	6	22%	20	13%	5	20%	22	17%	14	36%	19	17%	0	0%	0	0%
Childcare required for block of times, due to absence from family when on deployments, exercises or training	12	10%	94	13%	13	19%	80	16%	9	33%	25	11%	10	17%	16	10%	4	15%	18	12%	0	0%	19	15%	5	13%	19	17%	1	20%	0	0%
Childcare required for weekends, but is not available at those times	10	9%	91	12%	27	39%	63	13%	7	26%	22	10%	4	7%	14	9%	4	15%	14	9%	5	20%	22	17%	12	31%	21	19%	0	0%	0	0%
Childcare facilities or services required are not available near your home or place of work	23	20%	64	9%	4	6%	35	7%	2	7%	33	14%	9	16%	35	22%	0	0%	13	9%	3	12%	18	14%	0	0%	9	8%	0	0%	0	0%
Childcare required for vacation periods (eg school holidays) but is not available at those times	18	15%	63	9%	5	7%	45	9%	2	7%	15	7%	12	21%	24	15%	2	7%	5	3%	3	12%	13	10%	3	8%	8	7%	2	40%	0	0%
Childcare required for before school and/or after school, but is not available at those times	15	13%	43	6%	3	4%	22	4%	2	7%	5	2%	12	21%	14	9%	7	26%	8	5%	0	0%	9	7%	2	5%	14	13%	2	40%	0	0%
Other	3	3%	96	13%	14	20%	43	9%	2	7%	35	15%	7	12%	22	14%	4	15%	26	17%	9	36%	14	11%	3	8%	13	12%	0	0%	0	0%
No answer	0	0%	11	1%	2	3%	2	0%	0	0%	2	1%	0	0%	2	1%	2	7%	2	1%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Sum of options selected	292	-	1769	-	192	-	1057	-	78	-	511	-	151	-	431	-	73	-	308	-	62	-	310	-	111	-	258	-	14	-	6	-
Total respondents	117	-	737	-	69	-	500	-	27	-	229	-	58	-	162	-	27	-	151	-	25	-	131	-	39	-	111	-	5	-	2	-

Source: 2015 Defence Census

Notes:

1. Multiple responses possible for each type of childcare therefore percentages may not add to 100.
2. Percentage figures represent the number of times a type of childcare was selected by the total number of respondents for each column.

Table 65 shows the reasons given by ADF members for their childcare needs either not being met or only partially being met by location. In NSW women (20%) were proportionally more likely than men (9%) to state that childcare facilities were not available near their home or place of work. With the exception of South Australia and Tasmania, women in all States, were more likely than men to choose childcare facilities not being open early enough as a reason for it not meeting their needs. Childcare affordability was also a comparatively greater issue for men in all States, except Western Australia and the Northern Territory.

Progress towards success

Defence families have additional requirements due to the nature and conditions of service. Defence Census results suggest that the majority of member were having their childcare needs either fully or partially met. The Defence Community Organisation continues to offer alternative solutions and tailored support.

Gender pay audit

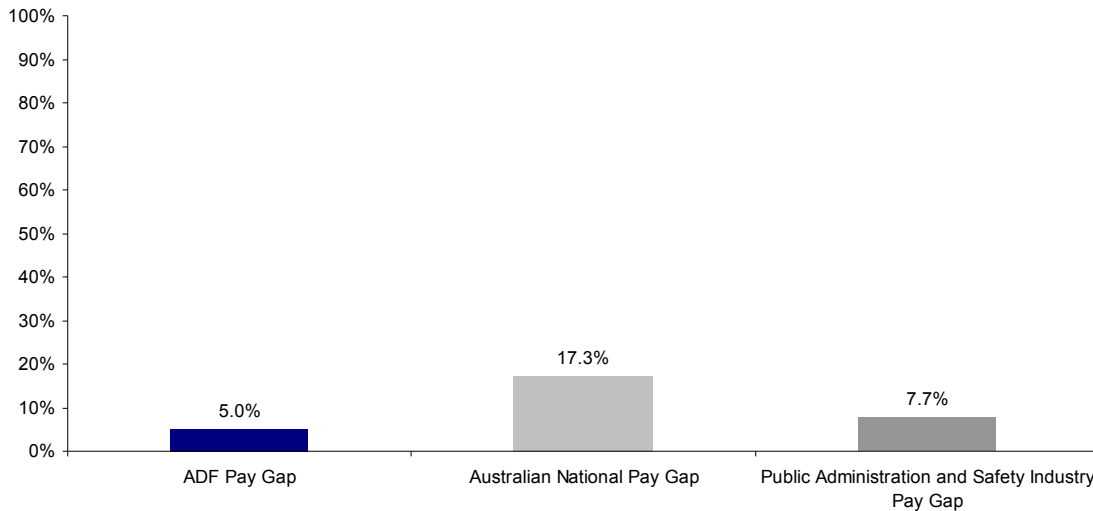
This section presents outcomes of a gender pay audit completed in accordance with how private companies examine gender pay gaps to satisfy the Workplace Gender Equality Agency reporting requirements. This metric is of interest at the national level and is one of the gender equity indicators that private companies in Australia must report in accordance with the Workplace Gender Equality Act 2012. Defence is not compelled to report under the Act however a gender pay gap analysis is a useful indicator in assessing gender equality. The gap is the percentage difference between women's average salary and men's average salary it does not account for differences in tenure or occupational role.

Pay equity is achieved when women and men receive equal pay for work of equal or comparable value; meaning that women and men performing the same role at the same performance standard are paid the same amount¹⁹. Under Defence's remuneration system, men and women are paid the same in the same circumstances. That is, men and women in the same occupation, at the same rank level, and tenure will be equivalently remunerated across the ADF.

The ADF gender pay gap is more a function of ADF women being disproportionately represented in lower ranks and in occupational groups that are in the lower pay grades and in lower pay increments. Defence is addressing these issues through initiatives to increase the proportion of women in non-traditional roles through the enhancement of recruiting targets, established tailoring mentoring and networking support for women in these roles and through the removal of gender restrictions on combat roles. To increase the proportion of women in more senior ranks, the organisation aims to ensure that women are well-represented in promotional gateways, further education and leadership development programs.

¹⁹ Workforce Gender Equality Agency website - <https://wgea.gov.au/lead/addressing-pay-equity>.

Figure 16: ADF gender pay gap, Australian national pay gap, and public administration and safety industry pay gap



Source: ADF pay - Defence HR system. Australian and industry pay – Workplace Gender Equality Agency: Gender pay gap statistics as at Nov 2015 www.wgea.gov.au

Figure 16 shows the ADF gender pay gap alongside the Australian national pay gap, and the pay gap that exists in the industry most relevant to Defence; public administration and safety. Using the Workplace Gender Equality Agency reporting requirements the ADF women’s average salary is 5.0 per cent less than the ADF men’s average salary. This is similar to the 2014–15 ADF gender pay gap of 4.8 per cent.

Table 66 shows the outcome of the gender pay audit by rank for the ADF workforce at 30 June 2016.

Table 66: Gender pay gap in ADF—comparisons of average actual salary, by Service and rank, 30 June 2016^{[1][2][3][4][5]}

Navy Officers		Army Officers		Air Force Officers	
Rank	% Salary Difference	Rank	% Salary Difference	Rank	% Salary Difference
Commodore (O07)	-4.41%	Major General (O08)	2.29%	Air Vice-Marshal (O08)	-10.98%
Captain (O06)	-0.25%	Brigadier (O07)	-4.58%	Air Commodore (O07)	0.66%
Commander (O05)	1.69%	Colonel (O06)	0.98%	Group Captain (O06)	6.50%
Lieutenant Commander (O04)	3.25%	Lieutenant Colonel (O05)	0.35%	Wing Commander (O05)	1.52%
Lieutenant (O03)	4.61%	Major (O04)	2.24%	Squadron Leader (O04)	6.64%
Sub Lieutenant (O02)	-0.47%	Captain (O03)	2.18%	Flight Lieutenant (O03)	9.10%
Acting Sub Lieutenant (O01)	2.26%	Lieutenant (O02)	4.85%	Flying Officer (O02)	2.81%
Midshipman (O00)	-1.77%	Second Lieutenant (O01)	0.63%	Pilot Officer (O01)	4.80%
		Officer Cadet (O00)	1.88%	Officer Cadet (O00)	2.00%

Navy Other Ranks		Army Other Ranks		Air Force Other Ranks	
Rank	% Salary Difference	Rank	% Salary Difference	Rank	% Salary Difference
Warrant Officer (E09)	2.64%	Warrant Officer Class 1 (E09)	4.25%	Warrant Officer (E09)	6.01%
Chief Petty Officer (E08)	4.98%	Warrant Officer Class 2 (E08)	4.87%	Flight Sergeant (E08)	6.25%
Petty Officer (E06)	5.14%	Sergeant (E06)	4.69%	Sergeant (E06)	5.00%
Leading Seaman (E05)	3.98%	Corporal (E05)	5.41%	Non-Commissioned Officer Cadet (E51)	0.55%
Able Seaman (E03)	3.26%	Lance Corporal (E04)	3.62%	Corporal (E05)	7.46%
Seaman (E02)	1.58%	Private Proficient (E03)	4.01%	Leading Aircraftman/Woman (E03)	4.59%
Seaman* (E01)	-0.76%	Private (E02)	-1.51%	Aircraftman/Woman (E02)	1.11%
Recruit (E00)	0.00%	Private Trainee (E01)	0.37%	Aircraftman/Woman Trainee (E01)	0.39%
		Recruit (E00)	0.00%	Aircraftman/Woman Recruit (E00)	0.00%

Source: Defence HR system

Notes:

1. Positive numbers indicate that average salary is higher for men; negative numbers indicate that average salary is higher for women.
2. Based on average actual salaries.
3. Excludes allowances.
4. Based on permanent and continuous full-time service ADF members.
5. Calculated from the average salary of men at rank, minus the average salary of women at rank. The difference is expressed as a percentage of the average salary of men at rank.

Figure 17 shows the percentage difference between the average salaries of male and female Officers in each Service. The largest differences in favour of women are at Navy's Commodore, and Midshipman ranks, Army's Brigadier and Air Force's Air Vice Marshall rank (equivalent to Brigadier, Officer Cadet and Major General respectively). Differences at these levels should be interpreted with caution, due to the small numbers of women in the Senior Officer ranks (O07 and O08). Women's representation in specialist roles, such as medical, accounts for the higher average salary at O07 and O08 ranks. The smaller, but more consistent differences are in men's favour at less senior officer ranks often less than five per cent. The Army's gender pay gap tends to be lower than the other Services at most officer ranks because Army Officers' pay grades are based more on rank than occupation. Percentage differences for each of the Services from the O01 to O06 ranks are very similar to 2014-15.

Figure 17: Average gender pay gap at each officer rank, by Service, 30 June 2016

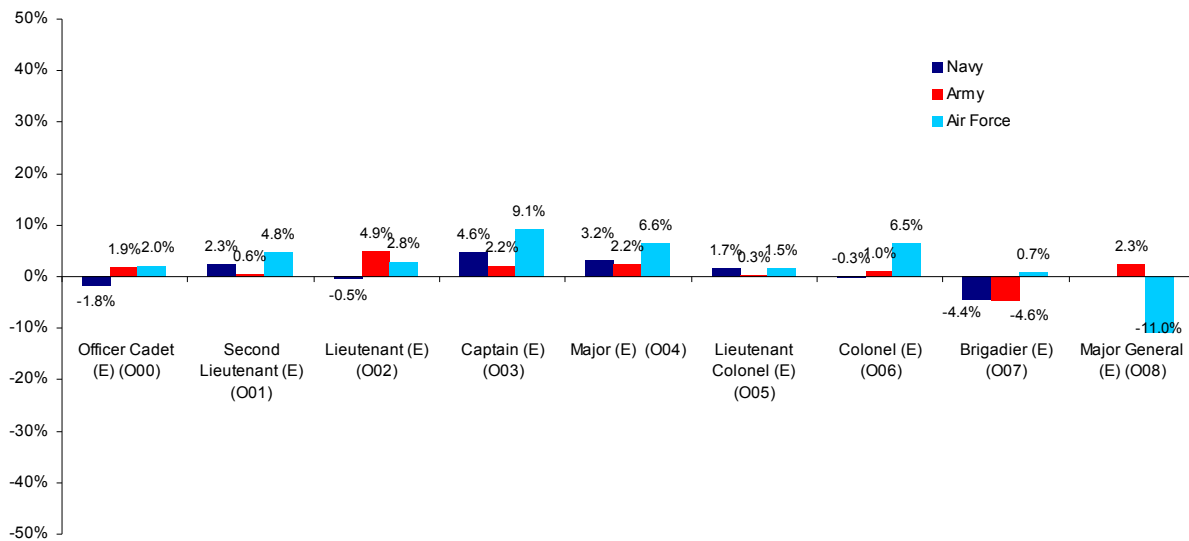
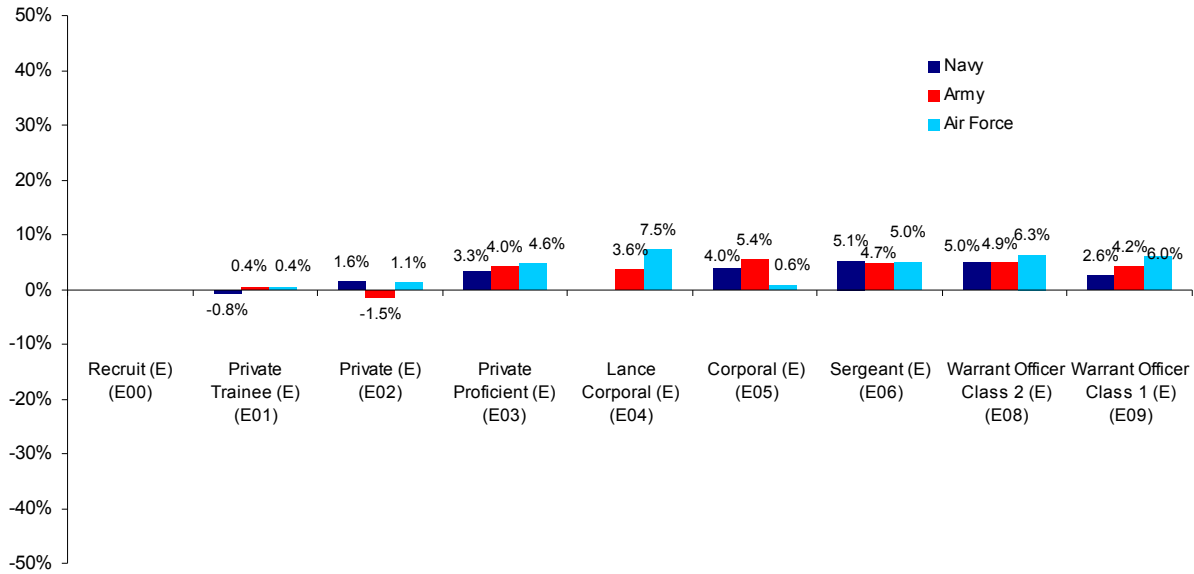


Figure 18 shows the percentage difference between the average salaries of female and male Other Ranks at the end of 2015–16. There were small gender pay gaps: average male salaries were slightly higher than average female salaries. There was no difference in men's and women's pay among Recruits, and a very small gap for the junior ranks. Small gaps begin to appear in the more senior NCO ranks, as differences in occupations and seniority levels begin to affect pay averages.

Figure 18: Average gender pay gap at each other rank, by Service, 30 June 2016



Defence has a robust process to ensure that pay is determined fairly and equitably. The ADF determines work value and subsequent remuneration proposals based primarily on capability delivery. Where there is a direct or similar civilian (non-military) occupation, market relativities may contribute to remuneration determinations. One example of this is in Defence’s technical trades, where there are measurable market influences and relativity for trades such as vehicle mechanics. In contrast, many trades do not have a market equal, such as those found in the Army’s combat arms (e.g. an Infantry Sergeant or Tank Commander). Such trades must be grown from within the ADF. In this context, direct contributors to ADF capability (military combat outputs) may be ascribed a higher work value.

The process of ascribing pay grades to trades is most often initiated by employment group sponsors and facilitated by the industrial relations cells of the individual Services. Proposals are then developed and proofed through a Defence committee process, and an endorsed proposal is submitted to the independent Defence Force Remuneration Tribunal. The tribunal makes a determination on the Defence salary and/or salary-related allowance. This process provides several points at which trade pay grade considerations can be reviewed for fairness and equity.

Progress towards success

From the data there appears to be no real difference in pay between the genders. Any differences that do occur are small and due to structural issues than any systemic gender bias.

Women's experience

Attitudes and perceptions

The experiences of women as they join and work in Defence help to form their perceptions and attitudes, which then affect their decision to remain in the ADF, and their degree of engagement with the organisation. This section explores women's perceptions of and attitudes towards work-related issues compared with those of men. In particular, some items selected are 'outcome measures', which have been determined to be the most representative of people's experience of an organisation, and the most salient when they are deciding whether they want to continue in Defence. Survey responses for 2015–16 are disaggregated by Service and gender, and are compared to survey responses for 2014–15.

Table 67: YourSay surveys (August 2015 and February 2016) – responses on ADF women’s and men’s experiences ^{[1][2][3][4]}

YourSay Survey	Navy		Army		Air Force		Total ADF	
	Women	Men	Women	Men	Women	Men	Women	Men
My job gives me a feeling of personal accomplishment	62.6%	69.6%	73.3%	68.2%	69.2%	70.7%	68.6%	69.3%
My job gives me opportunities to utilise my skills and training	62.7%	69.7%	72.0%	69.6%	69.4%	72.0%	68.3%	70.4%
I am satisfied with the recognition I receive for doing a good job	44.8%	46.2%	50.9%	47.8%	50.3%	48.6%	48.8%	47.7%
The people in my work group are honest, open and transparent in their dealings	62.0%	70.0%	61.3%	65.2%	63.3%	72.1%	62.3%	68.6%
My supervisor encourages me	70.4%	73.6%	70.5%	71.2%	71.4%	75.7%	70.8%	73.2%
I have a good supervisor	70.3%	75.8%	70.9%	74.7%	73.2%	77.0%	71.6%	75.7%
Communication between Defence senior leaders and other employees is effective	34.7%	33.8%	37.2%	33.9%	39.8%	40.3%	37.3%	35.8%
My workplace provides access to effective learning and development opportunities	59.7%	58.2%	61.7%	56.3%	59.6%	60.7%	60.4%	58.1%
Employees in the Navy/Army/Air Force/Department of Defence feel they are valued for their contribution	28.1%	34.6%	39.7%	41.4%	45.9%	45.1%	38.4%	40.8%
When someone praises the accomplishments of the Navy/Army/Air Force/ Department of Defence, it feels like a personal compliment to me	42.8%	42.3%	42.9%	38.3%	41.7%	42.1%	42.4%	40.5%
I am actively looking at leaving Defence/ (Service)	29.6%	29.3%	21.5%	26.7%	16.2%	19.4%	22.1%	25.1%
I like the job I do in my current position	62.5%	67.9%	68.3%	66.6%	66.6%	66.6%	65.9%	66.9%
Overall, I am satisfied with my job	60.6%	65.3%	68.8%	64.8%	66.5%	68.8%	65.5%	66.2%
I am proud to tell others that I am a member of Defence	76.1%	78.3%	82.9%	80.4%	84.6%	82.4%	81.5%	80.4%
I feel a strong sense of belonging to Defence	62.1%	67.3%	73.5%	69.5%	70.5%	69.8%	69.0%	69.1%
How would you rate your current individual level of morale? (% high/very high)	35.2%	40.4%	44.6%	41.3%	40.7%	41.7%	40.3%	41.2%
I could easily find employment outside of Defence	57.5%	64.8%	59.1%	59.0%	56.3%	55.1%	57.6%	59.3%
I believe Defence will benefit from Pathway to Change	50.3%	51.0%	42.8%	32.1%	70.1%	59.8%	54.8%	45.6%
I have seen evidence of Pathway to Change being used in Defence	46.8%	46.2%	39.1%	39.0%	65.4%	61.7%	50.8%	47.9%
I have seen evidence of Pathway to Change being used in my work area	42.4%	41.9%	29.2%	32.5%	57.7%	53.7%	43.3%	41.5%

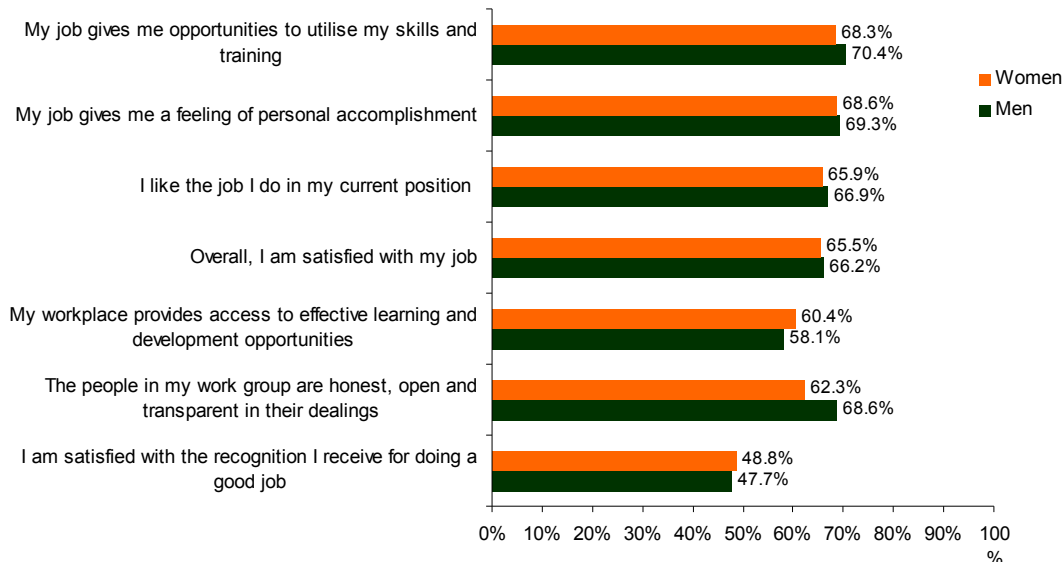
Source: YourSay surveys, August 2015 and February 2016.

Notes:

1. Data includes responses from ADF personnel
2. Cells highlighted in green indicate that 2015–16 responses were significantly more positive than for 2014–15.
3. Cells highlighted in red indicate that the 2015–16 responses were significantly less positive than for 2014–15.
4. Differences are based on statistical significance ($p < .05$) and measure of association (Cramer’s $V > 0.1$).

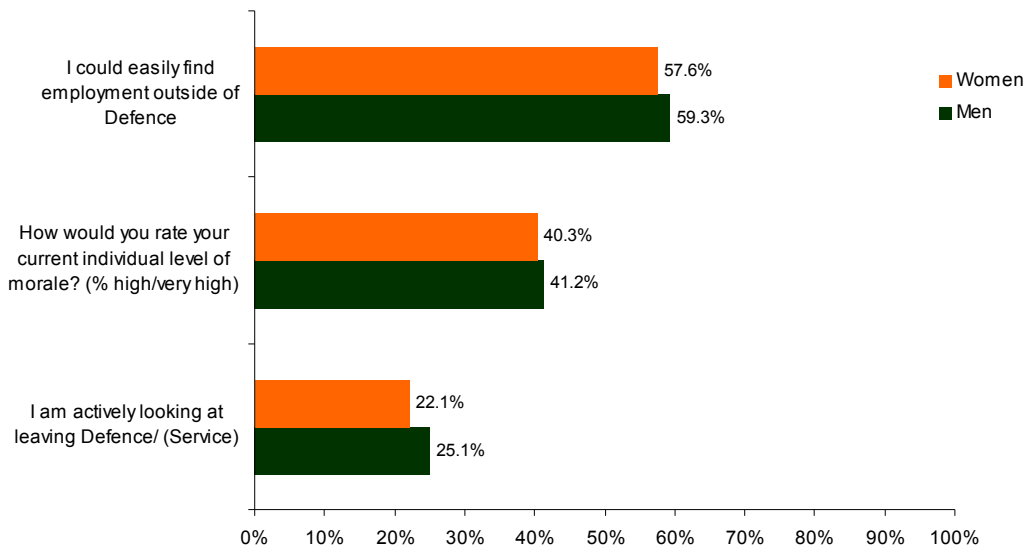
Figure 19 charts the responses of women and men in the ADF to questions about their satisfaction with their jobs, or aspects of their jobs. Overall, the responses were positive; over half of respondents were satisfied with most of the aspects covered. Similar to 2014-15 the job aspect which both men and women were least satisfied with was recognition for a job well done. The item with the most notable gender difference was about the honesty, openness and transparency of colleagues with men more positive than women in rating their colleagues.

Figure 19: Percentages of ADF women and men agreeing or strongly agreeing with YourSay items about job satisfaction, 2015–16



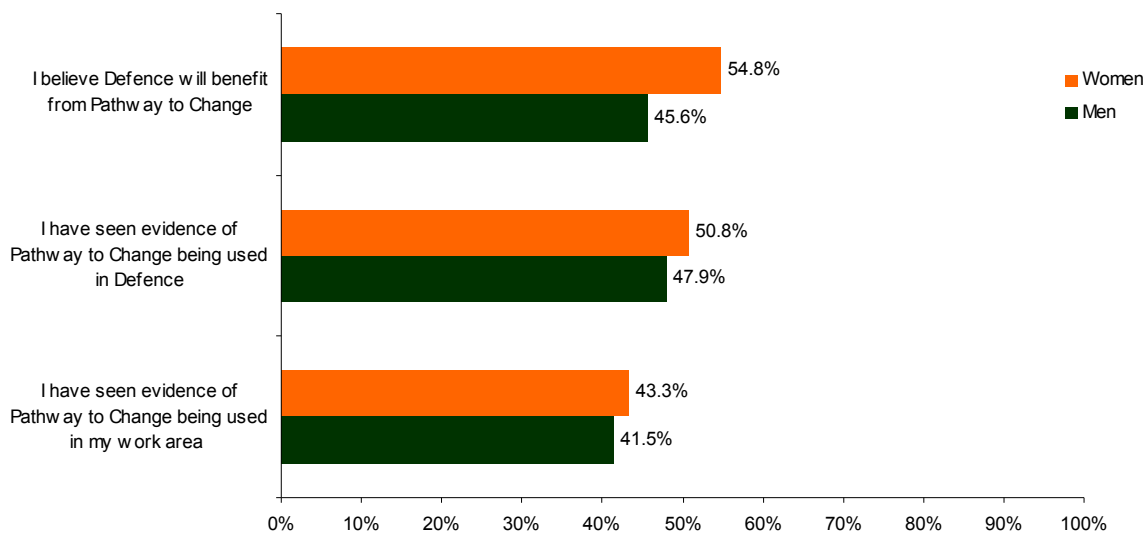
Outcome measures such as morale and intention to leave are key indicators of members' experiences in the ADF (Figure 20). In 2015–16, over half of women and men were confident in their ability to find work outside Defence, although Navy men were slightly more confident than Navy women, which was also the case in 2014–15. The proportion of men and women actively seeking to leave increased slightly on the previous year across all three Services; the percentage increase on the previous year was greatest for Navy women. However, overall women's and men's responses to these items were not markedly different to those in 2014–15.

Figure 20: Percentages of ADF women and men agreeing or strongly agreeing with YourSay items about morale and intention to leave, 2015–16



A significant proportion of Army women in 2015-16 compared to 2014-15 believed that Pathway to Change would benefit Defence; overall there was a slight increase in the proportion of all women and men who believed cultural change would be beneficial. Very similar proportions of members saw tangible evidence in their work areas and throughout the organisation (Figure 21). This plateau in the proportion of those seeing evidence of the Pathway to Change program may be due to its maturity, however new initiatives resulting from the First Principles Review program may improve future results.

Figure 21: Percentages of ADF women and men agreeing or strongly agreeing with YourSay items about Pathway to Change, 2015–16



Most ADF members were quite positive about their supervisors with around three-quarters of women and men indicating that they had a good supervisor, and around the same proportion agreeing that their supervisor encouraged them (Figure 22). Men were somewhat more positive about their supervisors than women, particularly in the Navy and

Air Force; Navy and Air Force women were less positive about their supervisor in 2015–16 than they were in the 2014–15.

Perceptions about communication between senior leaders and other employees were less positive where around one-third of women and men agreed or strongly agreed that it was effective.

Figure 22: Percentages of ADF women and men agreeing or strongly agreeing with YourSay items about leadership, 2015–16

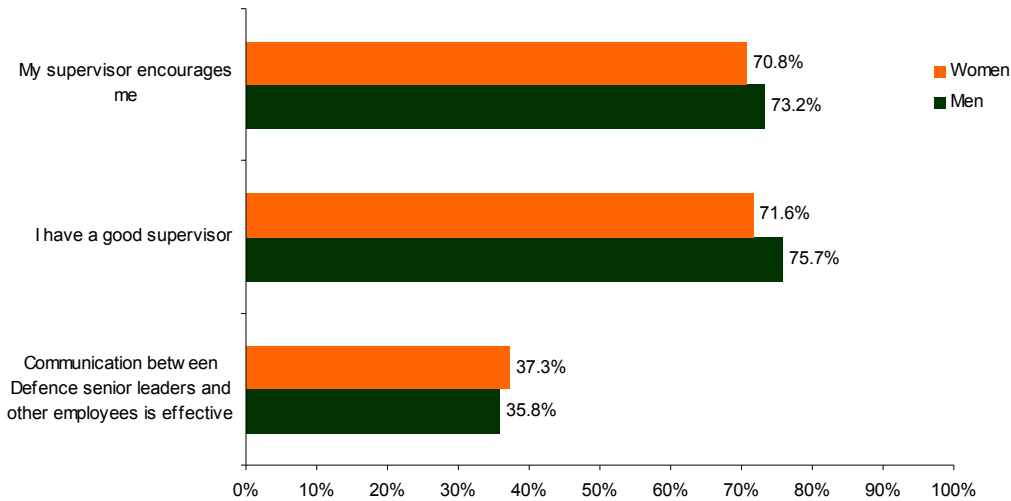
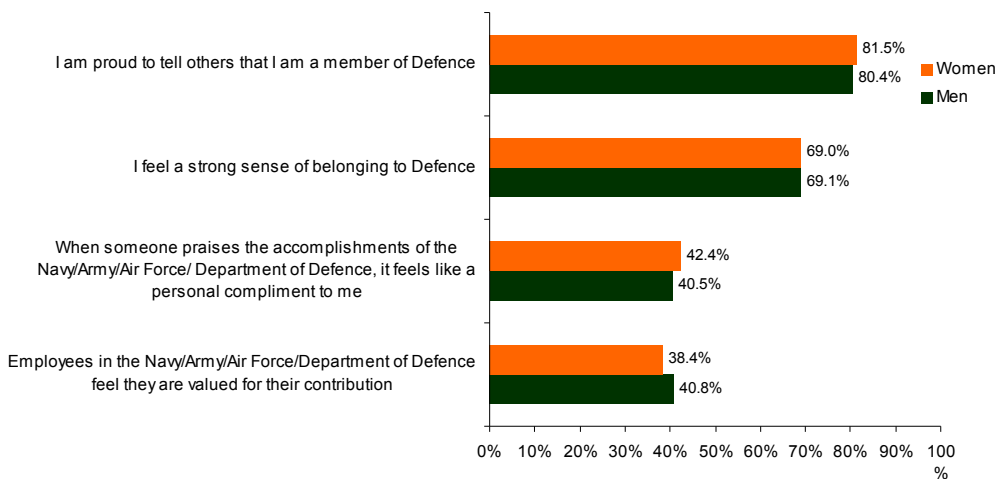


Figure 23 shows the extent to which women and men felt that they were a part of Defence, a concept known as affective commitment, which has been found to be very important in people’s engagement in their jobs. Similar to the previous year, attitudes to items in this group ranged quite widely, with a high level of belonging and pride in being a member of the ADF, but less positive attitudes towards praise and feeling valued. Responses for women and men were similar.

Figure 23: Percentages of ADF women and men agreeing or strongly agreeing with YourSay items about identification with Defence, 2015–16



Progress towards success

The perceptions regarding the support that the ADF provides to its members do not differ greatly between females and males. Men and women report feeling a strong sense of belonging and pride in being an ADF member.

Chapter 6: Workforce Management

We will know we have reached success in gender diversity and inclusion in Workforce Management when:

- the pool of future leaders is more gender diverse (KPI 12).
- the participation of women in each of the Services meets or exceeds the target set for 2023.
- females and males are proportionally represented across the occupational segmentations. (KPI 2)
- the proportion of women transferring out of non-traditional occupational groups is comparable to that of other occupational groups
- the proportion of women being reverted/reduced in rank is comparable to that of men
- increased flexible work practices and the flexible work arrangement target of 2 percent is met for each Service (KPI 3)
- gender representation on senior Defence committees is 40:40:20 (KPI 2)

Supporting Policy

MILPERSMAN Part 7, Chapter 6 – Flexible Work Arrangements for Members of the Australian Defence Force.

Policy statement – “FWA are a key tool for Commanding Officers (CO)/supervisors at all levels to support Defence members who need to balance the demands of military service with their family and/or other personal responsibilities and obligations; and in turn promote retention.”

MILPERSMAN Part 10, Chapter 3 – Transfer of personnel across the Service Spectrum
Policy statement – “The transfer of personnel between Service Categories (SERCATs) assists in the generation and sustainment of Defence capability and provides members with flexible career options.”

MILPERSMAN Part 6, Chapter 5 – Posting of inter-service Couples in the ADF.

Policy statement – “Defence acknowledges Inter-Service couples have the same career management and collocation expectations as other serving spouses and interdependent couples. The Services Career Management Agencies (CMA) collaborate to best manage collocation options for Inter-Service couples on posting.”

Historically, workforce management practices in Defence have inadvertently contributed to differences in outcomes for ADF men and women. This has been evidenced by the low levels of female representation in the ADF overall as well as in senior leadership roles. Defence has undertaken significant work to improve its workforce management practices, including (but not limited to) the introduction of flexible work targets for the ADF workforce, implementation of strategies to encourage women into non-traditional occupations and a greater focus on increasing the number of women in senior leadership roles.

This section presents information on numerous aspects of workforce management, including women's participation (including at senior leadership levels), occupational segregation, flexible work and female representation on senior committees.

Other key statistics are provided in relation to the proportion of serving men and women in recognised relationships with other serving members and the number and proportion of members reverted or reduced in rank.

Women's participation

Table 68 shows women and men's participation by rank as at 30 June 2016. The overall proportion of female ADF Officers rose from 18.7 per cent (2,733 women) to 19 per cent (2,772 women) during 2015-16. The proportion of female Officers in the senior leadership group is 11.7 per cent, representing an increase of 0.8 per cent (five women) from 2014-15.

Table 68: ADF permanent force, by gender and rank, 30 June 2016^{[1][2][3][4][5][6][7][8][9][10][11]}

2015-16	Navy				Army				Air Force				ADF										
	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%			
Officers ^[2]																							
General (E) (O10)		-	0.0%		-		-	0.0%		-		0.0%	0.0%		1	100.0%		0	0.0%	0.0%	1	100.0%	
Lieutenant General (E) (O09)		0.0%	0.0%	3	100.0%		0.0%	0.0%	1	100.0%		0.0%	0.0%		1	100.0%		0	0.0%	0.0%	5	100.0%	
Major General (E) (O08)		0.0%	-7.1%	11	100.0%		1	6.3%	-0.4%	15	93.8%		2	18.2%	18.2%	9	81.8%		3	7.9%	2.9%	35	92.1%
Brigadier (E) (O07)	4	10.3%	-0.3%	35	89.7%	8	14.3%	3.4%	48	85.7%	4	10.0%	2.1%	36	90.0%	16	11.9%	1.9%	119	88.1%			
Colonel (E) (O06)	16	14.3%	0.4%	96	85.7%	20	10.8%	0.4%	165	89.2%	17	12.1%	0.0%	124	87.9%	53	12.1%	0.2%	385	87.9%			
Sub-total ADF Senior Leaders ^[3]	20	12.1%	-0.2%	145	87.9%	29	11.2%	1.0%	229	88.8%	23	11.9%	1.4%	171	88.1%	72	11.7%	0.8%	545	88.3%			
Lieutenant Colonel (E) (O05)	52	13.0%	1.2%	349	87.0%	95	14.9%	1.0%	544	85.1%	74	15.2%	0.1%	413	84.8%	221	14.5%	0.8%	1,306	85.5%			
Sub-total Pipeline for ADF Senior Leaders ^[4]	52	13.0%	1.2%	349	87.0%	95	14.9%	1.0%	544	85.1%	74	15.2%	0.1%	413	84.8%	221	14.5%	0.8%	1,306	85.5%			
Major (E) (O04)	151	19.2%	0.1%	634	80.8%	279	15.2%	-0.1%	1,559	84.8%	233	19.8%	0.3%	943	80.2%	663	17.5%	0.1%	3,136	82.5%			
Captain (E) (O03)	275	21.9%	-0.3%	983	78.1%	274	14.9%	-0.3%	1,566	85.1%	414	22.7%	0.7%	1,412	77.3%	963	19.6%	0.1%	3,961	80.4%			
Lieutenant (E) (O02)	61	21.5%	0.4%	223	78.5%	226	24.0%	0.9%	715	76.0%	172	28.1%	-0.4%	441	71.9%	459	25.0%	0.4%	1,379	75.0%			
Second Lieutenant (E) (O01)	5	9.6%	-8.0%	47	90.4%	3	27.3%	-15.6%	8	72.7%	47	17.4%	-1.7%	223	82.6%	55	16.5%	-2.9%	278	83.5%			
Officer Cadet (E) (O00)	82	23.6%	-0.1%	265	76.4%	127	17.0%	1.1%	620	83.0%	130	28.4%	1.6%	327	71.6%	339	21.9%	1.2%	1,212	78.1%			
Total Officers	646	19.6%	0.0%	2,646	80.4%	1,033	16.5%	0.3%	5,241	83.5%	1,093	21.8%	0.4%	3,930	78.2%	2,772	19.0%	0.3%	11,817	81.0%			
Other Ranks ^[2]																					0.0%		
Warrant Officer Class 1 (E) (E10 and E09) ^[5]	19	8.4%	1.0%	206	91.6%	70	10.5%	0.5%	595	89.5%	51	9.0%	0.4%	514	91.0%	140	9.6%	0.5%	1,315	90.4%			
Warrant Officer Class 2 (E) (E08)/Staff Sergeant (E07)	95	9.6%	-0.1%	895	90.4%	193	9.9%	0.2%	1,766	90.1%	117	15.0%	0.1%	662	85.0%	405	10.9%	0.1%	3,323	89.1%			
Sergeant (E) (E06)	188	13.4%	0.4%	1,212	86.6%	276	10.8%	-0.5%	2,271	89.2%	259	15.7%	0.2%	1,395	84.3%	723	12.9%	0.0%	4,878	87.1%			
Corporal (E) (E05)/Lance Corporal (E04) ^[6]	482	20.4%	-0.5%	1,877	79.6%	656	11.7%	-0.1%	4,974	88.3%	431	18.4%	1.0%	1,911	81.6%	1,569	15.2%	0.0%	8,762	84.8%			
Private Proficient (E) (E03)	792	20.0%	0.4%	3,163	80.0%	762	9.5%	0.7%	7,223	90.5%	532	18.8%	1.3%	2,295	81.2%	2,086	14.1%	0.5%	12,681	85.9%			
Private (E) (E02)	216	24.2%	1.2%	677	75.8%	300	13.3%	0.2%	1,956	86.7%	86	19.0%	-7.9%	367	81.0%	602	16.7%	-0.4%	3,000	83.3%			
Private Trainee(E) (E01 and E51) ^[7]	181	25.4%	1.1%	532	74.6%	198	11.6%	-0.7%	1,502	88.4%	130	24.3%	0.8%	404	75.7%	509	17.3%	0.4%	2,438	82.7%			
Private Recruit (E) (E00)	53	27.0%	3.5%	143	73.0%	104	15.9%	-3.1%	552	84.1%	55	33.7%	19.6%	108	66.3%	212	20.9%	1.3%	803	79.1%			
Total Other Ranks	2,026	18.9%	0.3%	8,705	81.1%	2,559	10.9%	0.0%	20,839	89.1%	1,661	17.8%	0.7%	7,656	82.2%	6,246	14.4%	0.2%	37,200	85.6%			
Total ADF Permanent	2,672	19.1%	0.2%	11,351	80.9%	3,592	12.1%	0.0%	26,080	87.9%	2,754	19.2%	0.6%	11,586	80.8%	9,018	15.5%	0.2%	49,017	84.5%			

Source: Defence HR system.

Notes:

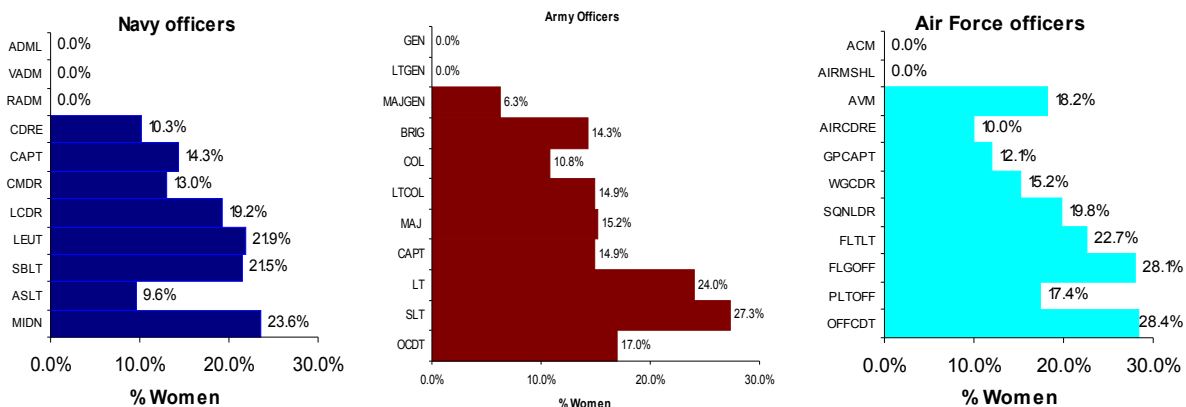
- Figures in this table are based on the ADF permanent force (substantive headcount) as at 30 June 2016.
- The Army rank descriptions with an (E) following them also refer to the equivalent rank in the Navy and Air Force.
- For the purposes of this report, ADF senior leaders refer to those with ranks of Colonel (E) and above.
- In this report, the pipeline for senior leadership roles includes those members at Lieutenant Colonel (E) level.
- Warrant Officer Class 1 figures include Warrant Officer—Navy, Regimental Sergeant Major—Army (E10) and Warrant Officer—Air Force.
- E04 is an Army-only rank.
- The Air Force rank of Non-Commissioned Officer Cadet (E51) is included with Private Trainee (E) figures.
- Delta (Δ) figures show the difference in percentages of women from 30 June 2016 to 30 June 2015.
- Cells highlighted in green indicate that the 2015-16 percentage of women was at least 5.0 per cent greater than the 2014-15 percentage of women.
- Cells highlighted in orange indicate that the 2015-16 percentage of women was at least 5.0 per cent less than the 2014-15 percentage of women.
- Percentages may not sum due to rounding.

Figure 24 below shows the proportion of women at each rank within the ADF officer workforce. The Navy has a comparatively strong proportion of women in the junior officer ranks; however, that proportion decreases at the Commander level, with lower proportions in the most senior ranks. The profile for Navy's officer workforce remained largely the same as in 2014-15, with two key exceptions. There was a reduction in the proportion of women at the rank of Rear Admiral (from 7.1 per cent to zero), reflecting the separation of the only female Rear Admiral together with an overall reduction in the number of members at the Rear Admiral rank. There was also a notable reduction in the proportion of female Acting Sub Lieutenants, from 17.6 per cent to 9.6 per cent; reflecting a decrease of four females in this relatively small rank group. This rank group is normally a short tenure trainee rank, and not everyone passes through it. It mostly consists of direct entry, non-degree qualified entrants. In Air Force the Pilot Officer rank consists of many categories that have low female representation therefore few females pass through this rank.

While the ranks of Officer Cadet, Captain and Major continue to have a smaller proportion of women than the Navy and the Air Force, Army is relatively successful in retaining women's representation with increasing rank. The proportion of 6.3 per cent at the rank of Major General represents one woman in a total of 16 permanent two-star positions. There was a 3.4 per cent increase in the proportion of women at Brigadier rank in 2015-16, reflecting an increase of two females at this rank. The proportion of women at all other Officer ranks remained largely unchanged since 2014-15²⁰.

Air Force has the highest proportion of women at the entry-level Officer Cadet (28.4 per cent) rank across the Services. As for Navy, this proportion declines with increasing rank with the smallest proportion being at the rank of Air Commodore. Since 2014-15, Air Force has promoted two females to the rank of Air Vice-Marshal, representing an 18.2 per cent increase in a rank which had no female representation in the previous year.

Figure 24: Percentage of women at each officer rank, by Service, 30 June 2016



²⁰ There was a 15.6 per cent reduction in women at the Second Lieutenant rank, however this represented a reduction of only one female in this small rank group.

Figure 25 shows the proportions of women at each of the Other Ranks for each Service. Over two in ten Navy members at the junior ranks of Recruit and Seaman Star are women. Approximately two in ten members of Able Seaman and Leading Seaman ranks are women; then consistent with the pattern for Navy Officers, there is a decline from Petty Officer to Warrant Officer. There was very little change in the proportion of women at each other rank compared with 2014-15 for Navy.

While the Army's Other Ranks hold the lowest proportion of women throughout the ADF at 10.9 per cent, the Army continues to have less variation in the proportion of women throughout its Other Ranks, resulting in a relatively flat rank profile. The Army has the highest proportion of women in the Warrant Officer (E09) rank compared with the other Services. There was very little change in the proportion of women at each rank compared with 2014-15 for the Army.

The Air Force has the highest proportion of women at the Sergeant (E06) and Flight Sergeant (E07/E08) ranks of all the Services, with the drop at higher ranks not occurring until Warrant Officer (E09). In 2015-16, there was a notable increase in the proportion of female recruits which rose from 14.2 per cent in 2014-15 to 33.7 per cent in 2015-16. This reflects a recovery in the number of female recruits to levels higher than in 2013-14, following a decline in 2014-15. There was a decrease in the proportion of female Aircraft Women from 26.9 per cent in 2014-15 to 19 per cent in 2015-16.

The proportion of women in the ADF at 30 June 2016 is 15.5 per cent, compared with 15.3 per cent at 30 June 2015. This reflects a net increase of 215 women.

Figure 25: Percentage of women at each other rank, by Service, 30 June 2016

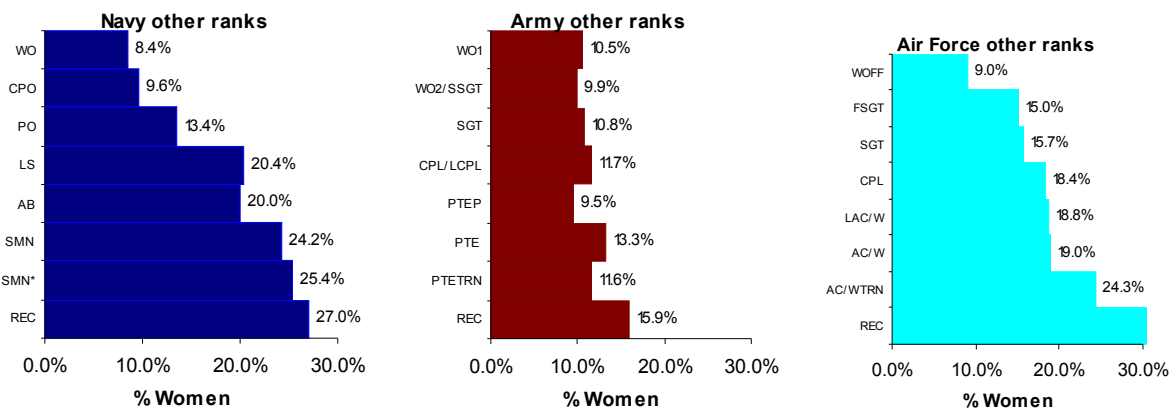


Table 69 shows the number of men and women in each employment area.

Table 69: ADF permanent force, by gender and employment location, 30 June 2016 ^{[1][2][3][4][5][6][7][8]}

2015-16	Navy					Army					Air Force					ADF				
	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%
NSW																				
Greater Sydney	1,020	18.7%	0.3%	4,426	81.3%	413	11.7%	-0.6%	3,108	88.3%	247	16.8%	0.0%	1,226	83.2%	1,680	16.1%	-0.1%	8,760	83.9%
Hunter and Northern NSW	2	6.9%	3.8%	27	93.1%	30	4.4%	1.8%	652	95.6%	374	15.3%	0.0%	2,075	84.7%	406	12.8%	0.7%	2,754	87.2%
Southern and Central NSW	170	13.4%	0.5%	1,096	86.6%	173	14.1%	-0.6%	1,052	85.9%	183	25.7%	5.8%	530	74.3%	526	16.4%	1.4%	2,678	83.6%
Total NSW	1,192	17.7%	0.3%	5,549	82.3%	616	11.3%	0.0%	4,812	88.7%	804	17.3%	0.9%	3,831	82.7%	2,612	15.5%	0.4%	14,192	84.5%
QLD																				
Brisbane and Southern QLD	32	24.8%	3.6%	97	75.2%	813	13.1%	0.0%	5,381	86.9%	538	20.4%	-0.6%	2,096	79.6%	1,383	15.4%	0.0%	7,574	84.6%
Darling Downs and Central QLD	8	32.0%	6.1%	17	68.0%	86	12.8%	1.1%	585	87.2%	13	31.0%	6.0%	29	69.0%	107	14.5%	1.5%	631	85.5%
Northern QLD	123	19.1%	-0.1%	520	80.9%	584	10.6%	0.0%	4,945	89.4%	98	23.1%	2.3%	327	76.9%	805	12.2%	0.0%	5,792	87.8%
Total QLD	163	20.5%	0.7%	634	79.5%	1,483	12.0%	0.1%	10,911	88.0%	649	20.9%	-0.1%	2,452	79.1%	2,295	14.1%	0.1%	13,997	85.9%
VIC and TAS^[3]																				
Greater Melbourne	14	19.2%	0.1%	59	80.8%	140	14.0%	1.0%	859	86.0%	70	18.2%	0.6%	315	81.8%	224	15.4%	0.9%	1,233	84.6%
Regional Victoria and Tasmania	332	21.7%	-0.6%	1,199	78.3%	282	12.4%	-1.6%	1,998	87.6%	108	18.1%	0.5%	488	81.9%	722	16.4%	-1.0%	3,685	83.6%
Total VIC and TAS	346	21.6%	-0.6%	1,258	78.4%	422	12.9%	-0.8%	2,857	87.1%	178	18.1%	0.5%	803	81.9%	946	16.1%	-0.5%	4,918	83.9%
SA	23	13.2%	-3.3%	151	86.8%	106	7.2%	-0.2%	1,370	92.8%	294	14.6%	0.2%	1,719	85.4%	423	11.5%	-0.1%	3,240	88.5%
Total SA	23	13.2%	-3.3%	151	86.8%	106	7.2%	-0.2%	1,370	92.8%	294	14.6%	0.2%	1,719	85.4%	423	11.5%	-0.1%	3,240	88.5%
WA	410	17.7%	-0.4%	1,910	82.3%	92	10.6%	0.1%	772	89.4%	55	17.2%	1.5%	265	82.8%	557	15.9%	-0.1%	2,947	84.1%
Total WA	410	17.7%	-0.4%	1,910	82.3%	92	10.6%	0.1%	772	89.4%	55	17.2%	1.5%	265	82.8%	557	15.9%	-0.1%	2,947	84.1%
ACT^[4]	440	26.6%	0.8%	1,214	73.4%	492	18.1%	0.7%	2,219	81.9%	547	27.2%	2.1%	1,461	72.8%	1,479	23.2%	1.3%	4,894	76.8%
Total ACT	440	26.6%	0.8%	1,214	73.4%	492	18.1%	0.7%	2,219	81.9%	547	27.2%	2.1%	1,461	72.8%	1,479	23.2%	1.3%	4,894	76.8%
NT	86	15.0%	0.3%	487	85.0%	366	11.3%	0.9%	2,882	88.7%	192	19.9%	-0.1%	771	80.1%	644	13.5%	0.5%	4,140	86.5%
Total NT	86	15.0%	0.3%	487	85.0%	366	11.3%	0.9%	2,882	88.7%	192	19.9%	-0.1%	771	80.1%	644	13.5%	0.5%	4,140	86.5%
Total Australia	2,660	19.2%	0.2%	11,203	80.8%	3,577	12.2%	0.0%	25,823	87.8%	2,719	19.4%	0.7%	11,302	80.6%	8,956	15.6%	0.2%	48,328	84.4%
Total Overseas^[5]	12	7.5%	1.8%	148	92.5%	15	5.5%	-0.1%	257	94.5%	35	11.0%	-4.9%	284	89.0%	62	8.3%	-1.5%	689	91.7%

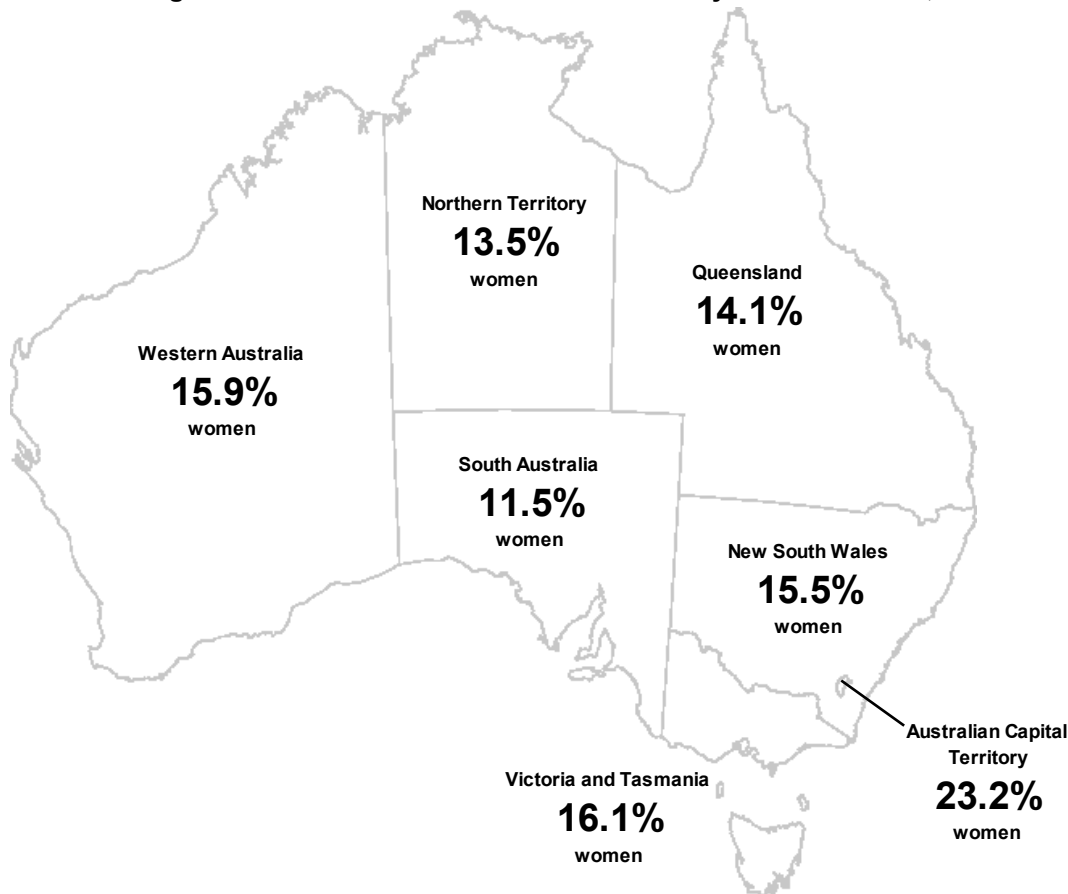
Source: Defence HR system.

Notes:

1. Figures in this table are based on the ADF permanent force (substantive headcount) as at 30 June 2016.
2. Members serving in ships are included against the state or territory in which the ship is home-ported.
3. Victorian and Tasmanian figures include members located in Albury NSW.
4. ACT figures include members located in Jervis Bay Territory, Queanbeyan and Bungendore.
5. Overseas figures represent members posted for long-term duty.
6. Delta (Δ) figures show the difference in the percentages of women from 30 June 2016 to 30 June 2015.
7. Cells highlighted in green indicate that the 2015–16 percentage of women was at least 5.0 per cent greater than the 2014–15 percentage of women.
8. Percentages may not sum due to rounding.

Figure 26 shows permanent ADF women in each Australian state and territory as a proportion of all permanent ADF members at the end of 2015–16. While there was some variation between the states, the Australian Capital Territory had the highest proportion of women. This was most likely influenced by the higher proportion of officer-rank roles and work related to occupations in which women have greater representation (such as intelligence, logistics, administration and support), and the lower proportion of operational roles in the ACT, compared with the rest of the country. There has been little change in these figures over 2015–16.

Figure 26: Percentage of ADF women in each state and territory who are female, 30 June 2016



The proportions of women in each state and territory are influenced by the main bases there. There are several bases and establishments in each state as well as offices in capital cities' central business districts. Table 70 summarises the main bases and the Service of the main base population.

Table 70: Key bases in each Australian state and territory, by Service

	Navy	Army	Air Force	Tri-Service
New South Wales	Garden Island Precinct	Holsworthy Barracks	RAAF Williamtown	
	HMAS Albatross	Kapooka	RAAF Richmond	
	HMAS Kuttabul			
	Fleet Base East			
Queensland	HMAS Watson	Lavarack Barracks	RAAF Amberley	
	HMAS Cairns	Enoggera Barracks	RAAF Williams	
		Simpson Barracks	RAAF East Sale	
Victoria and Tasmania	HMAS Cerberus	Puckapunyal Military Area		Angelsea Barracks
		Gaza Ridge Barracks		
South Australia		Keswick Barracks	RAAF Edinburgh	
Western Australia	HMAS Stirling			
	Fleet Base West	Karrakatta	RAAF Pearce	
Australian Capital Territory	HMAS Harman	Duntroon		Russell Offices
	HMAS Creswell (Jervis Bay)			Headquarters Joint Operations Command Brindabella Park ADFA
Northern Territory		Robertson Barracks	RAAF Darwin	
	Darwin Fleet Base East	Larrakeyah Barracks	RAAF Tindal	

Progress towards success

Gender diversity in leadership positions is something that all organisations should aspire to. In the ADF the pool of females at the junior ranks for Officers and Other Ranks is comparatively strong. However, it appears that further along the career continuum, less diversity is present. Identifying the barriers or support required to improve this diversity imbalance is required before any firm conclusions can be drawn.

Occupational Segregation

As part of efforts to increase the participation of women in the ADF, Defence is committed to improving the representation of women in non-traditional employment groups. Table 71 provides a view of the Defence workforce by occupational group. These occupational groups were developed for the inaugural Women in the ADF Report in 2012-13 and have been used since as a means by which the occupational break-up of the ADF workforce can be easily understood by an external audience.

Defence is committed to having a workforce that is inclusive of gender within the occupation groups. Although it is acknowledged that there will always be occupations where equal representation is not achievable. This is especially relevant within Army due to the high number of jobs within the combat and security occupational group. This is also unlikely to change even with the recent opening of combat roles to women, as individuals choose what occupation they would prefer to join. Those women who do choose combat and security occupations are mentored throughout their career.

Table 71: ADF permanent force, by gender, occupational group and rank group, 30 June 2016^{[1][2][3][4][5]}

2015-16	Navy					Army					Air Force					ADF				
	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%
Aviation																				
Officers	18	5.5%	0.2%	309	94.5%	22	5.1%	0.0%	411	94.9%	210	10.5%	0.6%	1,798	89.5%	250	9.0%	0.4%	2,518	91.0%
Other Ranks	13	8.3%	3.0%	143	91.7%	44	12.7%	0.8%	303	87.3%	74	32.7%	-0.9%	152	67.3%	131	18.0%	1.1%	598	82.0%
Total Aviation	31	6.4%	1.1%	452	93.6%	66	8.5%	0.3%	714	91.5%	284	12.7%	0.7%	1,950	87.3%	381	10.9%	0.6%	3,116	89.1%
Combat and Security																				
Officers	254	18.4%	-0.4%	1,125	81.6%	36	2.4%	0.2%	1,455	97.6%	6	5.6%	-1.0%	101	94.4%	296	9.9%	-0.2%	2,681	90.1%
Other Ranks	442	17.5%	0.9%	2,083	82.5%	133	1.6%	0.3%	8,258	98.4%	114	11.2%	0.5%	906	88.8%	689	5.8%	0.3%	11,247	94.2%
Total Combat and Security	696	17.8%	0.5%	3,208	82.2%	169	1.7%	0.3%	9,713	98.3%	120	10.6%	0.3%	1,007	89.4%	985	6.6%	0.2%	13,928	93.4%
Communications, Intelligence and Surveillance																				
Officers	23	30.3%	2.9%	53	69.7%	127	17.9%	-0.6%	582	82.1%	71	34.1%	1.0%	137	65.9%	221	22.3%	0.0%	772	77.7%
Other Ranks	486	31.0%	-0.8%	1,082	69.0%	269	12.7%	0.2%	1,844	87.3%	300	22.3%	0.6%	1,045	77.7%	1,055	21.0%	-0.1%	3,971	79.0%
Total Communications, Intelligence and Surveillance	509	31.0%	-0.6%	1,135	69.0%	396	14.0%	0.0%	2,426	86.0%	371	23.9%	0.7%	1,182	76.1%	1,276	21.2%	-0.1%	4,743	78.8%
Engineering, Technical and Construction																				
Officers	78	10.0%	-0.3%	699	90.0%	91	9.0%	0.2%	922	91.0%	133	10.7%	0.3%	1,112	89.3%	302	10.0%	0.1%	2,733	90.0%
Other Ranks	286	6.3%	0.0%	4,249	93.7%	113	2.1%	0.2%	5,355	97.9%	188	4.1%	0.6%	4,395	95.9%	587	4.0%	0.3%	13,999	96.0%
Total Engineering, Technical and Construction	364	6.9%	-0.1%	4,948	93.1%	204	3.1%	0.2%	6,277	96.9%	321	5.5%	0.6%	5,507	94.5%	889	5.0%	0.2%	16,732	95.0%
Health																				
Officers	67	43.2%	1.2%	88	56.8%	325	48.2%	1.2%	349	51.8%	216	60.3%	-0.6%	142	39.7%	608	51.2%	0.7%	579	48.8%
Other Ranks	182	48.7%	-0.8%	192	51.3%	390	42.2%	0.3%	535	57.8%	134	56.1%	2.2%	105	43.9%	706	45.9%	0.3%	832	54.1%
Total Health	249	47.1%	0.0%	280	52.9%	715	44.7%	0.7%	884	55.3%	350	58.6%	0.5%	247	41.4%	1,314	48.2%	0.4%	1,411	51.8%
Logistics, Administration and Support																				
Officers	203	38.5%	0.8%	324	61.5%	296	25.8%	0.3%	853	74.2%	451	43.2%	0.7%	594	56.8%	950	34.9%	0.6%	1,771	65.1%
Other Ranks	617	39.2%	0.8%	955	60.8%	1,610	26.2%	-0.1%	4,543	73.8%	851	44.7%	0.8%	1,052	55.3%	3,078	32.0%	0.2%	6,550	68.0%
Total Logistics, Administration and Support	820	39.1%	0.8%	1,279	60.9%	1,906	26.1%	0.0%	5,396	73.9%	1,302	44.2%	0.7%	1,646	55.8%	4,028	32.6%	0.3%	8,321	67.4%
Not Allocated to Occupational Group																				
Senior Officers	3	5.9%	0.1%	48	94.1%	9	12.7%	1.6%	62	87.3%	6	11.5%	5.7%	46	88.5%	18	10.3%	2.3%	156	89.7%
Warrant Officer of the Service	0	0.0%	0.0%	1	100.0%	0	0.0%	0.0%	1	100.0%	0	0.0%	0.0%	1	100.0%	0	0.0%	0.0%	3	100.0%
Unallocated Trainees	0	-	0.0%	0	-	127	17.3%	1.1%	607	82.7%	0	-	0.0%	0	0	127	17.3%	1.1%	607	82.7%
Total Not Allocated to Occupational Group	3	5.8%	0.1%	49	94.2%	136	16.9%	1.1%	670	83.1%	6	11.3%	5.6%	47	88.7%	145	15.9%	1.2%	766	84.1%
Total ADF Permanent	2,672	19.1%	0.2%	11,351	80.9%	3,592	12.1%	0.0%	26,080	87.9%	2,754	19.2%	0.6%	11,586	80.8%	9,018	15.5%	0.2%	49,017	84.5%

Source: Defence HR system.

Notes

1. Figures are based on the ADF permanent force substantive headcount as at 30 June 2016
2. Delta (Δ) figures show the difference in the percentages of women from 30 June 2016 to 30 June 2015.
3. Cells highlighted in green indicate that the 2015–16 percentage of women was at least 5.0 per cent greater than the 2014–15 percentage of women.
4. Percentages may not sum due to rounding.
5. Occupations in each occupational group are listed below.

Aviation: Air Combat Officer, Air Combat Officer Trainee, Crew Attendant, Crew Attendant Trainee, Joint Battlefield Airspace Control, Joint Battlefield Airspace Control Trainee, Loadmaster, Loadmaster Trainee, Pilot, Pilot Trainee, Aircrew, Aircrewman (ECN 163), Aviation Officer/Aviation Support, Groundcrewman Aircraft Support (ECN 164), Groundcrewman Mission Support (ECN 165), Maritime Aviation Warfare Officer, Pilot, Pilot Officer, Regimental Sergeant Major (ECN 350), Warrant Officer (Entry)

Combat and security: Combat Controller, Combat Controller Trainee, Armoured Cavalry (ECN 060), Armoured Officer, Regimental Sergeant Major (ECN 350), Artillery Command Systems Operator (ECN 254), Artillery Gunner (ECN 162), Artillery Light Gunner (ECN 161), Artillery Observer (ECN 255), Artillery Officer, Assistant Instructor (ECN 026), Ground Based Air Defence (ECN 237), Manager Offensive Support (ECN 357), Manager Surveillance and Target Acquisition (ECN 430), Regimental Sergeant Major (ECN 350), Emergency Responder (ECN 141), Air Base Protection, Air Base Protection Trainee, Air Force Police, Air Force Security, Air Force Security Trainee, Airfield Defence Guard, Airfield Defence Guard Trainee, Firefighter, Firefighter Trainee, Ground Defence Officer, Ground Defence Officer Trainee, Security Police Officer, Commando (ECN 079), Commando Officer, Infantry Officer, Regimental Sergeant Major (ECN 350), Rifleman (ECN 343), SAS Officer, SAS Trooper (ECN 353), ADF Investigator (ECN 190), Military Police (ECN 315), Military Police Officer, Regimental Sergeant Major (ECN 350), Boatswains Mate, Clearance Diver, Combat Systems Operator, Combat Systems Operator Mine Warfare, Hydrographic Systems Operator, Maritime Geospatial Officer (Hydrographer), Maritime Geospatial Officer (Meteorologist/Oceanographer), Maritime Warfare Officer, Maritime Warfare Officer Submariner, Mine Clearance Diver, Naval Police Coxswain (Officer), Naval Police Coxswain (Sailor), Principal Warfare Officer, Warrant Officer (Entry)

Communications, intelligence and surveillance: Airborne Electronics Analyst, Airborne Electronics Analyst Trainee, Operator Unmanned Aerial System (ECN 250), Imagery Specialist, Warrant Officer (Entry), Geospatial Technician (ECN 423), Analyst Intelligence Operations (ECN 003), Intelligence Officer, Regimental Sergeant Major (ECN 350), Air Intelligence Analyst Geospatial Intelligence, Air Intelligence Analyst Intelligence Manager, Air Intelligence Analyst Operational Intelligence, Air Intelligence Analyst Signals Intelligence, Air Intelligence Analyst Trainee, Air

Surveillance Operator, Air Surveillance Operator Trainee, Communications and Information Systems Controller, Communications and Information Systems Controller Trainee, Intelligence Officer, Intelligence Officer Trainee, Signals Operator Linguist Trainee, Signals Operator Technical Trainee, Communications Systems (ECN 662), Electronic Warfare (ECN 663), Information Systems (ECN 661), Regimental Sergeant Major (ECN 350), Signals Officer, Air Force Imagery Specialist, Acoustic Warfare Analyst, Communications Information Systems, Communications Information Systems Submariner, Cryptologic Linguist, Cryptologic Systems, Electronic Warfare, Electronic Warfare Submarines, Intelligence, Warrant Officer (Entry)

Engineering, technical and construction: Flight Engineer, Aircraft Fitter, Aircraft Fitter Trainee, Aircraft Life Support Fitter, Aircraft Life Support Fitter Trainee, Aircraft Structural Fitter, Aircraft Structural Fitter Trainee, Aircraft Surface Finisher, Aircraft Systems Technician, Aircraft Technician, Armament Fitter, Armament Fitter Trainee, Avionics Fitter, Avionics Fitter Trainee, Avionics Systems Technician, Avionics Technician, Non-Destructive Inspection Technician, Explosive Ordnance Disposal (ECN 432), Air Technician Aircraft, Air Technician Avionics, Aircraft Life Support Fitter (ECN 154), Aircraft Structural Fitter (ECN 153), Artificer Air (ECN 021), Artificer Electronics (ECN 007), Artificer Ground (ECN 013), Artificer Mechanical (ECN 006), Electrical and Mechanical Engineering Officer/Fitter Armament (ECN 146), Mechanic Recovery (ECN 226), Mechanic Vehicle (ECN 229), Metalsmith (ECN 235), Regimental Sergeant Major (ECN 350), Technician Aircraft (ECN 411), Technician Avionics (ECN 412), Technician Electrical (ECN 418), Technician Electronic Systems (ECN 421), Carpenter (ECN 072), Combat Engineer (ECN 096), Draftsman Architectural (ECN 101), Electrician (ECN 125), Engineer Officer Explosive Ordnance Disposal (ECN 432), Manager Works (ECN 217), Operator Plant (ECN 270), Plumber (ECN 314), Regimental Sergeant Major (ECN 350), Supervisor Building (ECN 374), Supervisor Engineer Services (ECN 385), Aeronautical Engineer, Aeronautical Engineer Trainee, Airfield Engineer, Airfield Engineer Trainee, Armament Engineer, Armament Engineer Trainee, Electronics Engineer, Electronics Engineer Trainee, Electronics Technician, Electronics Technician Submariner, Marine Engineer, Marine Engineer Submariner, Marine Technician, Marine Technician Submariner, Warrant Officer (Entry), Weapons Electrical Aircraft Engineer, Weapons Electrical Engineer, Weapons Electrical Engineer Submariner, Communication Electronic Fitter, Communication Electronic Fitter Trainee, Communication Electronic Systems Technician, Communication Electronic Technician, Ground Mechanical Engineering Fitter, Ground Mechanical Engineering Technician, Ground Support Engineering Manager, Ground Support Equipment Fitter Ground Support Equipment Fitter Trainee, Ground Support Equipment Technician, Carpenter, Carpenter Trainee, Electrician, General Hand, Plant Operator, Plumber, Works Supervisor, Telecommunications Systems (ECN 665)

Health: Dental Administration Officer, Dental Assistant (ECN 029), Dentist, Regimental Sergeant Major (ECN 350), Medical Officer, Environmental Officer, Physical Training Instructor, Allied Health Professional, Dental Assistant, Dental Assistant Trainee, Dentist, Dentist Trainee, Environmental Health Officer, Laboratory Officer, Laboratory Technician, Medical Assistant, Medical Assistant Trainee, Medical Officer/Medical Officer Trainee, Nursing Officer, Nursing Officer Trainee, Pharmacist, Pharmacist Trainee, Radiographer, Senior Dental Assistant Preventative, Dental, Dentist, Medical, Medical Administration, Medical Officer, Medical Submariner, Nurse, Physical Trainer, Warrant Officer (Entry), Instructor Physical Training (ECN 185), Medical Technician (ECN 031), Preventive Medicine (ECN 322), Regimental Sergeant Major (ECN 350), Technician Operating Theatre (ECN 408), Medical Corps Officer, Nursing Officer, Pharmacist, Physiotherapist, Examiner Psychological (ECN 131), Psychologist, Radiographer Officer, Scientist

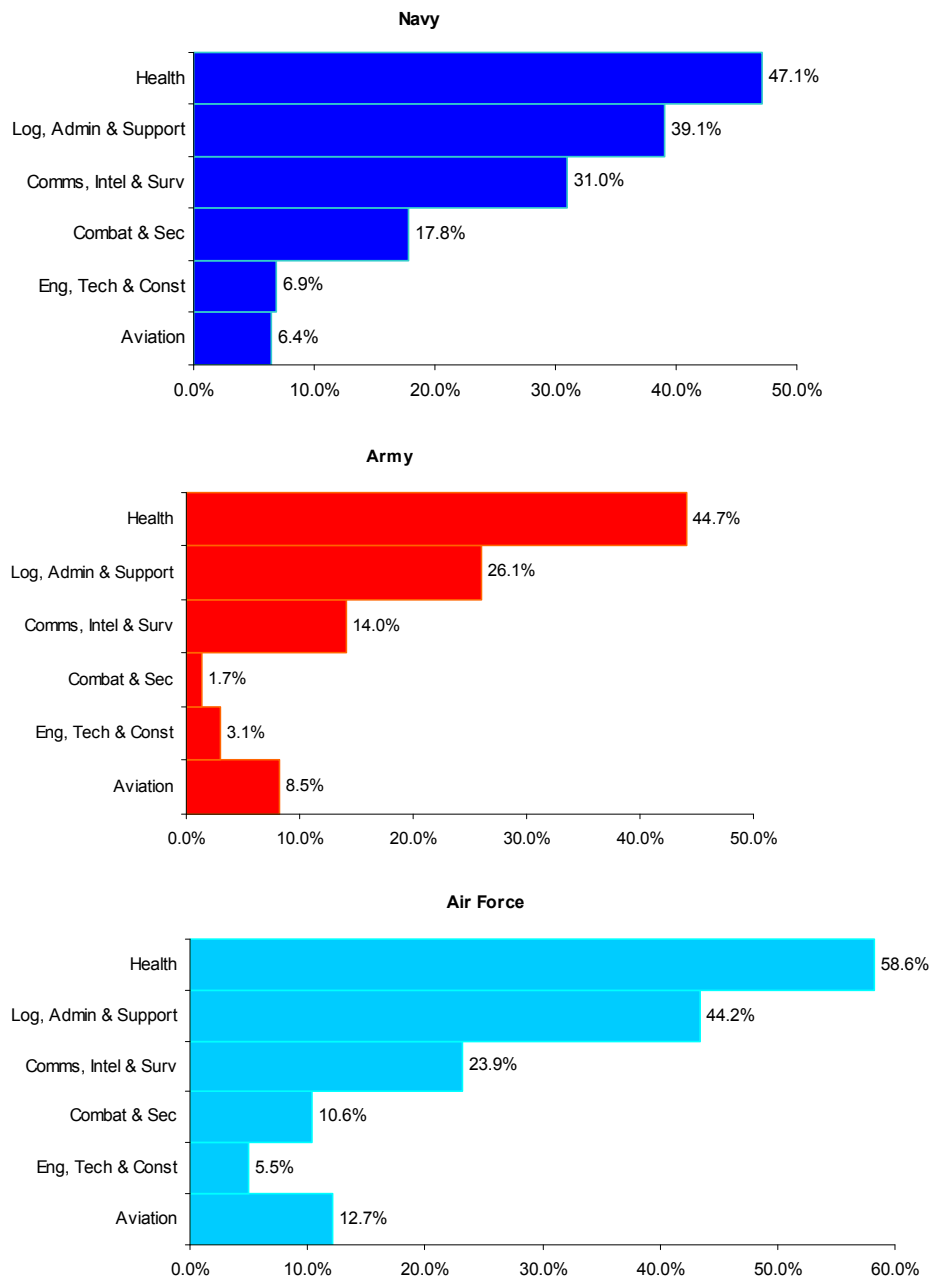
Logistics, administration and support: Operations Officer, Band Officer, Musician (ECN 240), Piper Drummer Bugler (ECN 241), Regimental Sergeant Major (ECN 350), Assistant Instructor (ECN 026), Catering Officer, Cook (ECN 084), Chaplain, Education Officer, Combat Clerk (ECN 071), Multi Media Technician (ECN 180), Clerk Finance (ECN 076), Pay Officer, Warrant Officer Disciplinary, Infantry Operations Clerk (ECN 055), Infantry Resource Storeman (ECN 054), Legal Officer, Cook, Cook Trainee, Logistics Officer, Logistics Officer Trainee, Movements, Movements Trainee, Supply, Supply Trainee, Band, General Experience, Legal, Management Executive, Maritime Logistics Chef, Maritime Logistics Chef Submariner, Maritime Logistics Officer, Maritime Logistics Personnel Operations, Maritime Logistics Supply Chain, Maritime Logistics Supply Chain Submariner, Maritime Logistics Support Operations, Maritime Logistics Support Operations Submariner, Musician, Other Officers, Other Sailors, Training Systems, Warrant Officer (Entry), Ammunition Supplier (ECN 401), Operator Admin (ECN 074), Operator Petroleum (ECN 269), Ordnance Officer, Regimental Sergeant Major (ECN 350), Rigger Parachute (ECN 345), Supply Chain Operator (ECN 298), Unit Quartermaster (ECN 296), Photographer Public Relations (ECN 312), Public Relations Officer, Reporter (ECN 342), Chaplain, Chaplain Trainee, Executive Warrant Officer, Legal Officer, Legal Officer Trainee, Musician, Personnel Capability Officer, Personnel Capability Officer Trainee, Personnel Capability Specialist, Personnel Capability Specialist Trainee, Training Systems Officer, Air Dispatcher (ECN 099), Cargo Specialist (ECN 171), Driver Specialist (ECN 274), Marine Specialist (ECN 218), Operator Movements (ECN 035), Regimental Sergeant Major (ECN 350), Transport Officer

Figure 27 shows how gender representation differs between occupation groups, and how those differences are broadly consistent between the Services. One notable difference between the Services is Combat and Security, where Navy in particular, but also Air Force have a higher proportion of women than Army. This is influenced by a range of factors including the number of Army occupations and the high volume of members within these occupations as well as the combat nature of many of the occupations (occupations in which females are currently less well represented and have only recently been opened up to women). In each Service, health and logistics, administration and support have the highest proportion of women, while the occupation groups with the lowest proportion of women are engineering, technical and construction and combat and security (with the exception of Navy where Aviation has a lower proportion of women than Combat and Security). These concentrations of women and men are closely aligned with more traditional female and male work roles. There has been little change in the proportions of women in each of the occupational groups over 2015–16.

Participation levels of women within each of the occupational groups are given further context when compared to overall female representation by rank group within each of the Services. Examination of the workforce in this manner shows:

- Female Navy Officers and Other Ranks are significantly represented in health, logistics, administration and support and communications, intelligence and surveillance roles, and have less women in aviation and engineering and technical roles. The representation of Navy Officer and Other Rank females in Combat and Security roles are similar to overall Officer and Other Rank female participation rates.
- Female Army Officers are also well represented in health and logistics, administration and support roles, with less women in aviation, combat and security and engineering and technical roles. The representation of Army Officers in communications, intelligence and surveillance roles are similar to overall Army Officer female participation rates. Female Army Other Ranks are well represented in health and logistics, administration and support roles, with less women in combat and security and engineering and technical roles. The representation of Army Other Ranks in aviation and communications, intelligence and surveillance roles are similar to overall Army Other Rank female participation rates.
- Female Air Force Officers are well represented in health, logistics, administration and support and communications, intelligence and surveillance roles, with less women in aviation, combat and security and engineering and technical roles. Female Air Force Other Ranks are well represented in aviation, health and logistics, administration and support and communications, intelligence and surveillance roles and there are fewer women in combat and security and engineering and technical roles.

Figure 27: Percentage of women in each occupational group, by Service, 30 June 2016



Transfers between occupational groups

To improve the level of female representation in non-traditional employment groups, it is important that Defence not only attracts more women into these occupations, but also retains them within these groups. Table 72 shows the number of internal transfers into and out of each ADF occupational group in 2015-16. In each of the Services those occupational groups where females are less well represented saw net increases in the number of females transferring into rather than out of those occupational groups.

In Navy, of the females who transferred into an occupational group 8.3 per cent went into aviation roles.

In Army, of the females who transferred into an occupational group 14.6 per cent went to combat and security roles and a further 13.4 per cent went into engineering and technical roles.

Within Air Force 17.2 per cent of females transfers were into engineering and technical roles.

Table 72: Transfers between occupational groups by gender, 2015-16 ^{[1][2][3][4]}

2015-16	Navy				Army				Air Force				ADF			
	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%
Transfers into occupational group																
Aviation	2	8.3%	13	14.6%	3	3.7%	45	7.3%	3	10.3%	55	35.0%	8	5.9%	113	13.1%
Combat & Security	5	20.8%	22	24.7%	12	14.6%	129	20.9%	1	3.4%	15	9.6%	18	13.3%	166	19.3%
Communications, Intelligence & Surveillance	4	16.7%	13	14.6%	9	11.0%	94	15.3%	4	13.8%	20	12.7%	17	12.6%	127	14.7%
Engineering, Technical and Construction	1	4.2%	20	22.5%	11	13.4%	130	21.1%	5	17.2%	17	10.8%	17	12.6%	167	19.4%
Health	2	8.3%	7	7.9%	22	26.8%	53	8.6%	3	10.3%	9	5.7%	27	20.0%	69	8.0%
Logistics, Administration and Support	10	41.7%	14	15.7%	25	30.5%	165	26.8%	13	44.8%	41	26.1%	48	35.6%	220	25.5%
Total transfers into an occupational group	24	100.0%	89	100.0%	82	100.0%	616	100.0%	29	100.0%	157	100.0%	135	100.0%	862	100.0%
Transfers out of occupational group																
Aviation		0.0%	2	2.1%	2	3.6%	4	1.0%	6	20.0%	28	17.4%	8	7.5%	34	5.0%
Combat & Security	8	36.4%	39	41.1%	6	10.9%	273	64.8%	3	10.0%	29	18.0%	17	15.9%	341	50.4%
Communications, Intelligence & Surveillance	7	31.8%	11	11.6%	9	16.4%	26	6.2%	6	20.0%	17	10.6%	22	20.6%	54	8.0%
Engineering, Technical and Construction		0.0%	17	17.9%	5	9.1%	49	11.6%	1	3.3%	61	37.9%	6	5.6%	127	18.8%
Health	2	9.1%		0.0%	6	10.9%	7	1.7%	2	6.7%	3	1.9%	10	9.3%	10	1.5%
Logistics, Administration and Support	5	22.7%	26	27.4%	27	49.1%	62	14.7%	12	40.0%	23	14.3%	44	41.1%	111	16.4%
Total transfers out of occupational group	22	100.0%	95	100.0%	55	100.0%	421	100.0%	30	100.0%	161	100.0%	107	100.0%	677	100.0%

Notes

1. Figures are based on ADF permanent force substantive headcount
2. Percentages may not sum due to rounding
3. Occupations included in each group are as per Table 71.
4. Excludes transfers in and out of "not allocated to an occupational group" and therefore total transfers in and out will not reconcile.

Defence leadership is committed to addressing occupational segregation in the ADF, and each Service has a dedicated strategy to achieve greater gender balance.

The Navy has set recruiting goals for occupational groups with less than 15 per cent female participation, while also seeking to maintain current participation levels of categories with a higher proportion of women. Female participation rates already exceed this target for the majority of the Navy workforce. Seventeen out of 26 (65.4 per cent) Sailor workgroups currently have a female participation rate of greater than 15 per cent. Eleven out of 17 (64.7 per cent) Officer workgroups are above this target; three of six categories belong to the Engineer Officer workforce (marine engineer, electrical engineer and aeronautical engineer). Navy's female participation level for this workgroup is given context when benchmarked against the national average (12 per cent). This point of reference shows that Navy's aeronautical professional engineer workforce (12.8 per cent) is above the national average (12 per cent) and the marine engineer officer workforce (10.7 per cent) close to the national average. Increasing female participation for this specific field beyond this national average may be unrealistic.

Navy is actively addressing low female participation rates in particular workgroups, through revised career continuums, providing tailored career management to women (especially those proceeding on and returning from maternity leave), as well as taking steps to support women in the workplace through mentoring, leadership and networking opportunities. For example, female Boatswain Mate sailors have been involved in the My Mentor program run by the Navy Women's Strategic Advisor.

Army offers a large number of non-traditional employment options and therefore are commonly perceived to be a non-traditional career choice for women. As such, Army has focused on increasing overall representation of women through a number of targeted recruiting and retention initiatives²¹, rather than focusing on specific employment fields. Increasing female representation overall will provide the platform for future initiatives to attract women to specific non-traditional employment categories, such as combat roles.

The Air Force has a range of strategies in place to attract more females to employment groups where females may not traditionally have high participation rates. This includes Project Winter (women in non traditional roles) which specifically targets employment groups that have a low representation of women (primarily aircrew, engineering and technical) through a focus on:

- delivery of targeted programs
- implementation of specialist recruitment teams
- offering a reduction of return of service obligations (ROSO).

Additionally, retention and advancement for women is being addressed through the implementation of a talent management framework, networking groups and specific guidance for the career management of women in specific roles.

Progress towards success

Occupational segmentation has changed little since 2014-15. To see changes in these figures, since the opening up of combat roles to both genders, will take time. Continued monitoring is required.

²¹ See Chapter 1: Attraction and Recruitment for further information.

Reduction/Reversion in Rank

There are a number of reasons members' of the ADF may be reduced/reverted in rank during their career in the ADF including disciplinary reasons or a transfer between Services or work groups/operational groups.

Reductions or reversions in rank occur very rarely, with just 0.4 per cent of women and 0.6 per cent of men in the ADF being reduced or reverted in rank in 2015-16. This was also reflected in each Service with reductions or reversions in rank occurring for just 0.2 per cent of male and female Navy members, 0.5 per cent of female and 0.9 per cent of male Army members and 0.4 per cent of female and 0.5 per cent of male Air Force members.

Table 73 shows the number and proportion of men and women who were reduced/reverted in rank in 2015-16.

Table 73: ADF Permanent Force: Reversion/Reduction in Rank, 2015-16^{[1][2][3][4][5]}

2015-16	Navy				Army				Air Force				ADF			
	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%
Reduction in rank	0	0.0%	7	100.0%	1	2.6%	37	97.4%	0	0.0%	3	100.0%	1	2.1%	47	97.9%
Reversion in rank (Service transfer)	0	0.0%	5	100.0%	2	28.6%	5	71.4%	3	13.6%	19	86.4%	5	14.7%	29	85.3%
Reversion in rank (job family transfer)	0	0.0%	3	100.0%	0	0.0%	7	100.0%	4	16.7%	20	83.3%	4	11.8%	30	88.2%
Reversion in rank (other)	5	33.3%	10	66.7%	8	7.3%	101	92.7%	1	14.3%	6	85.7%	14	10.7%	117	89.3%
Not calculated	-	-	-	-	7	7.9%	82	92.1%	2	16.7%	10	83.3%	9	8.9%	92	91.1%
Total ADF Permanent	5	16.7%	25	83.3%	18	7.2%	232	92.8%	10	14.7%	58	85.3%	33	9.5%	315	90.5%

Source: Defence HR system.

Notes

1. Figures are based on ADF permanent force substantive headcount.
2. Percentages may not sum due to rounding.
3. Reduction in rank refers to a reduction resulting from disciplinary action, i.e., Court Martial, Defence Force Magistrate or Commanding Officer.
4. Reversion in rank refers to all reversions/reductions for reasons other than those which call for disciplinary action or relinquishing of Temporary / Acting rank.
5. Not calculated refers to data for which no specific reason for reduction/reversion has been recorded in the HR system.

Of the ADF members reverted or reduced in rank the vast majority were males, with women accounting for just 9.5 per cent of reductions or reversions in rank. This pattern was consistent across the Services (Navy females 16.7 per cent, Army females 7.2 per cent, Air Force females 14.7 per cent). Men were more likely to be reduced in rank for disciplinary causes than women, with all but one ADF member reduced in rank for this reason being male. Notwithstanding, the vast majority of both male and female members were reverted in rank for other reasons, including in a number of instances Service or job family transfer.

Progress towards success

Males are in the majority of those who were reduced or reverted in rank, most often for disciplinary reasons. Where reductions or revisions in rank are occurring it is often due to workforce segmentation requirements.

Access to flexible work arrangements

Access to flexible work is crucial to a member's ability to continue working and thriving in Defence, allowing them to fulfil their work responsibilities, while also fulfilling family or other commitments. Defence policy states that "Flexible Work Arrangements are a key tool for Commanding Officers at all levels to support Defence members who need to balance the demands of military service with their family and/or other personal

responsibilities and obligations; and in turn promote retention.”²² This extends not only to parents, but to all Defence men and women who have responsibilities beyond the workplace. Flexible work availability for men is just as important; enabling couples to share family responsibilities reduces the disproportionate career impact on women. This section presents attitudinal data on flexible work practices, followed by some indicative figures on these practices, including ADF members on part-time leave without pay. Increasing use of a standardised application form for formal Flexible Work Arrangements (FWA) throughout the ADF has improved the quality and comparability of flexible work rates in the Services.

In addition to the Services’ programs to encourage and monitor a range of FWA, Defence has developed Suakin, which is a whole of Defence Total Workforce Model (TWM) designed to contribute to capability by giving Defence the strategic flexibility to manage the workforce. The TWM began operation on 1 July 2016. While Defence has supported access to flexible employment arrangements, the TWM aims to move these from individual and localised agreements to a more enduring solution. This will entail offering flexible work options allowing Defence to draw on both the Permanent and Reserve workforce components more flexibly, with greater mobility between them. The implementation of this will however only affect future data.²³

Table 74 outlines attitudes to flexible work, and Table 74 to Table 83 provide details of formalised FWA for each of the Services. This information is presented in support of the Review into the Treatment of Women in the ADF Phase 2 recommendation 3 (section C) ‘Access to flexible work’ and recommendation 13 (reporting against flexible work targets).

Table 74: YourSay surveys (August 2015 and February 2016) – responses on flexible work by Service and gender ^{[1][2][3][4][5]}

YourSay Survey	Navy		Army		Air Force		Total ADF	
	Women	Men	Women	Men	Women	Men	Women	Men
Thinking about your life right now, how satisfied are you with the balance between your work and the rest of your life? (% satisfied/very satisfied)	33.5%	36.5%	38.0%	36.2%	47.2%	45.7%	39.9%	39.2%
My CO / Branch Manager actively supports work-life balance and flexible work arrangements (% Agree/Strongly Agree)	57.8%	56.5%	61.3%	54.3%	70.7%	65.8%	63.6%	58.5%
My supervisor is flexible when I have personal demands to attend to (% Agree/Strongly Agree)	79.3%	79.1%	77.9%	78.9%	79.3%	86.3%	78.8%	81.3%
If I accessed flexible working arrangements (such as working part time) my career progression would be negatively impacted (% Agree/Strongly Agree)	40.0%	38.0%	42.2%	47.4%	36.4%	35.1%	39.4%	41.1%
Are flexible working arrangements available in your area (e.g. part-time work, home-based work)? (% Yes)	63.1%	55.9%	60.8%	46.5%	68.9%	58.9%	64.4%	52.8%
How often do you personally take advantage of documented (or formal) flexible work arrangements? (% Sometimes - Always)	28.7%	18.6%	19.8%	10.3%	34.3%	15.0%	27.7%	13.9%
How often do you personally take advantage of informal flexible work arrangements (such as leaving work early?) (% Sometimes - Always)	61.1%	57.1%	58.7%	55.5%	66.3%	61.0%	62.2%	57.6%

Source: YourSay Survey August 2015 and February 2016

Notes:

1. Data includes response from ADF personnel
2. Cells highlighted in green indicate that 2015-16 responses were significantly more positive than in 2014-15
3. Cells highlighted in red indicate that 2016-16 responses were significantly less positive than in 2014-15
4. Differences are based on statistical significance (p<.05) and measure of association (Cramer’s V >0.1)

Figure 28 shows responses to various survey questions about flexible work. Similar to 2015, the majority of both women and men felt they had flexibility for ad hoc absences and many took advantage of informal flexible work when the need arose. Fewer members accessed more formal, ongoing FWA.

Gender differences become evident in formal flexible work figures; a higher proportion of women than men used formal FWA in each Service. Likewise, women were more likely to

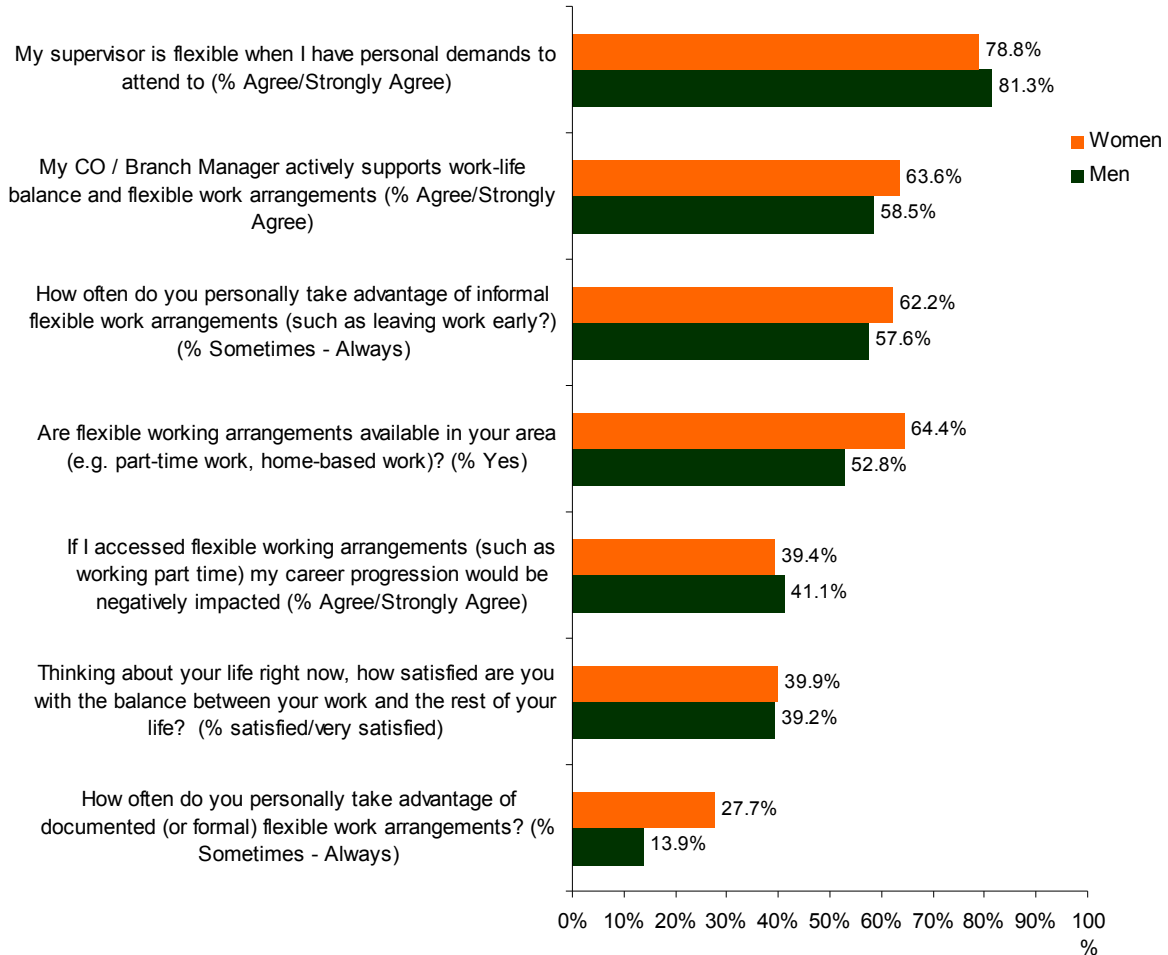
²² MILPERSMAN Part 7, Chapter 6 – Flexible work arrangements for members of the Australian Defence Force.

²³ MILPERSMAN Part 10, Chapter 3 – Transfer of personnel across the Service Spectrum Policy statement – “The transfer of personnel between Service Categories (SERCATs) assists in the generation and sustainment of Defence capability and provides members with flexible career options.”

perceive that FWA were available to them than their male peers for each Service. There was a growing proportion of both women and men who thought that FWA were available in their area, however the gap between genders of 11 per cent remained the same as in 2014.

As in 2014 and 2013 around four in ten women and men felt that accessing flexible work would negatively impact their career.

Figure 28: Percentage of ADF women and men responding positively to YourSay items about flexible work, 2015–16



Formalised flexible work arrangements

Navy

Table 75 shows the number of Navy member by Rank using FWAs.

Table 75: Navy members using formal flexible work arrangements, by rank, 30 June 2016 ^{[1][2][3]}

Flexible Work Arrangements	Other Ranks												Officers										Total			
	E02/03 Seaman		E05 Leading Seaman		E06 Petty Officer		E08 Chief Petty Officer		E09/10 Warrant Officer		Total Other Ranks		O01/O02 Sub Lieutenant (inc Acting)		O03 Lieutenant		O04 Lieutenant Commander		O05 Commander		O06-O10 Captain - Admiral: Senior Leaders		Total Officers		W	M
	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M		
Variable Work Hours	22	23	24	47	14	65	8	46	3	10	71	191		1	16	20	10	16	1	4			27	41	98	232
Home Located Work	3		5	2	9	6	3	6	2	6	22	20			10	5	12	12	2				24	17	46	37
Alternate Location Work			1	2	1	1		3			2	6			3	3	1	5	1	1			5	9	7	15
Remote Overseas Work											0	0			2	1	2			1			4	2	4	2
Part-time Leave Without Pay	16		20	1	9	1	2				47	2	1		8	1	6	1	2	2		1	17	5	64	7
Total Formal Flexible Work Arrangements	41	23	50	52	33	73	13	55	5	16	142	219	1	1	39	30	31	34	6	8	0	1	77	74	219	293
Number of Members on Formal Flexible Work Arrangements	33	23	46	49	24	71	10	52	4	15	117	210	1	1	30	25	18	27	3	7	0	1	52	61	169	271
Average Number of Arrangements per Member	1.24	1.00	1.09	1.06	1.38	1.03	1.30	1.06	1.25	1.07	1.21	1.04	1.00	1.00	1.30	1.20	1.72	1.26	2.00	1.14		1.00	1.48	1.21	1.30	1.08
Total Number of Permanent and Continuous Full-Time Service, Trained, Non-sea-going Members	609	1,923	374	1,110	159	856	84	718	19	208	1245	4815	5	9	219	675	161	582	53	357	20	148	458	1771	1703	6586
Percentage Members on Formal Flexible Work Arrangements	5.42%	1.20%	12.30%	4.41%	15.09%	8.29%	11.90%	7.24%	21.05%	7.21%	9.40%	4.36%	20.00%	11.11%	13.70%	3.70%	11.18%	4.64%	5.66%	1.96%	0.00%	0.68%	11.35%	3.44%	9.92%	4.11%

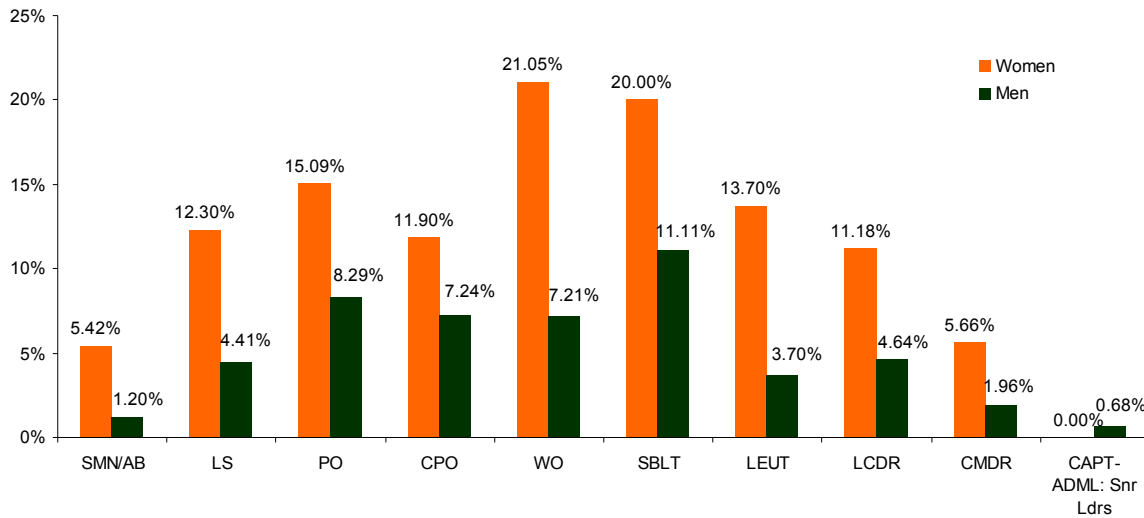
Source: Defence HR system.

Notes

1. The sum of flexible work arrangement applications may exceed the total number of people on any formal flexible work arrangement due to some applications being for more than one flexible work arrangement.
2. Flexible work arrangements in this table only include those applied for using the ADF Application for Flexible Work form AE406.
3. While most Women in the ADF report data includes only permanent force, flexible work arrangement reporting includes both permanent and continuous full-time service members in accordance with Service reporting requirements endorsed by Chiefs of Service Committee.

Figure 29 shows the proportion of Navy women and men who use formal FWA at each rank. Women are more likely than men to be on flexible work at every rank with the exception of Senior Leaders. The rank with the highest proportion on flexible work is Sub Lieutenant; however this represents one woman out of only five Sub Lieutenants in the trained, non-seagoing workforce.

Figure 29: Navy members using formal flexible work arrangements, by rank, 30 June 2016



In accordance with the implementation of the recommendations in the Broderick review of 2012, Navy already exceeds the two per cent target for the non-seagoing, trained, permanent and continuous full-time service workforce to be on FWA by 2016–17. This is supported by an aspirational target of five per cent over the subsequent three financial years. As at 30 June 16 given 440 members on flexible work in the trained, non-seagoing, permanent and continuous full-time service workforce of 8,289, Navy had a total of 5.3 per cent of members on a FWA as at 30 June 2016, which exceeds the Navy’s target. The actual FWA figure is however higher as the data does not include those personnel in sea-going positions, and only includes that which is formally reported. Navy continues to encourage individuals who have set up flexible arrangements at the local level to complete the ADF Application for Flexible Work Form to ensure that their FWA is captured in statistical reporting.

Compared to 2014-15 FWA figures have increased for both women and men. Female Petty Officers had the greatest proportional increase since 2014-15 from 3.9 per cent to 15.1 per cent. Female Warrant Officers also had a substantial increase in the proportion on FWA from 11.76 per cent in 2014-15 to 21.5 per cent in 2015-16 however this represents four women out of 19 in the trained, non-seagoing force.

Following release of a Navy Directive in May 2015 regarding normal working hours, Navy's use of FWA has increased approximately 27 per cent over the period January to June 2016. While usage rates are increasing, cultural acceptance or understanding of FWAs (for either female or male) can be improved. Strategies and communication campaigns are being refined to continue the integration of FWAs and alignment with capability requirements. An education campaign is also being conducted to improve understanding of FWAs, and the opportunities and benefits such arrangements may offer. Reviews of career management and workforce planning business practices continue to remove impediments to the implementation of FWAs.

Table 76 shows the number of Navy members using FWAs by region.

Table 76: Navy members using formal flexible work arrangements, by region, 30 June 2016^{[1][2][3]}

Flexible Work Arrangements	NSW								Vic & Tas				Qld						WA		SA		NT		ACT		Overseas		Total						
	Gtr Syd		Hunter & Nth NSW		Sth & Cent NSW		Total NSW		Gtr Melb		Tas & Regional Vic		Total Vic and Tas		Bris & Sth Qld		Dig Dwns & Cent Qld		Nth Qld		Total Qld														
	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M			
Variable Work Hours	32	113			8	20	40	133			8	14	8	14	1	1			1	6	4	7	6	17	55	1	5			21	23			98	232
Home Located Work	11	13			2	6	13	19			7	8	7	8	1							1	0	7	2			1	1	17	7			46	37
Alternate Location Work	2	3			1		3	3	1			2	0	3									0	2	1		3			1	5			7	15
Remote Overseas Work							0	0			1		1	0									0	0					3	2			4	2	
Part-time Leave Without Pay	18	4	1		3		22	4			5		5	0					4			4	0	13	1					20	2			64	7
Total Formal Flexible Work Arrangements	63	133	1	0	14	26	78	159	0	1	21	24	21	25	2	1	0	1	10	4	12	6	39	59	1	1	6	4	62	39	0	0	219	293	
Number of Members on Formal Flexible Work Arrangements	53	126	1	0	11	21	65	147	0	1	16	19	16	20	1	1	0	1	9	4	10	6	28	57	1	1	5	4	44	36	0	0	169	271	
Average Number of Arrangements per Member	1.19	1.06	1.00		1.27	1.24	1.20	1.08	1.00	1.31	1.26	1.31	1.25	2.00	1.00	1.00	1.11	1.00	1.20	1.00	1.39	1.04	1.00	1.00	1.20	1.00	1.41	1.08	1.30	1.08	1.30	1.08			
Total Number of Permanent and Continuous Full-Time Service, Trained Non-sea-going Members	539	2,135	2	30	141	898	682	3063	13	63	151	540	164	603	26	76	5	15	71	202	102	293	272	1,010	21	94	47	268	404	1,105	11	150	1703	6586	
Percentage Members on Formal Flexible Work Arrangements	9.83%	5.90%	50.00%	0.00%	7.80%	2.34%	9.53%	4.80%	0.00%	1.59%	10.60%	3.52%	9.76%	3.32%	3.85%	1.32%	0.00%	6.67%	12.68%	1.98%	9.80%	2.05%	10.29%	5.64%	4.76%	1.06%	10.64%	1.49%	10.89%	3.26%	0.00%	0.00%	9.92%	4.11%	

Source: Defence HR system.

Notes

1. The sum of FWA applications may exceed the total number of people on any formal FWA due to some applications being for more than one FWA.
2. FWAs in this table only include those applied for using the ADF Application for Flexible Work form AE406.
3. While most Women in the ADF report data includes only permanent force, FWA reporting includes both permanent and continuous full-time service members in accordance with Service reporting requirements endorsed by Chiefs of Service Committee.

Figure 30 shows the proportion of Navy women and men in each State and Territory who were on a formal FWA at 30 June 2016. This only includes members who have applied for flexible work using the ADF Application for Flexible Work Form, so members who have set up flexible arrangements without submitting the form are not included, which may result in these figures being an under-estimate of actual flexible work prevalence. Western Australia, Victoria and Tasmania, and New South Wales have the highest proportion of Navy members on FWA, while South Australia has the lowest proportion using flexible work. Victoria and Tasmania had the greatest proportional increase in the women undertaking FWA since 2014-15; the Northern Territory had the second greatest proportional increase in women undertaking FWA.

Figure 30: Navy members using formal flexible work arrangements, by state, 30 June 2016

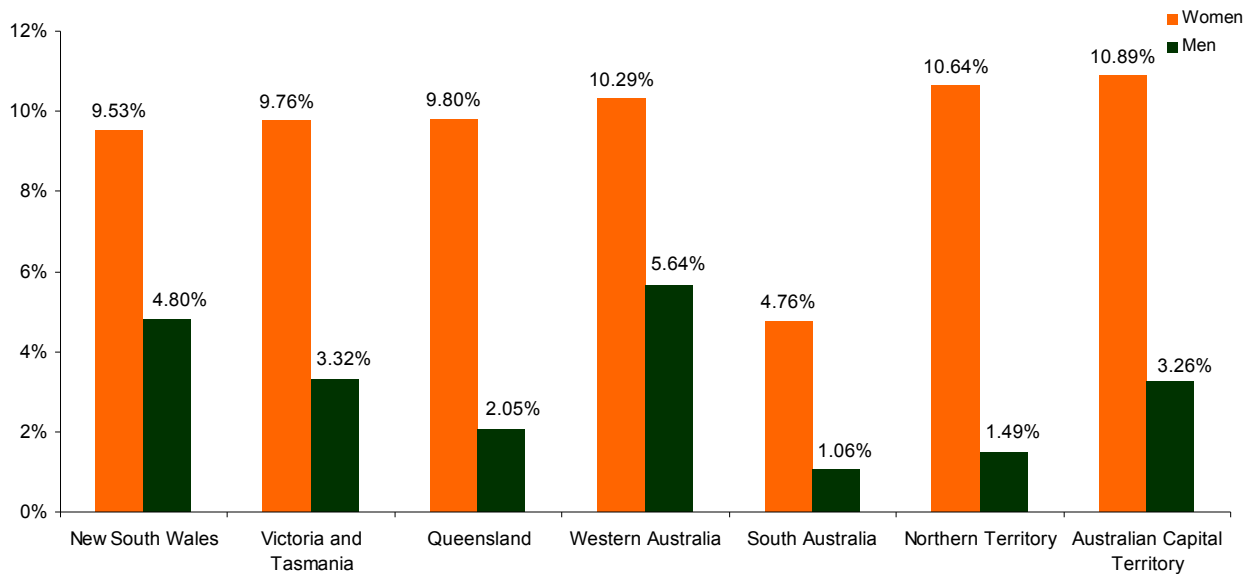


Table 77 shows the number of formal FWA applications which were submitted by Navy members, and the number and proportion which were approved during 2015–16. Navy members submitted a total of 728 applications, this is a 50 per cent increase on applications submitted in 2014-16; some applications were for more than one FWA. More applications were submitted by Navy men than Navy women, although as a proportion of the workforce, women were more likely than men to apply for an FWA. All formal FWA applications from women were approved, and almost all applications from men were approved. Each non-approved FWA application is reviewed by Navy Flexible Employment cell in order to determine if there are any obvious strategic workforce solutions that could be employed to facilitate approval, or if there were any policy or process issues which created a barrier to approval of a request. The three non-approved FWA over the period were requests for variable work hours, which could not be approved due to inability to support workplace capability requirements. Variable work hours was the arrangement most sought by men, while more applications for home located work and part-time leave without pay were from women than men.

Table 77: Flexible work arrangement application submissions and approvals in Navy, 2015–16^{[1][2][3][4]}

Flexible Work Arrangements	Number Applications Submitted		Number Applications Approved		Percentage Applications Approved	
	W	M	W	M	W	M
Variable Work Hours	175	365	175	361	100%	99%
Home Located Work	84	60	84	60	100%	100%
Alternate Location Work	9	42	9	42	100%	100%
Remote Overseas Work	4	2	4	2	100%	100%
Part-time Leave Without Pay	89	9	89	9	100%	100%
Total Formal Flexible Work Arrangements	361	478	361	474	100%	99%
Number of Applications	285	443	285	439		
Average Number of Arrangements per Application	1.27	1.08	1.27	1.08		

Source: Defence HR system

Notes:

1. The sum of FWA applications may exceed the total number of people on any formal FWA due to some applications being for more than one FWA.
2. FWAs in this table only include those applied for using the ADF Application for Flexible Work form AE406.
3. While most Women in the ADF report data includes only permanent force, FWA reporting includes both permanent and continuous full-time service members in accordance with Service reporting requirements endorsed by Chiefs of Service Committee.
4. Figures show that as at the data extract date Navy had four unapproved flexible work applications. Navy has confirmed that one of these applications was incorrectly entered into the HR system and is an approved application.

Army

Table 78 shows the number of Army members by Rank using FWA.

Table 78: Army members using formal flexible work arrangements, by rank, 30 June 2016^{[1][2][3]}

Flexible Work Arrangements	Other Ranks												Officers										Total			
	E02/03 Private (inc Private Proficient)		E04/05 Corporal/ Lance Corporal		E06 Sergeant		E07/08 Staff Sergeant/ Warrant Officer		E09/10 Warrant Officer Class 1		Total Other Ranks		O01/O02 Second Lieutenant/ Lieutenant		O03 Captain		O04 Major		O05 Lieutenant Colonel		O06-O10 Colonel- General: Senior Leaders		Total Officers		W	M
	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M		
Variable Work Hours	4	12	8	15	6	19	2	15	2	20	63	2	4	10	7	14	1	1	1	14	26	34	89			
Home Located Work	1	1	2	2	3	4	2	1	1	8	9		4	2	7	13	1	1	1	12	17	20	26			
Alternate Location Work			2	2		5	1	7		3	17		2	4		2		1		2	7	5	24			
Remote Overseas Work	1			1		1	1			2	2	1	2								3	0	5	2		
Part-time Leave Without Pay	19	8	14	3	10	2	7	1		50	14	2	7	5	18	13	2			29	18	79	32			
Total Formal Flexible Work Arrangements	25	21	26	23	19	31	13	24	0	6	83	105	5	0	19	21	32	42	4	3	0	2	60	68	143	173
Number of Members on Formal Flexible Work Arrangements	23	21	23	17	15	26	8	23	0	6	69	93	4	0	15	19	29	35	3	2	0	1	51	57	120	150
Average Number of Arrangements per Member	1.09	1.00	1.13	1.35	1.27	1.19	1.63	1.04		1.00	1.20	1.13	1.25		1.27	1.11	1.10	1.20	1.33	1.50		2.00	1.18	1.19	1.19	1.15
Total Number of Permanent and Continuous Full-Time Service, Trained Members	1,083	8,908	675	5,056	285	2,324	197	1,797	72	614	2312	18699	172	647	262	1,565	290	1,620	98	584	30	233	852	4649	3164	23348
Percentage Members on Formal Flexible Work Arrangements	2.12%	0.24%	3.41%	0.34%	5.26%	1.12%	4.06%	1.28%	0.00%	0.98%	2.98%	0.50%	2.33%	0.00%	5.73%	1.21%	10.00%	2.16%	3.06%	0.34%	0.00%	0.43%	5.99%	1.23%	3.79%	0.64%

Source: Defence HR system.

Notes

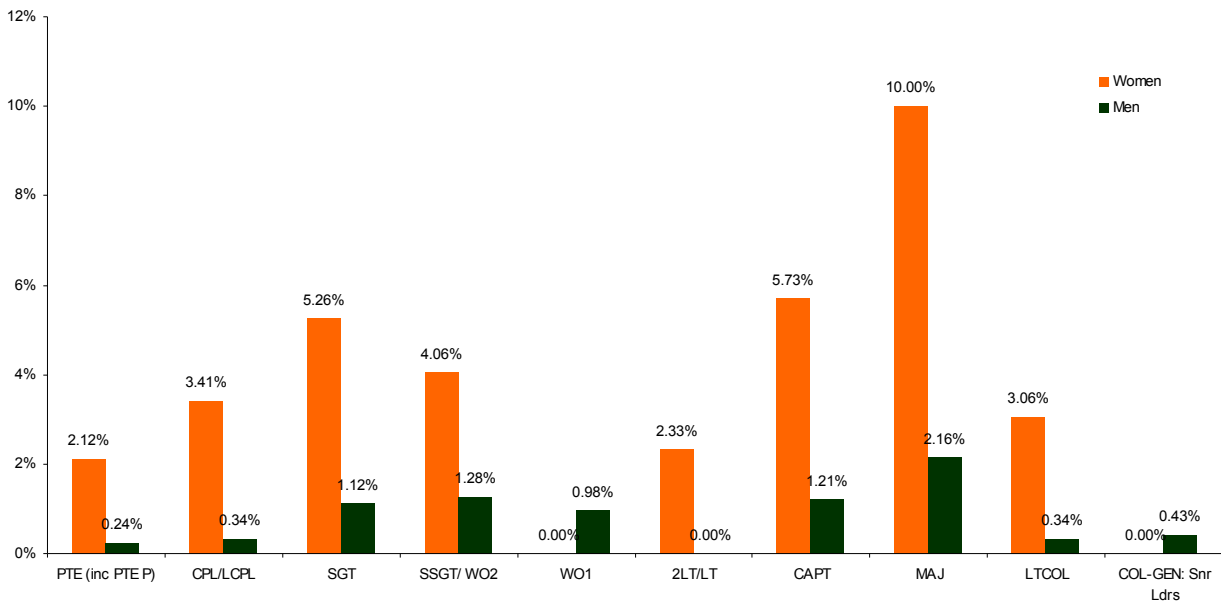
1. The sum of flexible work arrangement applications may exceed the total number of people on any formal flexible work arrangement due to some applications being for more than one flexible work arrangement.
2. Flexible work arrangements in this table only include those applied for using the ADF Application for Flexible Work form AE406.
3. While most Women in the ADF report data includes only permanent force, flexible work arrangement reporting includes both permanent and continuous full-time service members in accordance with Service reporting requirements endorsed by Chiefs of Service Committee.

For Army, Flexible Work Arrangements (FWA) are now considered business as usual. FWAs have had a positive impact on retention – particularly for those returning from Maternity leave and accompanying a spouse to an overseas or remote location. This has allowed females to continue serving despite a change in family circumstances.

In line with this, there has been increased focus and support for the career management of those members (both male and female) requiring creative solutions to keep them in service. Examples include the requirement to post to a certain locality for family reasons but work remotely and job-sharing to create a flexible work schedule to suit two individuals but still meet service need.

Figure 31 shows the proportion of Army women and men who use a formal FWA. This only includes members who have applied for flexible work using the ADF Application for Flexible Work Form, so members who have set up flexible arrangements without submitting the form are not included, which may result in these figures being an underestimate of actual flexible work prevalence. A higher proportion of women than men use flexible work at most ranks, with the exception of Warrant Officers and senior leaders. At the senior leader and warrant officer rank group, while very few men take flexible work, there are no women in this rank group who take flexible work. The increase of flexible work rates since 2014-15 have been modest; the greatest proportional increase of 1.48 per cent for women and men combined has been at the Staff Sergeant/Warrant Officer rank.

Figure 31: Army members using formal flexible work arrangements, by rank, 30 June 2016



The Army has a target to achieve two per cent of the trained, permanent and continuous full-time service workforce on formal FWAs. Given 270 members on flexible work in a trained, permanent and continuous full-time service workforce of 26,512, Army had a total of 1.01 per cent on formal FWAs at 30 June 2016.

Table 79 shows the number of Army members using FWAs, by region.

Table 79: Army members using formal flexible work arrangements, by region, 30 June 2016^{[1][2][3]}

Flexible Work Arrangements	NSW								Vic & Tas						Qld						WA		SA		NT		ACT		Overseas		Total						
	Gtr Syd		Hunter & Nth NSW		Sth & Cent NSW		Total NSW		Gtr Melb		Tas & Regional Vic		Total Vic and Tas		Bris & Sth Qld		Dig Dwns & Cent Qld		Nth Qld		Total Qld		W	M	W	M	W	M	W	M	W	M	W	M	W	M	
	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M					
Variable Work Hours	7	35					1	7	36			6	7	14	7	20			10	14			2	1	4	11	20	3	2	2		1	2	3	9	34	89
Home Located Work	9	10				2	9	12		1	2	1	3	2	5				5	3					1	5	4	1		1			2	5		20	26
Alternate Location Work	1	4					1	4			4		7	0	11				2	3			2		1	2	6	1		1	1			1		5	24
Remote Overseas Work							0	0						0	0				4	1						4	1					1	1			5	2
Part-time Leave Without Pay	13	8	1			2	16	8		7	1	2	1	9	2				22	9	1	1	7	6	30	16	1	1	4	1	7	1	12	3		79	32
Total Formal Flexible Work Arrangements	30	57	1	0	2	3	33	60	8	13	10	25	18	38	43	30	1	5	8	12	52	47	6	3	7	2	9	4	18	19	0	0	143	173			
Number of Members on Formal Flexible Work Arrangements	22	54	1	0	2	3	25	57	8	11	9	23	17	34	35	21	1	5	8	11	44	37	4	3	5	2	9	4	16	13	0	0	120	150			
Average Number of Arrangements per Member	1.36	1.06	1.00		1.00	1.00	1.32	1.05	1.00	1.18	1.11	1.09	1.06	1.12	1.23	1.43	1.00	1.00	1.00	1.09	1.18	1.27	1.50	1.00	1.40	1.00	1.00	1.00	1.13	1.46			1.19	1.15			
Total Number of Permanent and Continuous Full-time Service, Trained Members	416	3,062	25	312	69	480	510	3,854	114	737	175	1,260	289	1,997	779	5,339	65	480	583	4,854	1,427	10,673	91	790	109	1,346	355	2,787	368	1,646	15	255	3,164	23,348			
Percentage Members on Formal Flexible Work Arrangements	5.29%	1.76%	4.00%	0.00%	2.90%	0.63%	4.90%	1.48%	7.02%	1.49%	5.14%	1.83%	5.88%	1.70%	4.49%	0.39%	1.54%	1.04%	1.37%	0.23%	3.08%	0.35%	4.40%	0.38%	4.59%	0.15%	2.54%	0.14%	4.35%	0.79%	0.00%	0.00%	3.79%	0.64%			

Source: Defence HR system.

Notes:

1. The sum of FWA applications may exceed the total number of people on any FWA due to some applications being for more than one FWA.
2. FWAs in this table only include those applied for using the ADF Application for Flexible Work form AE406.
3. While most Women in the ADF report data includes only permanent force, FWA reporting includes both permanent and continuous full-time service members in accordance with Service reporting requirements endorsed by Chiefs of Service Committee.

Figure 32 shows the proportion of Army women and men in each State and Territory who were on a formal FWA at 30 June 2016. This only includes members who have applied for flexible work using the ADF Application for Flexible Work Form, so members who have set up flexible arrangements without submitting the form are not included, which may result in these figures being an under-estimate of actual flexible work prevalence. Similar to 2014-15, Victoria and Tasmania, New South Wales, and the Australian Capital Territory have the highest rates of use of flexible work, while Queensland and the Northern Territory have the lowest of the states and territories. The proportional increase of FWAs was greatest for women in South Australia, from 1.95 per cent in 2014-15 to 4.59 per cent in 2015-16.

Figure 32: Army members using formal flexible work arrangements, by state and territory, 30 June 2016

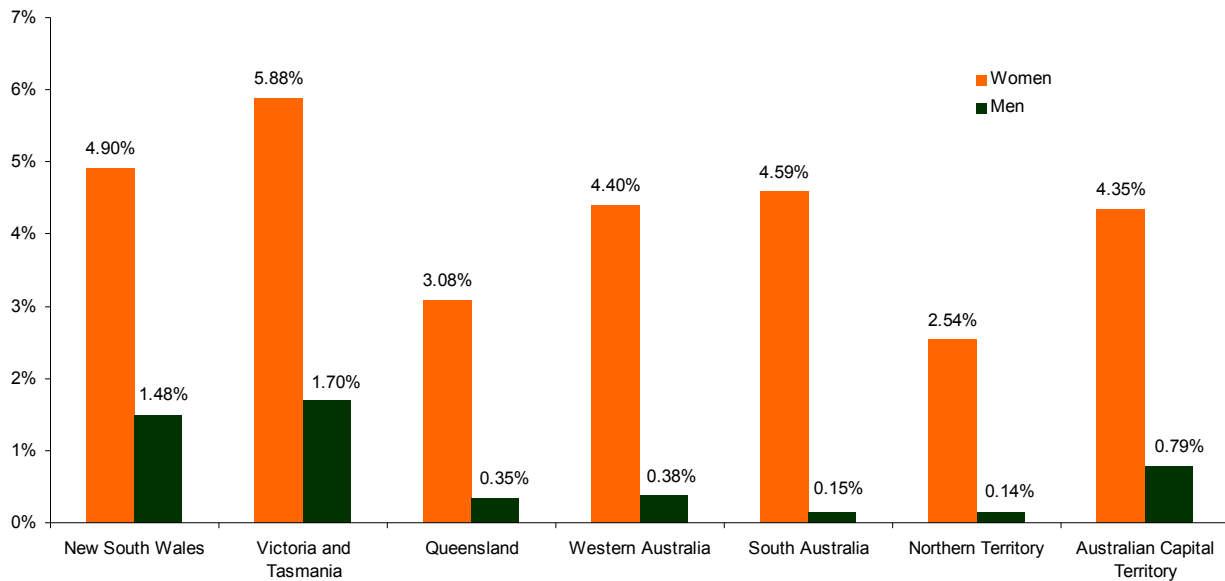


Table 80 shows the number of formal FWA applications which were submitted by Army members, and the number and proportion which were approved during 2015–16. Army members submitted a total of 467 applications, which is 24 per cent more applications than in 2014-15; some applications were for more than one FWA. More applications were submitted by Army men than Army women. Almost all formal FWA applications were approved with women slightly more likely than men to have their application approved. Variable work hours was the arrangement most sought by men, while more applications for part-time leave without pay were from women than men. This only includes arrangements which were applied for using the ADF Application for Flexible Work Form, so does not include arrangements which have been established without using this form.

Table 80: Flexible work arrangement application submissions and approvals in Army, 2015–16^{[1][2][3]}

Flexible Work Arrangements	Number Applications Submitted		Number Applications Approved		Percentage Applications Approved	
	W	M	W	M	W	M
Variable Work Hours	74	143	74	140	100%	98%
Home Located Work	41	42	40	40	98%	95%
Alternate Location Work	11	34	11	34	100%	100%
Remote Overseas Work	10	4	10	4	100%	100%
Part-time Leave Without Pay	148	55	147	54	99%	98%
Total Formal Flexible Work Arrangements	284	278	282	272	99%	98%
Number of Applications	226	241	224	236		
Average Number of Arrangements per Application	1.26	1.15	1.26	1.15		

Source: Defence HR system.

Notes

1. The sum of FWA applications may exceed the total number of people on any formal FWA due to some applications being for more than one FWA.
2. FWAs in this table only include those applied for using the ADF Application for Flexible Work form AE406.
3. While most Women in the ADF report data includes only permanent force, FWA reporting includes both permanent and continuous full-time service members in accordance with Service reporting requirements endorsed by Chiefs of Service Committee.

Air Force

Table 81 shows the number of Air Force members by Rank that use FWAs.

Table 81: Air Force members using formal flexible work arrangements, by rank, 30 June 2016^{[1][2][3]}

Flexible Work Arrangements	Other Ranks												Officers										Total			
	E02/E03 Aircraftman/wo man Leading Aircraftman/wo man		E05 Corporal		E06 Sergeant		E08 Flight Sergeant		E09/10 Warrant Officer		Total Other Ranks		O01/O02 Pilot Officer/ Flying Officer		O03 Flight Lieutenant		O04 Squadron Leader		O05 Wing Commander		O06-O10 Group Captain-Air Chief Marshal: Senior Leaders		Total Officers			
	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M
Variable Work Hours	41	42	47	62	34	56	15	35	6	20	143	215	4	4	32	30	16	29	3	6		2	55	71	198	286
Home Located Work	6	2	11	2	10	2	7	2	3	1	37	9	1	2	24	10	15	8	3	3		1	43	24	80	33
Alternate Location Work	1	1		4	4	2		2		2	5	11	1		5	2	7	7		3			13	12	18	23
Remote Overseas Work	1		1		2					1	4	1		1	5	3	7		2				14	4	18	5
Part-time Leave Without Pay	20	4	34	5	19	1	11		1	2	85	12	5		31	8	23	4	2				61	12	146	24
Total Formal Flexible Work Arrangements	69	49	93	73	69	61	33	39	10	26	274	248	11	7	97	53	68	48	10	12	0	3	186	123	460	371
Number of Members on Formal Flexible Work Arrangements	57	47	73	66	47	59	22	36	8	24	207	232	11	5	63	41	43	38	5	9	0	3	122	96	329	328
Average Number of Arrangements per Member	1.21	1.04	1.27	1.11	1.47	1.03	1.50	1.08	1.25	1.08	1.32	1.07	1.00	1.40	1.54	1.29	1.58	1.26	2.00	1.33		1.00	1.52	1.28	1.40	1.13
Total Number of Permanent and Continuous Full-Time Service, Trained Members	635	2,714	434	1,919	261	1,399	120	666	51	523	1501	7221	172	474	410	1,409	238	966	76	429	23	173	919	3451	2420	10672
Percentage Members on Formal Flexible Work Arrangements	8.98%	1.73%	16.82%	3.44%	18.01%	4.22%	18.33%	5.41%	15.69%	4.59%	13.79%	3.21%	6.40%	1.05%	15.37%	2.91%	18.07%	3.93%	6.58%	2.10%	0.00%	1.73%	13.28%	2.78%	13.60%	3.07%

Source: Defence HR system.

Notes

1. The sum of FWA applications may exceed the total number of people on any formal FWA due to some applications being for more than one FWA.
2. FWAs in this table only include those applied for using the ADF Application for Flexible Work form AE406.
3. While most Women in the ADF report data includes only permanent force, FWA reporting includes both permanent and continuous full-time service members in accordance with Service reporting requirements endorsed by Chiefs of Service Committee.

Figure 33 below shows the proportion of Air Force women and men who use formal FWAs. This identifies individuals who have applied for flexible work using the ADF Application for Flexible Work Form. Air Force continues to encourage individuals who have set up flexible arrangements at a local level to complete the form to ensure that they are captured in these figures. Notwithstanding, current figures may be an under-estimate as those who have flexible arrangements and who have not used the form are excluded from these figures.

A higher proportion of women than men continue to use flexible work at most ranks; however at the senior leader ranks there are no women and three men (1.15 per cent) using flexible work. Both within the Other Ranks group and the Officer rank group, flexible work is less prevalent in the most junior and most senior ranks, and more common in the mid-level ranks, with Flight Sergeants and Squadron Leaders having the highest take up rate of flexible work in the Other Ranks and Officer ranks respectively.

There have been increases in the numbers of Leading Aircraftman/Women and Corporals utilising flexible work compared to Other Ranks. This is largely attributed to a greater proportion of members seeking variable working hours flexibility in order to meet parenting responsibilities.

Each Service has a target to achieve two per cent of the trained permanent (including continuous full-time service) workforce on formal FWAs. With 657 members on documented flexible work in the trained, permanent (including continuous full-time service) Air Force workforce, there was a total of 5.01 per cent of the Air Force trained workforce on formal documented FWAs at 30 June 2016. This exceeds the two per cent flexible work target.

Figure 33: Air Force members using formal flexible work arrangements, by rank, 30 June 2016

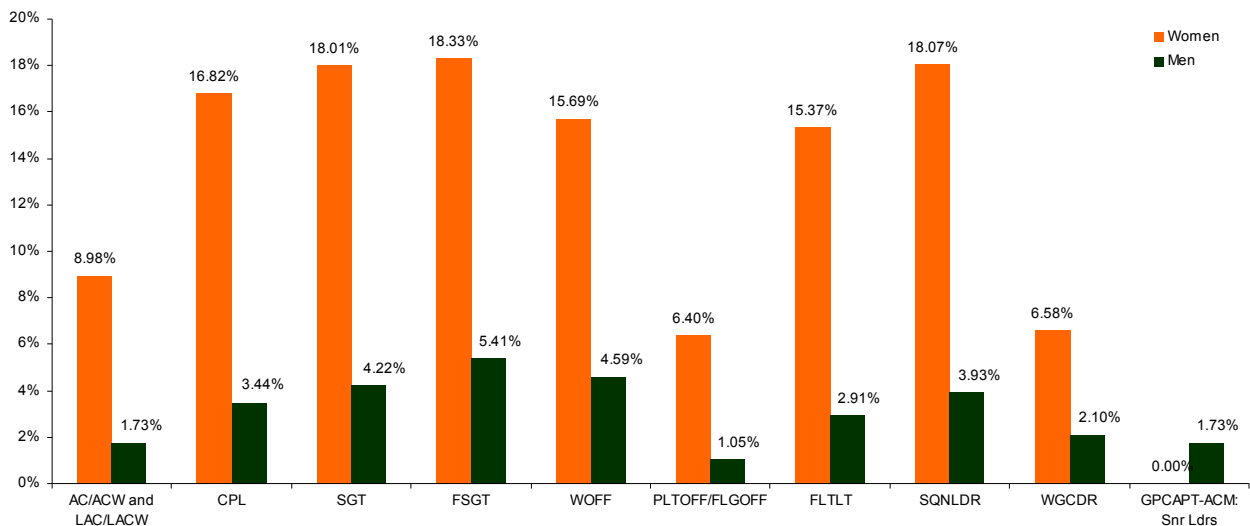


Table 82 shows the number of Air Force members, by Region, that use FWAs.

Table 82: Air Force members using formal flexible work arrangements, by region, 30 June 2016^{[1][2][3]}

Flexible Work Arrangements	NSW								Vic & Tas				Qld						WA		SA			NT		ACT		Overseas		Total										
	Gtr Syd		Hunter & Nth NSW		Sth & Cent NSW		Total NSW		Gtr Melb		Tas & Regional Vic		Total Vic and Tas		Bris & Sth Qld		Dig Dwns & Cent Qld		Nth Qld		Total Qld																			
	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M				
Variable Work Hours	25	55	40	51	7	9	72	115	1	13	3	5	4	18	48	59			9	4	57	63			2		27	50	8	1	30	37							198	286
Home Located Work	6	7	10	2	1	1	17	10	1	2	3	2	4	4	23	8			1		24	8	1				13	6	1	1	20	4							80	33
Alternate Location Work	2	8	4	3	2	1	8	12		1	1	1	1	2	4	2	1				5	2						3		2	4	2							18	23
Remote Overseas Work			3				3	0	1	1	1	1	1	2	3	1					3	1					4	1	1		6	1							18	5
Part-time Leave Without Pay	16	1	22	2	1		39	3	2	2	4	1	6	3	31	6	2		6	1	39	7	1				17	5	9	1	35	4	1						146	24
Total Formal Flexible Work Arrangements	49	71	79	58	11	11	139	140	4	19	12	10	16	29	109	76	3	0	16	5	128	81	1	3	61	65	19	5	95	48	1	0	460	371						
Number of Members on Formal Flexible Work Arrangements	38	62	56	56	9	10	103	128	2	16	6	5	8	21	76	68	3	0	15	5	94	73	1	3	40	54	14	3	68	46	1	0	329	328						
Average Number of Arrangements per Member	1.29	1.15	1.41	1.04	1.22	1.10	1.35	1.09	2.00	1.19	2.00	2.00	2.00	1.38	1.43	1.12	1.00		1.07	1.00	1.36	1.11	1.00	1.00	1.53	1.20	1.36	1.67	1.40	1.04	1.00		1.40	1.13						
Total Number of Permanent and Continuous Full-time Service, Trained Members	243	1,238	369	2,058	85	257	697	3553	63	295	74	308	137	603	500	1,993	13	29	95	333	608	2355	45	227	251	1,657	196	782	448	1,210	38	285	2420	10672						
Percentage Members on Formal Flexible Work Arrangements	15.64%	5.01%	15.18%	2.72%	10.59%	3.89%	14.78%	3.60%	3.17%	5.42%	8.11%	1.62%	5.84%	3.48%	15.20%	3.41%	23.08%	0.00%	15.79%	1.50%	15.46%	3.10%	2.22%	1.32%	15.94%	3.26%	7.14%	0.38%	15.18%	3.80%	2.63%	0.00%	13.60%	3.07%						

Source: Defence HR system.

Notes

1. The sum of FWA applications may exceed the total number of people on any formal FWA due to some applications being for more than one FWA.
2. FWAs in this table only include those applied for using the ADF Application for Flexible Work form AE406.
3. While most Women in the ADF report data includes only permanent force, FWA reporting includes both permanent and continuous full-time service members in accordance with Service reporting requirements endorsed by Chiefs of Service Committee.

Figure 34 below shows the proportion of women and men in each State and Territory who were on a formal FWA at 30 June 2016. This identifies individuals who have applied for flexible work using the ADF Application for Flexible Work Form. Air Force continues to encourage individuals who have set up flexible arrangements at a local level to complete the form to ensure that they are captured in these figures. Notwithstanding, current figures may be an under-estimate as those who use flexible arrangements and have not submitted the form are excluded from these figures.

Women have higher rates of flexible work than men in each State and Territory. Similar to 2014-15, New South Wales, Queensland, South Australia and the Australian Capital Territory have the highest rates for flexible work among women, while Victoria and Tasmania, the Northern Territory, and particularly Western Australia have a low proportion of flexible work. The Australian Capital Territory was the region with the highest rate of flexible work for men in the Air Force.

Figure 34: Air Force members using formal flexible work arrangements, by state, 30 June 2016



Table 83 shows the number of formal FWA applications which were submitted by Air Force members, and the number and proportion which were approved during 2015–16. This only includes arrangements which were applied for using the ADF Application for Flexible Work Form, so does not include any arrangements which may have been established without submitting this form.

Air Force members submitted a total of 1050 applications (an increase from 683 in 2014-15); noting some individuals submitted applications for more than one form of FWA.

Variable work hours was the arrangement most sought by both men and women, while more applications for home located work and part-time leave without pay were from women than men.

Of these applications, 96% of women’s applications and 91% of men’s applications were approved. Reasons for applications not being approved included an inability to support the request due to capability needs and that the proposed pattern of work would not enable appropriate levels of supervision.

Table 83: Flexible work arrangement application submissions and approvals in Air Force, 2015–16^{[1][2][3]}

Flexible Work Arrangements	Number Applications Submitted		Number Applications Approved		Percentage Applications Approved	
	W	M	W	M	W	M
Variable Work Hours	345	468	327	420	95%	90%
Home Located Work	134	75	131	71	98%	95%
Alternate Location Work	29	50	27	48	93%	96%
Remote Overseas Work	19	13	19	12	100%	92%
Part-time Leave Without Pay	115	41	113	41	98%	100%
Total Formal Flexible Work Arrangements	642	647	617	592	96%	91%
Number of Applications	497	553	475	501		
Average Number of Arrangements per Application	1.29	1.17	1.30	1.18		

Source: Defence HR system.

Notes:

1. The sum of FWA applications may exceed the total number of people on any formal FWA due to some applications being for more than one FWA.
2. FWAs in this table only include those applied for using the ADF Application for Flexible Work form AE406.
3. While most Women in the ADF report data includes only permanent force, FWA reporting includes both permanent and continuous full-time service members in accordance with Service reporting requirements endorsed by Chiefs of Service Committee.

Progress towards success

Navy and Air Force have met the target of two per cent formalised flexible work arrangement for this initiative. This continues to be an area of opportunity for Army and Defence to support the workforce. Future initiatives such as the Total Workforce Model will present such opportunities.

Representation of women on Defence senior decision-making committees

In response to recommendations from the First Principles Review, significant changes have been made to Defence's senior decision making committees in 2015-16. Central to these reforms has been the re-positioning of the Defence Committee as the primary decision-making committee in Defence²⁴ with a smaller membership (reducing from 17 to 6 members). The Defence Committee is supported by Enterprise Business Committee which monitors in-year performance of the organisation, as well as the Investment Committee which manages future investments²⁵. Further, work has been undertaken to review Defence's enterprise-wide committees for their relevance and alignment to the new One Defence business model²⁶, resulting in a reduction in the number of senior

²⁴ Recommendation 1.13, First Principles Review – Creating One Defence.

²⁵ Recommendation 1.13, First Principles Review – Creating One Defence.

²⁶ Recommendation 1.14, First Principles Review – Creating One Defence.

committees, with ‘road rules’ introduced to ensure remaining committees operate as effectively and efficiently as possible.

Table 84 shows the gender balance on Defence’s key decision-making bodies at 30 June 2016.

Table 84: Gender balance on key Defence decision-making bodies, 30 June 2016 ^{[1][2]}

Name of Committee	ADF		APS		Non-Defence		Vacant Positions	Headcount	Total		ADF Totals	
	Women	Men	Women	Men	Women	Men			% Women	% Men	% Women	% Men
Defence Committee (DC) (New, FPR Strategic Centre)	0	2	0	4	0	0	0	6	0.0%	100.0%	0.0%	100.0%
Chiefs of Service Committee (COSC)	1	6	1	2	1	0	0	11	27.3%	72.7%	14.3%	85.7%
Defence Civilian Committee (DCC)	0	1	4	8	0	0	0	13	30.8%	69.2%	0.0%	100.0%
Defence Audit & Risk Committee (DARC)	0	1	0	1	1	2	1	5	20.0%	80.0%	0.0%	100.0%
Enterprise Business Committee	0	4	1	7	0	0	0	12	8.3%	91.7%	0.0%	100.0%
Investment Committee	0	4	0	5	1	1	0	11	9.1%	90.9%	0.0%	100.0%
Chief of Navy Senior Advisory Committee (CNSAC)	1	8	0	1	0	0	0	10	10.0%	90.0%	11.1%	88.9%
Chief of Army Senior Advisory Committee (CASAC)	2	9	1	0	0	0	0	12	25.0%	75.0%	18.2%	81.8%
Chief of Air Force Advisory Committee (CAFAC)	2	10	0	1	0	0	0	13	15.4%	84.6%	16.7%	83.3%
Human Resources Development Board	1	4	1	1	0	0	0	7	28.6%	71.4%	20.0%	80.0%
Strategic Command Group	0	12	2	8	0	0	0	22	9.1%	90.9%	0.0%	100.0%
Defence Committee (DC)	CLOSED 1 July 2015											
Secretary and Chief of the Defence Force Advisory Committee (SCAC)	CLOSED 3 August 2015											
Defence Capability and Investment Committee (DCIC)	CLOSED 1 April 2016											
Defence Capability Committee (DCC)	CLOSED 1 April 2016											

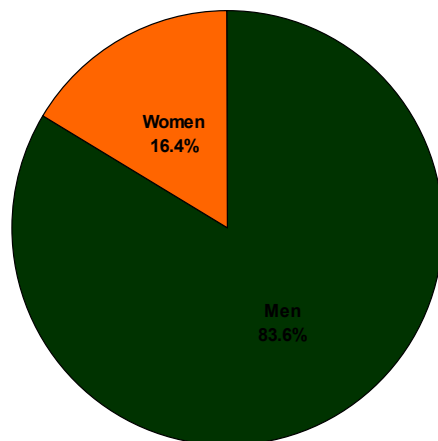
Source: Senior committee secretariats.

Notes

1. Appointment on these boards and committees is determined by position.
2. Figures include permanent members only; invited guests and observers are not included.

Figure 35 shows the proportions of women and men on key Defence decision-making bodies. Despite an almost 2 per cent increase in the proportion of women on these committees in 2015-16 when compared to the previous year, this was due to an overall decrease in the number of overall members on senior committees, with the total number of women actually declining from 21 in 2014-15 to 20 in 2015-16.

Figure 35: Percentage of women and men on key Defence decision-making bodies, 30 June 2016



The representation of women on Defence’s senior decision-making committees continues to fall short of the 40:40:20 target²⁷. This is likely to continue, as long as women are not

²⁷ 40:40:20 refers to the gender balance target – 40% women, 40% men and 20% either men or women.

well represented at the senior leadership level in Defence, noting the senior representation required for each of these Committees. Most notably, Defence has no female representatives on its primary decision-making committee, the Defence Committee. Women are also considerably less well represented on its two supporting committees the Enterprise Business Committee and Investment Committee with female representation of 8.3 per cent and 9.1 percent respectively.

The proportion of women on the Chief of Service Committee has increased by 9.1 per cent since 2014-15, the result of an increase of one non-Defence female and a subsequent reduction of one ADF male representative. There was also a notable increase in the proportion of women on the Chief of Army Senior Advisory Committee (6.8 per cent) and the Chief of Air Force Advisory Committee (8.2 per cent) the result of an actual increase of one female ADF member on each committee (and for Air Force a reduction of two male ADF members).

Though small increases in the proportion of female representatives were also seen for the Defence Civilian Committee, Defence Audit and Risk Committee and Human Resource Development Board since 2014-15, this was due to a reduction in the number of committee members rather than an increase in the number of women.

The proportion of women on the Chief of Navy Senior Advisory Committee declined by 10 per cent in 2015-16, the result of a reduction of one female APS representative and the subsequent increase of one APS male representative.

Progress towards success

While the number of women in senior leadership positions remains low, Defence will fall short of its 40:40:20 target. In the short term, to address this issue it may be necessary to review the make-up of committees and offer places to women who are outside membership criteria.

Recognised relationships

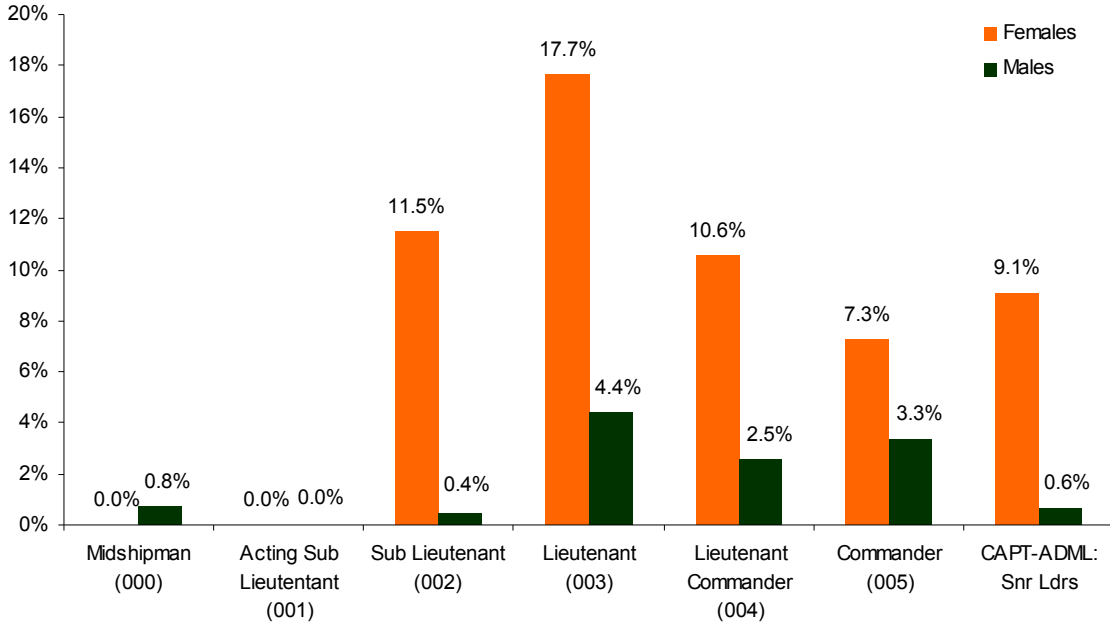
Military life impacts not only on the member but also their partner and family. Postings are a significant part of Service life and as such have large impact on partners and families of military members. This is acknowledged by Defence as part of the extant policy which specifically states “*Defence acknowledges Inter-Service couples have the same career management and collocation expectations as other serving spouses and interdependent couples. The Services Career Management Agencies (CMA) collaborate to best manage collocation options for Inter-Service couples on posting.*”²⁸ In short, where possible the ADF will facilitate members’ needs but they may not always be able to be accommodated. Members do make choices and the ADF helps where they can.

Figures 36 through 41 show the proportion of females and males in relationships with other ADF members. Not surprisingly, due to proportionality, females are more likely to be in a recognised relationship with another ADF member across all ranks and Services. Due to this being the first year of collecting this data few inferences can be drawn, however over time it is hoped that there will be the ability to track the career progress of

²⁸ MILPERSMAN Part 6, Chapter 5 – Posting of inter-service couples in the ADF.

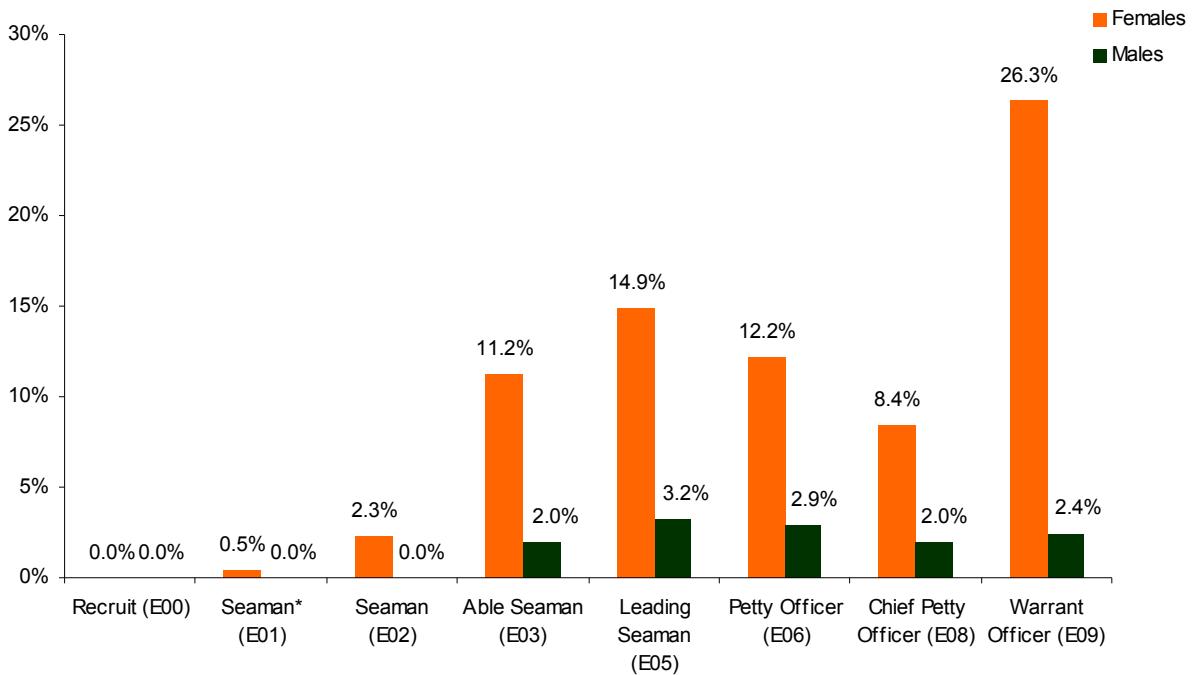
those in recognised relationships to determine if gender plays a role in whose career is prioritised above the others.

Figure 36: Proportion of Navy Officers in recognised relationships with other ADF Service members



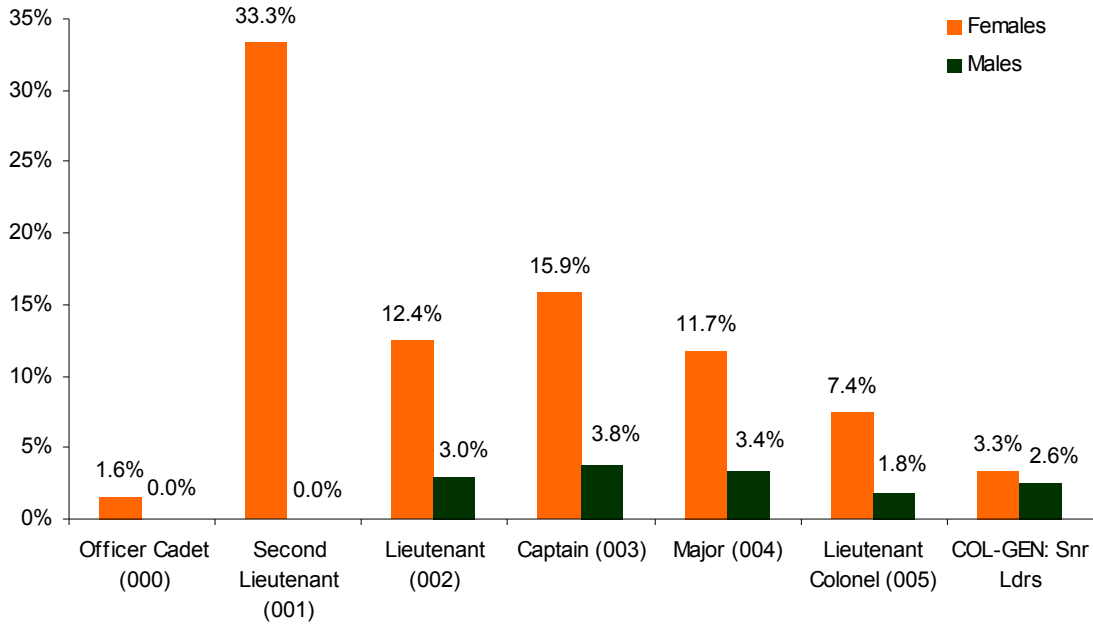
Source: Defence HR system.

Figure 37: Proportion of Navy Other Ranks in recognised relationships with other ADF Service members



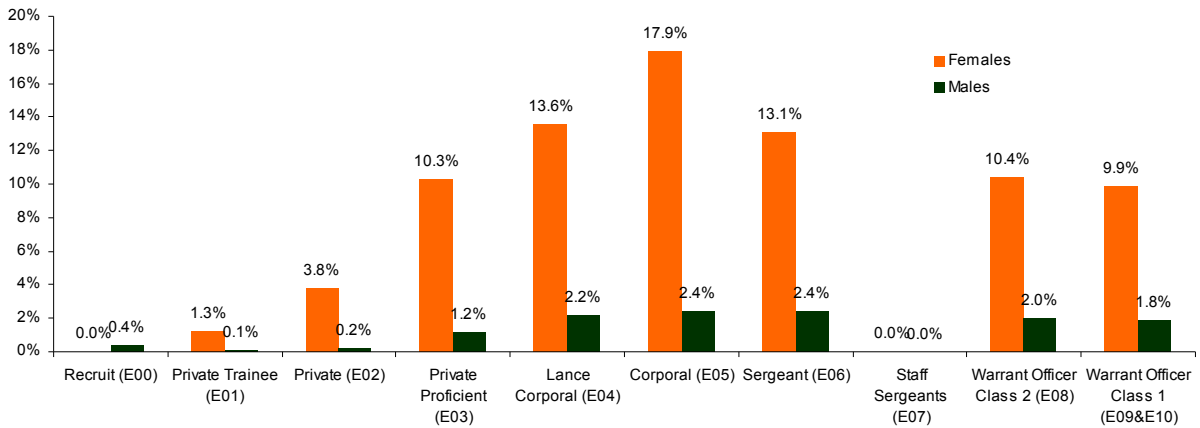
Source: Defence HR system.

Figure 38: Proportion of Army Officers in recognised relationships with other ADF Service members



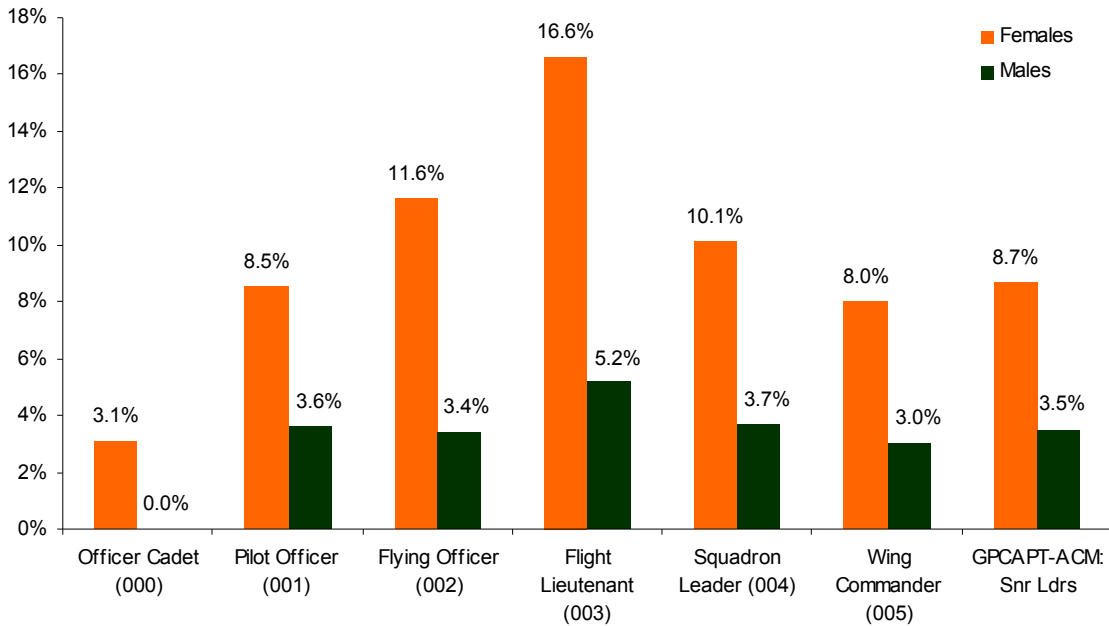
Source: Defence HR system.

Figure 39: Proportion of Army Other Ranks in recognised relationships with other ADF Service members



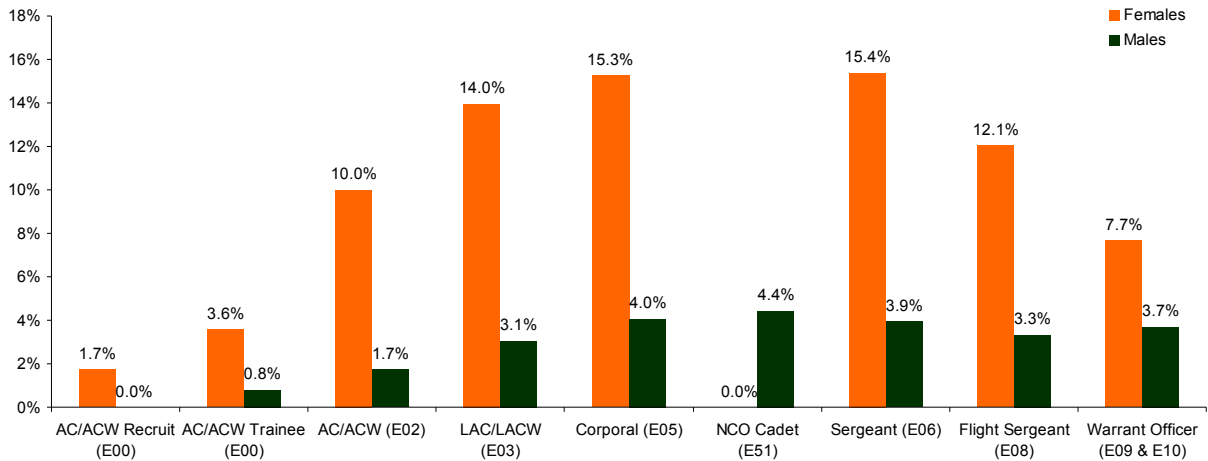
Source: Defence HR system.

Figure 40: Proportion of Air Force Officers Ranks in recognised relationships with other ADF Service members



Source: Defence HR system.

Figure 41: Proportion of Air Force Officers Ranks in recognised relationships with other ADF Service members



Source: Defence HR system.

Managing a workforce that is required to be mobile and responsive to a variety of situations requires planning and flexibility. Defence recognises that the needs of its members vary and offers a range of options for accommodating the careers of those who are in dual serving couples including offering the ability for members to be posted unaccompanied with their dependants.

Chapter 7: Transition and Re-engagement

We will know we have reached success in gender diversity and inclusion in Transition and Re-engagement when equal proportions of women and men transfer to the Reserves and continue to provide Service to the ADF upon transition from permanent service.

Transition from permanent ADF service into civilian life, which might include periods of Reserve service, marks a key milestone for the member and an opportunity for Defence. Members take with them a wealth of skills and experience built upon during their time in the ADF. Defence recognises the important contribution former permanent/regular ADF members can continue to provide, by encouraging discharging members to transfer to the Reserves and continue to provide service. This is supported by the Total Workforce Model, which does not affect this year's information, but should have an impact on 2016-17 information.

This section examines the proportion of men and women who transfer to the Active and Standby Reserves upon transfer from permanent/regular service and continue to render ADF service.

Transition to the Reserves

Defence members appointed or enlisted in the ADF on or after 01 July 2003, automatically transfer to the Standby Reserve following the end of their period of service in the Permanent ADF or Active Reserve. Of those who transfer to either the Active or Standby reserves not all volunteer to render actual service.

This section examines the proportion of men and women who transferred to the Active and Standby Reserves upon transfer from permanent/regular service in 2014-15 and who rendered Reserve service in 2015-16.

Table 85 shows the proportion of Permanent ADF men and women who transferred to the Active Reserve in 2014-15 upon separation from the permanent force and who rendered Reserve service in 2015-16. Of those who transitioned from permanent service in 2014-15, Navy and Air Force members were more likely than Army members to transfer to the Active Reserves. Despite a lower proportion of permanent Army members joining the Active Reserve upon separation from the permanent force, Army females (30.2 per cent) were more likely to transfer to the Active Reserve than Army males (20.5 per cent).

Of the permanent ADF members who did transfer to the Active Reserve upon separation from the permanent force, women in the Army and Air Force were more likely than their male counterparts to render Reserve service.

Table 85: Permanent ADF members who transferred to the Active Reserve in 2014-15 upon discharge and who rendered Reserve service in 2015-16^{[1][2]}

2015-16	No. of separations in 2014-15	No. who transferred to Active Reserve	% who transferred	Of those who transferred in 2014-15, no. who rendered Reserve Service in 2015-16	% who rendered Reserve Service
Navy					
Women	225	83	36.9%	13	15.7%
Men	843	289	34.3%	68	23.5%
Total Navy	1068	372	34.8%	81	21.8%
Army					
Women	388	117	30.2%	86	73.5%
Men	2546	521	20.5%	330	63.3%
Total Army	2934	638	21.7%		0.0%
Air Force					
Women	146	68	46.6%	43	63.2%
Men	607	306	50.4%	150	49.0%
Total Air Force	753	374	49.7%		0.0%
ADF					
Women	759	268	35.3%	142	53.0%
Men	3996	1116	27.9%	548	49.1%
Total ADF	4755	1384	29.1%	690	49.9%

Source: Defence HR system.

Notes

1. Figures are based on ADF permanent force members who transferred to the Active Reserves in 2014-15 and who undertook at least one day of Reserve Service (excluding CFTS) in 2015-16.
2. Percentages may not sum due to rounding.

Table 86 shows the number of days rendered by those Permanent ADF men and women who transferred to the Active Reserve in 2014-15 upon discharge and who rendered Reserve service in 2015-16.

Of those who rendered Reserve service in 2015-16, participation rates of women were above that of permanent women for Army and Air Force, whilst female participation rates were lower than that of permanent Navy women. Interestingly, patterns of attendance were similar for males and females across all Services.

Table 86: Permanent ADF members who joined the Active Reserves in 2014-15 upon discharge and who rendered Reserve Service in 2015-16 – Recorded Reserve Attendance days by gender, 2015-16^{[1][2]}

2015-16 Attendance days	Navy				Army				Air Force				ADF			
	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%
<20	4	30.8%	24	35.3%	48	55.8%	182	55.2%	15	34.9%	61	40.7%	67	47.2%	267	48.7%
20-49	4	30.8%	19	27.9%	23	26.7%	85	25.8%	12	27.9%	31	20.7%	39	27.5%	135	24.6%
50-99	4	30.8%	20	29.4%	11	12.8%	50	15.2%	11	25.6%	43	28.7%	26	18.3%	113	20.6%
100-149	1	7.7%	3	4.4%	4	4.7%	11	3.3%	3	7.0%	12	8.0%	8	5.6%	26	4.7%
150-200	0	0.0%	2	2.9%	0	0.0%	2	0.6%	2	4.7%	3	2.0%	2	1.4%	7	1.3%
200+	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	13	100.0%	68	100.0%	86	100.0%	330	100.0%	43	100.0%	150	100.0%	142	100.0%	548	100.0%

Source: Defence HR system.

Notes:

1. Figures are based on ADF permanent force members who have transferred to Active Reserves in 2014-15 and who undertook at least one day Reserve Service (excluding CFTS) in 2015-16.
2. Percentages may not sum due to rounding.

Table 87 shows the proportion of Permanent ADF men and women who transferred to the Standby Reserve in 2014-15 upon discharge and who rendered Reserve service in 2015-16. Of those who separated from the Permanent ADF in 2014-15, Navy and Army members were more likely than Air Force members to transfer to the Standby Reserves.

In 2014-15, men across all the Services were more likely than women to transfer to the Standby reserve. However, of those who transferred, women were slightly more likely to go on and render reserve service in the following year.

Table 87: Permanent ADF members who transferred to the Standby Reserve in 2014-15 upon discharge and who rendered Reserve Service in 2015-16 by gender, 2015-16 ^{[1] [2][3]}

2015-16	No. of separations in 2014-15	No. who transferred to Standby Reserve	% who transferred	Of those who transferred in 2014-15, no. who rendered Reserve Service in 2015-16	% who rendered Reserve Service
Navy					
Women	225	40	17.8%	4	10.0%
Men	843	193	22.9%	18	9.3%
Total Navy	1068	233	21.8%	22	9.4%
Army					
Women	388	102	26.3%	18	17.6%
Men	2546	745	29.3%	109	14.6%
Total Army	2934	847	28.9%		0.0%
Air Force					
Women	146	17	11.6%	1	5.9%
Men	607	107	17.6%	4	3.7%
Total Air Force	753	124	16.5%		0.0%
ADF					
Women	759	159	20.9%	23	14.5%
Men	3996	1045	26.2%	131	12.5%
Total ADF	4755	1204	25.3%	154	12.8%

Source: Defence HR system.

Notes:

1. Figures are based on ADF permanent force members who have transferred to Standby Reserves in 2014-15 and who undertook one day of Reserve Service (excluding CFTS) in 2015-16.
2. Percentages may not sum due to rounding.
3. Air Force will not allocate Reserve Service Days to a member in the Standby Reserve, they require a transfer to the Active Reserve to enable them to render Service, therefore they are more likely to transfer to Active Reserve upon separation.

Table 88 shows the number of days rendered by those Permanent ADF men and women who transferred to the Standby Reserve in 2014-15 and who rendered Reserve service in 2015-16.

Of those who rendered service in the Standby reserves the majority of ADF women rendered Service of less than 20 days. The majority of ADF men rendered 20 days or more of service.

Table 88: Permanent ADF members who joined the Standby Reserves in 2014-15 and who rendered Reserve Service in 2015-16 - Recorded Reserve Attendance Days by Gender, 2015-16 ^{[1][2]}

2015-16 Attendance days	Navy				Army				Air Force				ADF			
	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%	Women	%	Men	%
<20	4	100.0%	11	61.1%	11	61.1%	47	43.1%	1	100.0%	2	50.0%	16	69.6%	60	45.8%
20-49	0	0.0%	5	27.8%	4	22.2%	24	22.0%	0	0.0%	1	25.0%	4	17.4%	30	22.9%
50-99	0	0.0%	1	5.6%	2	11.1%	28	25.7%	0	0.0%	1	25.0%	2	8.7%	30	22.9%
100-149	0	0.0%	1	5.6%	1	5.6%	8	7.3%	-	-	-	-	1	4.3%	9	6.9%
150-200	-	-	-	-	0	0.0%	1	0.9%	-	-	-	-	0	0.0%	1	0.8%
200+	-	-	-	-	0	0.0%	1	0.9%	-	-	-	-	0	0.0%	1	0.8%
Total	4	100.0%	18	100.0%	18	100.0%	109	100.0%	1	100.0%	4	100.0%	23	100.0%	131	100.0%

Source: Defence HR system.

Notes

1. Figures are based on ADF permanent force members who have transferred to Standby Reserves in 2014-15 and who undertook at least one day of Reserve Service (excluding CFTS) in 2015-16.
2. Percentages may not sum due to rounding.

Progress towards success

Transition rates to the reserve are comparable between females and males. The 2016 TWM will continue to provide opportunities and reporting in future years will monitor Defence’s achievements against this metric.

Conclusion

The inaugural Women in the ADF report was published as an online supplement to the Defence Annual Report 2012–13, and provided a strong baseline for future reporting regarding women’s participation and experiences in the ADF. The 2013–14 and 2014-15 reports were then able to report progress against that of the previous year.

This year’s report introduces a revised reporting framework and a new suite of gender diversity metrics and gender inclusion key performance indicators which were approved by the Chiefs of Service Committee in 2016. The data contained herein is drawn from a variety of sources and has involved input from a range of different areas across the Department. As this is the first time that the report has included such an array of metrics, the data whilst presented in individual tables against individual success statement it should be viewed in its entirety.

The Key Performance Indicators - Assessment of progress

	Key Performance Indicator	Area of People System	Progress
KPI 1	Progression towards female representation targets	Workforce Management	
KPI 2	Progress towards reaching critical mass in identified employment categories	Workforce Management	
KPI 3	Increased acceptance of flexible work practices	Workforce Management	
KPI 4	Efforts being made to ensure that more women have opportunities to reach leadership positions	Workforce Management	
KPI 5	That the retention of women (by category) is equal to men	Retention	
KPI 6	Number of women recruited against service targets	Attraction & Recruitment	
KPIs 7, 9 & 10	Completion rates for ab initio training equal between men and women	Training	
KPI 8	Recruitment timeline for women is improved	Attraction & Recruitment	
KPI 11	No significant difference in cultural reporting from men and women	Workforce Management	
KPI 12	Increase in the number of women in leadership positions	Workforce Management	

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