

PROGRESS ON IMPLEMENTATION OF CDF ACTION PLAN FOR THE RECRUITMENT AND RETENTION OF WOMEN - PUBLIC RELEASE

ACTION AREA	WHAT WE'RE DOING	WHEN WE'RE DOING IT
<p>ENLISTMENT</p>	<p>Defence Force Recruiting will continue to implement the ADF Recruitment of Women Strategy.</p>	<p>Ongoing. A library of job profiles and a dedicated website are now accessible online to better inform women who are thinking about joining the ADF. An online mentoring program is being trialed by ADF women. The program aims to support women through the recruitment and enlistment process. An alumni visits program was launched in July 2008, where ADF women return to their former schools and universities to better inform men and women thinking of an ADF career. A database of about 500 women supports this initiative. A new range of publications is available from Defence Force Recruiting that targets women and explains the realities of life in the ADF for those interested in serving.</p>
	<p>Address the reasons women cite for not joining the ADF.</p>	<p>Complete. Research found the reality of ADF life needed to be demystified. The ADF Recruitment of Women Strategy is based on the findings of this research.</p>
	<p>Address the reasons for low female conversion rates.</p>	<p>Ongoing. Two key issues were identified for low female conversion rates. First - women second guess their decision to join due to lack of knowledge about the reality of life in the ADF. Second - poor candidate fitness. The Women's Mentoring Program counters the first issue by enabling communication between candidates and current serving members. A candidate fitness program is being planned to address the second issue.</p>
	<p>Develop marketing products to highlight the range of jobs women do in the ADF and how a Service career accommodates work-life balance.</p>	<p>Complete. The range of jobs open to women is now incorporated into all Defence Force Recruiting advertising and marketing.</p>
	<p>Investigate mid-career entry opportunities and address how women can be attracted to these.</p>	<p>Complete. Mid-career entry is already in place for specialist categories, such as dental, legal and medical, and some non-specialist officer positions. Defence is looking at ways to broaden mid-career entry to other employment categories.</p>
<p>WORKPLACE FLEXIBILITY</p>	<p>Develop an education program for middle and senior managers focusing on a gender-balanced workforce and increased participation of women in leadership positions.</p>	<p>Underway. A pilot training package has been developed and work will soon commence on implementation of the package across Defence.</p>
	<p>Filter all new personnel policy development to ensure access to flexible working arrangements is not compromised.</p>	<p>2011. Evaluation criteria will be developed in 2011.</p>
	<p>Develop policies and associated strategies for managing pregnant women and those on maternity leave.</p>	<p>Ongoing. A range of policies, including paid maternity leave and child care arrangements, are already in place. Policies are being reviewed to ensure women are supported through their pregnancies and have access to the same opportunities as their male colleagues.</p>
	<p>Develop, implement and communicate a plan that supports personnel taking career breaks for professional and personal reasons.</p>	<p>Ongoing. Current policy provides for breaks through long service leave and maternity leave. Army is developing a Work-Life Balance Strategy.</p>
	<p>Develop, implement and communicate a process for maintaining regular contact with personnel who are on a career break.</p>	<p>Ongoing. Air Force has developed a program to stay connected with its alumni and members on extended absence, and is to establish a Staying in Touch Team. Air Force's Flexible Employment Cell actively manages members on maternity leave and leave without pay. The Navy Supply Community has a Keep In Touch program and additional policies are being developed.</p>

	Increase job sharing opportunities for ADF positions.	Ongoing. Job sharing is possible under existing flexible working arrangements policy.
	Provide ADF members with the same entitlements as their Defence civilian counterparts to purchase additional annual leave, and the flexibility to work part time after maternity or adoption leave.	Underway. Policy and practices are being developed. Given the potential impact on force structure and postings, this is planned to be introduced in 2011.
	Investigate broader access to various child care arrangements and short-term loan assistance for childcare fee bonds.	Underway. A review of childcare needs and gaps is being conducted.
CAREER MANAGEMENT	Reform career management philosophy and practice.	Underway. Career management has been reviewed. Recommendations relating to an education package for career management staff, the transparency of promotion and command selection processes and the appropriate experience, skill sets and characteristics for people selected as career managers are being considered.
ACCOUNTABILITY	Develop a tool to evaluate the effectiveness of commanders in supporting the career management and retention of their personnel.	Underway. Project LASERR-Retention is aimed at accurately modelling the retention of personnel undergoing initial training and in the first five years of service. The project will provide a better understanding of why members stay or leave, allowing the Services to determine how best to convert 'leavers' into 'stayers'.
	Articulate the attitudes and behaviours expected of all members of the ADF in their interactions with women in the Services, their families, the community and on deployment.	Underway. Each of the Services actively promotes their values and Service ethos. The New Generation Navy initiative has articulated behaviours that must be demonstrated at all ranks. The unacceptable behaviour policy and training has been revised and is being rolled out across the Department.
	Develop lead and lag indicators to measure the impact of the Action Plan.	Underway. Success measures are being developed.
MENTORING	Develop a range of mentoring, coaching, networking and shadowing programs to meet the diverse needs of women in the ADF.	Ongoing. A range of mentoring and networking programs are in place, such as Army's Chief Executive Women Talent Development Program. Additional programs are being developed and piloted for broader implementation.
	Investigate the use of social networking technology when developing mentoring initiatives.	Ongoing. The ADF already uses social networking technology sites such as Twitter and Facebook, where this does not compromise security and operational integrity.
	Fund a Young Female Leaders Network.	Ongoing. The Australian Defence Force has a series of networks established that provide support and leadership to more junior women.
	Develop a Women in Defence intranet site.	Complete. www.defence.gov.au/womenindefence
COMMUNICATION	Develop and implement a strategic communication and education plan for internal and external audiences about the program of change, and raise awareness about ADF work-life balance policies.	Ongoing. A comprehensive communication plan has been developed.