

Proceedings of  
Gender in Defence and Security  
Leadership Conference

12-13 March 2013

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## Chief of the Defence Force – Foreword



I am deeply committed to our cultural change program, which will produce a more capable, integrated, and consistently outstanding organisation, that is fully inclusive, collaborative and professional in all ways.

As a step along our *Pathway to Change*, I took inspiration from the successful 2011 Women in Leadership conference in the United Kingdom held by the Royal United Services Institute (RUSI). In the Australian context, I chose to broaden the scope for an Australian series of conferences, to focus on gender in defence and security leadership, as an aspect of our program of cultural reform to embrace diversity, equality and inclusion.

Following the opening of employment categories in the Australian Defence Force (ADF) in 2012, the inaugural Gender in Defence and Security Leadership Conference was held in Canberra, Australia from 12-13 March 2013. The conference focussed on the roles and experiences of women in Defence and the broader national security community. Co-hosted by RUSI Australia, the 2013 conference received presentations on progress towards gender in leadership by representatives from Australian government, public sector, industry, academia and the community, as well as representatives from the United States of America, the United Kingdom, Canadian and New Zealand defence forces.

My goal for the 2013 conference was to examine and explore how gender can build capability within the ADF and more broadly, what the barriers to building such capability might be and how other nations' defence forces and Government agencies had fared when tackling similar issues. The best outcome I envisaged was debate and discussion focusing on action required to achieve greater equality, diversity and inclusion across Defence and how to open up opportunities to women, especially in leadership positions. In my view this outcome was exceeded.

The outcomes of the conference included the importance of strong leadership, together with commitment and a proactive attitude to making the changes necessary to allow and promote opportunities for women to reach leadership positions. Time, by itself, will not address the issues. Defence has made great progress to date and now needs to decide whether to introduce targets, or 'temporary special measures', to ensure we are not preventing people who possess the requisite skills and attributes, from reaching senior levels in Defence.

The serving female officers, who gave so generously of their experiences, were strong, determined women who have overcome many barriers and cultural stereotypes to attain coveted senior management positions, but are still a minority compared to their male colleagues. While some barriers exist, both real and perceived, the cultural change and real challenge for our organisation is one where women become a regular feature in the senior leadership landscape.

Defence must attract the right people, who share and support our cultural reform, ensuring we instil in them our cultural values, embracing diversity, equality and inclusion, from the beginning of their careers.

In 2014 we plan to look more broadly at gender in defence and security leadership as part of our Pathway to Change, hosting a more interactive event involving more members of the defence and national security community based in the regions, as well as further involvement from our foreign counterparts.

I offer my sincere thanks to all involved in making the 2013 conference a success, and to all those striving to meet Defence's cultural intent – we are trusted to defend, proven to deliver, respectful always.

A handwritten signature in black ink, appearing to read 'D.J. Hurley', with a long, sweeping flourish extending to the right.

**D.J. HURLEY AC DSC**  
General  
Chief of the Defence Force

24 May 2013

## President of Royal United Services Institute – Foreword



The Royal United Services Institute (RUSI) of Australia is very pleased to have been able to co-host with the Australian Defence Force this important seminar on a subject which is not only very topical but also of great importance to the effectiveness of our national security efforts.

The various State-based Constituent Bodies that make up the RUSI of Australia have as their aim '*the promotion of informed debate and the improvement of public awareness and understanding of defence and national security*'. This Conference has certainly given us added opportunity to achieve that goal.

Over two days of forthright and stimulating presentation and discussion participants had the opportunity to consider the role that gender contributes to Defence Capability. We heard from a wide range of Australian and International Speakers - from Defence Forces, academia, past, present and future leaders of Government, Defence and Defence Industry as well as the wider community. All were first class and all really did have something to say.

This may well be the first time that RUSI and the ADF have combined to explore the societal aspects of a modern defence force but it is by no means our first joint endeavour. RUSI has a long history of association with the Australian Military and the study of strategy and military operations. Our Australian organisation grew out of the Royal United Services Institute for Defence Studies, which was founded in London in 1831 to provide officers of the day with programs to broaden their military education. The Institute was first established in Australia in Sydney in 1888, and subsequently in each State and Territory. RUSI today seeks the involvement of current serving and recently retired members, as well as those who have an interest in the defence and security of our country, to join us in continuing to promote the study and discussion of Defence and National Security issues.

To achieve this, RUSI provides a comprehensive library service through its State Constituent Bodies with books oriented towards strategy, defence, military history and biographies of principal personalities and eminent scholars. Importantly, RUSI also organises and promotes presentations by eminent speakers, at least monthly, in each capital city. RUSI has recently been expanding its horizon and influence across the world through its web-based provision of its presentations, and this conference is a fine example of the way we are now able to reach out in a comprehensive and timely manner as we publish the Proceedings of this Conference in this Journal and on our website at: [www.rusi.org.au/transcripts/index.php](http://www.rusi.org.au/transcripts/index.php).

RUSI is proud to have teamed with Defence to produce this Conference. We consider that we have been able to provide a forum for people to speak without restriction in an environment which is marked by genuine interest and commitment to positive ideas and discussion. That is what RUSI does best and in so doing we acknowledge the generous support we receive from Defence in achieving our mission of encouraging the defence and security debate.

A handwritten signature in black ink that reads "Chris Ritchie". The signature is written in a cursive, flowing style.

**Chris Ritchie AO**

Vice Admiral, Royal Australian Navy Reserve

3 June 2013

## Editor's Introduction

This occasional publication is a joint production of the Department of Defence and the Royal United Services Institute of Australia and contains the proceedings of the very successful conference jointly held by Defence and RUSI Australia in Canberra on 12-13 March 2013. The conference was made as an initiative of the Chief of Defence Force, General David Hurley AC DSC, who invited RUSI Australia to co-conduct and co-publish the proceedings of the conference. The conference was recorded and three items of publication have been made: an edited video and audio package for internal Defence training and education purposes; this hard copy journal; and a series of transcriptions published on the RUSI Australia website at: [www.rusi.org.au/transcripts/index.php](http://www.rusi.org.au/transcripts/index.php).

Transcripts of proceedings for this journal and the website have been created from audio recordings of presentations made by those invited to speak. These transcripts represent the formal outcomes of the Conference. Editing of transcripts has been limited to removal of cross-temporal and other extraneous comments. Visual presentations have been, wherever possible, incorporated into the text of the presentations. There is little difference, other than minor formatting between the transcripts in this journal and the website. All transcripts have been cleared by the presenters and represent their own views. There has been minor re-scheduling of some presentations.

A small number of presentations have not been published at the request of the presenters.

The Editorial Board sincerely thanks all presenters for their forthright and quality presentations and hopes you enjoy this special publication.



**Peter McDermott AM CSC**  
Air Commodore, RAAF Active Reserve  
Editor  
3 June 2013



## **Opening and Ministerial Speeches**

### *Conference Introduction*

Air Commodore Peter McDermott AM CSC, National Secretary RUSI Australia

### *Welcome to Country*

Aunty Jannette Phillips, Elder of the Ngunnawal people

### *Conference Opening Address – Working and leading in male dominated environments*

Ms Anna Bligh, Former Premier of Queensland

### *Opening Ministerial Addresses*

The Hon Stephen Smith, MP, Minister for Defence

The Hon Warren Snowdon, MP, Minister for Defence Science and Personnel

### *The Defence Challenge – A vision for the future*

General David Hurley AC DSC, Chief of the Defence Force

### *Changing the Paradigm – Gender as a Capability Issue*

Admiral Mark E. Ferguson III, Vice Chief of Naval Operations, United States Navy

### *Panel Discussion/Q&A*

General David Hurley AC DSC, Admiral Mark Ferguson, Mr Dennis Richardson AO,  
Ms Wendy McCarthy AO



## Gender in Defence and Security Leadership: Conference Welcome

**Air Commodore Peter McDermott AM CSC, RUSI National Secretary**



I welcome you here to this two-day conference. Minister Snowdon will be arriving soon and I'll welcome him when he arrives, but I do wish a warm welcome to General David Hurley, Chief of the Defence Force, Mr Dennis Richardson, Secretary of the Department of Defence, coming soon, Admiral Ferguson, visiting from the United States Navy, Ms Anna Bligh, Former Premier of Queensland, Vice Admiral Chris Ritchie, National President of the Royal United Services Institute of Australia and co-host with CDF of this conference, to Ngunnawal Elder Auntie Jannette Phillips, waiting in the wings here, other distinguished guests, ladies and gentlemen, good morning.

We're here because the Chief of the Defence Force has invited the Royal United Services Institute of Australia to co-host this conference, for which we're very grateful and very pleased to assist. We have about 200 folk here today representing government, the public service, the three armed services, national security community and academia. And this conference is all about benchmarking our collective experiences. The Australian Defence Force is trying to identify where we sit against the experience of others. And the Chief of the Defence Force, in his recent parliamentary committee appearance - and we'll see this on video in a little while at Senate Estimates - indicated his support for the goals of this

conference, and where this conference may take us in the future.

I would like you to remember that many of the speakers will be speaking from their own personal experiences. They may represent different organisations, they may touch upon what those organisations do, but in many cases, we'll be hearing from that person, from that presenter, what has happened to them as they've moved in their career, and how they've managed to do the things that they need to do. I'm sure everyone will be very empathetic with that, and note the things that are being said as those personal experiences that are being shared with us. Please note that all of the activities from this point onwards are being videotaped, so we are at an historic time, and this will be recorded for posterity. So we're all part of posterity for today. Those videotapes and the transcript of the things that are being presented will be collated, they will be published, as they are available, on the RUSI website, [rusi.org.au](http://rusi.org.au), available to the wide world as it is outside the Defence intranet. So we'll be gathering together the transcripts, slides and presentations, and they'll come out in a journal of proceedings which will be published and sent to all attendees as a co-production between the Department of Defence and the Royal United Services Institute of Australia.

RUSI is here supporting defence and security awareness, that's our mission. We're very glad to have the opportunity to do that. We're very glad to have the opportunity to work with Defence.

### Biography:



**Air Commodore McDermott** served in the RAAF as an aviator, staff officer and commander. His last post in the Permanent Air Force was as Founding Commandant of the Australian Command and Staff College, followed by a term as Director-General-Air Force Reserves. He is the National Secretary of the Royal United Services Institute of Australia, responsible for RUSI administration and its publications through the RUSI national website.



## Gender in Defence and Security Leadership: Welcome to Country

**Aunty Jannette Phillips** of the Ngunnawal people



*“One of us lost is all of us lost, and I hope the Great Spirit blesses their souls and protects their families from this point onwards”*

I honour my ancient ancestors, the Ngunnawal people. For tens of thousands of generations, our people have walked this country. In the last 240 years, we have survived. We did have war declared against us. We went defeated, like the Great Chief Joseph of the Americas. He stood up and he said, I will fight no more forever. And our people did the same. So for me to be standing here in front of you as a descendant of my ancient ancestors, I don't stand here for myself, but rather all those that have gone before me, specifically my parents, both of whom are of Ngunnawal descent, my grandparents, my great-grandparents. I tell people I acknowledge these gorgeous pink cheeks of mine, Highland Catholic Scot. When I saw the gentleman in the black, greenish type kilt, I thought to myself, I wonder if he's part of Black Watch? Because apparently part of my people were crazy Jacobites, and the Camerons, who were smart enough to get out of the place before the after-effects of the Battle of Culloden set in? The other is a ... I always say insane Irishman, but he wasn't. He was clever, and he lent some pretty gorgeous genes to our family, particularly those amazing blue eyes that the Irish have from time to time.

Women in the service, this is what it's about. I tell people - I'm hitting the wrong side of 60 - young Aboriginal women such as myself, very few of us escaped from being sexually harassed. I worked with women in domestic violence and children and I know the best and the worst. I used to say to women, in order for us to survive as a group, just remember men, they've got an overload of testosterone. Bless them, but that's part of who they are, and sometimes they lose it, and we as women, we're strong. We are brave and we are courageous, and we are proud to stand next to our men, and it's obvious by all the females in this audience that stand here with uniforms on. I think that any person that puts on a uniform that protects me, I'm an ordinary person, I never get to see people like you, I never get to meet people like you, so it is such an honour to stand here and do this welcome for you.

Welcome in a sense is like a blessing, that those of you who have travelled, whether it's interstate, or whether it's across the oceans, that while you are in this amazing country of ours. And it is an amazing country. It has a spirit that I almost guarantee that when you leave, there will be a tear in your eye, because such is the power and the spirit of this amazing land of ours. I simply want to say to each and every one of you, thank you so much.

I have four generations of my family. I have a granduncle who was in the First World War. My daddy and his brother were in the 39<sup>th</sup> Division of the Second World War. My uncle saw action in the Korean action and my brother was a Vietnam conscript. His was one of the first numbers to come out. All my life I have stood my ground and have said, no, I'm going to do it properly. I may not have the money or the resources, but I will do whatever I can. So for me at this stage to be standing here is such an overwhelming honour.

A great chieftain once said at a youth conference, men, I charge you with the responsibility of caring for yourselves, for you are the father of

nations. And to the women, he said the same thing, young girls they were. Look after yourselves, for you are the mother of nations. And I know that the Defence community is a family, a very powerful, strong family. The price of peace at the moment is too high. Someone once said, if you really want to understand peace, ask a soldier, and I faithfully believe that.

Thank you so much for this invitation. I see Welcome to Country also as being part of the National Apology that took place five years ago, and I also see it as part of reconciliation for modern-day Indigenous persons.

Having said that, I want to conclude with these words. For those of you who have travelled, maybe here for the first time, Canberrans, we're wonderful people. Generous, gregarious, and we did top the intelligence test when it was run. But, hey, if we belong to Mensa, I don't care.

But something happens to us when we get in a car. We actually lose our freaking minds. I think it's to do with the roads. We do have wonderful roads here, and we call this certain hour that just passed, the public service rush. Public servants truly believe that when they walk out their door, jump in their car, hit that road, that lane is theirs. They own it. They will not give up for anybody, including crossings. Don't think the crossings are safe here in Canberra - they're not. We will run over you. As for lights, you know the famous thing about orange, red lights? We run red lights. I really don't know what it's about. I think they are so far, like all plans that they have. But do be careful on the road, and I don't say this lightly.

There was a beautiful Aboriginal woman, approximately eight years ago, who came to Canberra from Western Australia, and she wasn't even in Canberra half an hour after arrival, she went downstairs, after the Bringing Them Home report, I think it was, and within a half an hour, she'd been run over at Manuka. So don't go to Manuka, irrespective of the gorgeous cafes they've got there. I do mean that, they do have wonderful cafes.

Please, I hope that you all come to a successful outcome, a successful conclusion. I know in the '80s, the big word was empowerment and networking, so while you all have the opportunity. I can look out amongst you and there's very few of you who are older than my eldest son, who turned 50 yesterday.

From my heart, absolutely from the bottom of my heart, all those who stand on watch to protect me and people like me, I thank you. I thank you, I thank you. Have a wonderful symposium, conference, talk-fest, network like mad. Because you'll be amazed - there might be a lifelong friend just hidden around the room here somewhere for you. I say openly and honestly with all my heart to welcome you and to give you a blessing, welcome, welcome, welcome and thank you.

#### **Biography:**



**Auntie Jannette Phillips** is an elder of the Ngunnawal People.

## Gender in Defence and Security Leadership: Conference Opening Address - Working & Leading in male-dominated environments

**Ms Anna Bligh**, Former Premier of Queensland



It is a great pleasure for me to join you this morning for this conference. I start by thanking Auntie Jeanie for the welcome to Ngunnawal country and by saying happy birthday to Canberra and to all of those here who are part of the Canberra family. I heard Canberra described earlier this week in the discussions about the upcoming birthday as a quiet city of the mind and it seemed to me that that was a good place for this conference to be happening and for you to be deliberating on some very complex but very important and significant issues. As I understand it this conference is part of the milestone in the implementation of the Pathway to Change Strategy: it's 12 months on since the launch of that strategy during International Women's Day Celebrations last year. This journey was born out of a number of comprehensive reviews and reports which have exposed an increasingly untenable culture within the ADF that urgently demanded change. In this respect this conference, I think, marks the fact that the ADF is very much at a crossroads and has decided the path it wants to take. This conference is about change just as the strategy is; fundamental root and branch reform and transformation of a profoundly entrenched culture. It's about gender, it's about equality and it's about justice. It's about building an ADF

where women are welcome, where women are valued, treated equally and their talents are recognised, rewarded and promoted. After exhaustive and no doubt painful examinations in the past couple of years we know that that doesn't quite yet describe the ADF of today but I think I'm in a room full of people who fervently believe that it can and will describe the ADF of tomorrow.

As I watched the remarkable work that was done by the men and women of the ADF during the terrible disasters of the summer of 2011 in my home state of Queensland I saw firsthand the enormous admiration that the community has for the people who make up our armed services. For most Queenslanders it was the first time that they had come face to face with the awesome capability of those Services and for most people, we never see that, you see it on television at a far removed, maybe a 20 second grab on the news; people were this time seeing it in their streets, in their backyards, in their suburbs and in their towns and people who had, I think, always respected the ADF, found a newfound pride in and respect for the ADF. That respect has always been part of the foundation of your place in Australian society but that sort of respect, as I'm sure you know only too well is very, very hard earned and very easily lost.

*Pathway to Change* is an acknowledgement that unacceptable and sometimes criminal behaviour which threatens the safety and well-being of ADF staff is a breach of that public trust enjoyed by the defence forces and it puts that reputation at serious risk. Critically, in my view, *Pathway to Change* is a strategy that explicitly accepts that these behaviours are not one-off or isolated incidents confined to a few bad apples, but they flow from an entrenched culture and entrenched cultural values and that that will require significant cultural change across the organisation if it's going to shift.



In the context of today's considerations, the Pathway document is about a range of diversity issues but in today's context the document explicitly acknowledges that increasing the number of women in ADF leadership and across the board will change the dynamics of the organisation and that's a very important part, I think, of this strategy.

The general consensus on organisational cultural change is that you can only deliver something that will change the dynamics if you can achieve a critical mass of employment across the organisation and that critical mass is generally considered to be around the one third, 30 to 35% mark. Well, parts of the ADF are there, across the entire employment areas you are not there, but clearly for many of you you're on the way. Change, as you know, can happen in many ways. It can happen slowly and incrementally. For example, it took about 700 years after the early formation of the Westminster Parliamentary System for women to secure the right to vote in that system; 700 years is what I would call slow and incremental, far too slow for me and I suspect far too incremental for your journey. Conversely, organisations can resolve to accelerate change; you can decide to leapfrog the natural rhythms of time and make things happen much faster than they would have. Like many organisations before you, that is what the ADF has resolved to do with this strategy.

Having lived through a period of dramatic change for women in Australian politics, I thought the most useful thing that I could contribute today was to talk a little bit about some of my own experiences of that change while it was happening and share some of my learnings from it, so while the advertised text says I'm going to talk about working in a male dominated workforce, I thought it more useful to talk about what it's like to actually be in an organisation as it's changing, because that's where I think you are, you're not at the beginning, you have secured some very important changes, you're entrenching them and you're looking to make the next step.

When my grandmother was born Queensland women had just secured the right to vote, as I said, after some 700 years of parliamentary democracy, but women did not yet have the right to stand for election. I should note that Aboriginal and Torres Strait Islander people did not secure the right to vote or stand for election for another 60 years after my grandmother was born. When my mother was born women had secured the right to stand for election in Queensland but only one woman, Irene Longman, had ever been elected. That was still the case when I was born 23 years later, so you can see things took some time after the right to vote for other consequences to flow. I was elected in 1995 and I entered a State Parliament of 89 members, a total of ten of whom were women, so just around the 10% mark, not 700 years, but still progress at a very incremental pace.

So confident were the founding fathers of Queensland that women would never sit in the chamber as elected members of the parliament that the building was built without female bathrooms or toilets. The story goes that the first woman elected developed a system where she left her high heels at the door of the male bathroom to warn her male colleagues that she was inside. I've never actually found out how she knew that they were inside, but it made for some probably interesting workdays. Thankfully that had been rectified by the time I arrived in 1995 but I think it's an example that speaks to the cultural beginnings and the traditions of the workplace I had entered as a new Member of Parliament.

The story of my election, however, and my entry to the parliament began long before the day I arrived at Parliament House. My entry into parliamentary politics was a result of a time of tumultuous change for women in the broader community in Australia and in all political parties. Throughout the 1960s, 70s, and 80s Australian women had been demanding broader roles for themselves and more opportunities and these demands eventually reached a pitch that even political parties couldn't ignore. As a result we've seen two decades of rapid change to the



face of our parliaments at all levels of government. In the 17 years in which I sat in the Queensland Parliament we went from 10% women to just over 40% women; we well and truly achieved critical mass during that time and I can assure you that that critical mass did change the dynamic.

But Parliaments don't just look different these days, they are different places to be in and if you go back during that time and have a look at the issues that they have considered and concerned themselves with, they are broader issues that women in those decades before me were demanding their parliaments addressed; issues like parental leave and child care and industrial conditions and entitlements at work and those issues have been addressed in ways that obviously make life better for Australian women but if you think about them they make a difference to Australian men and women, particularly those who have responsibility for children. But I can tell you that the current representation of women in the political life of our country and at leadership level was simply unimaginable 20 years ago and the changes have been very hard won.

The first thing I want to say about change and my experience of it is that organisational change is rarely altruistic, philanthropic, and it's rarely welcomed. This is important to understand; human beings hate change, especially while it's happening. They often think it was a good thing about ten years after it's happened and they're looking back at it. We enjoy having a sense of power and control over our lives and our little part of the world and we often resent and distrust those who come along and want to shake it all up and if *Pathway to Change* has any hope of success it has to be about shaking things up. Those of you who are implementing this strategy might be motivated by a burning sense of justice but don't expect that others will be; on the contrary, you need to expect complacency, resistance and hostility in many parts of your organisation. If you expect it, it means that you can anticipate it, you can plan for it and you can overcome it.

Strategies for overcoming resistance are the bread and butter of the ADF and you need to deploy this capability on *Pathway to Change* as much as you would deploy it in any other area of responsibility. Resistance comes in many forms; the highly visible critics, and they're pretty easy because you can take them head-on, you can have the argument; much more insidiously some of the most effective resistance comes in the often invisible go-slow, the blind eye, the extraordinary capacity for large bureaucracies to spend a lot of time, money and effort in making sure that nothing happens. Because it's harder to see, vigilance in this area is critical, it can be dealt with but you have to be looking for it.

If lofty ideals are not the drivers of change for many in an organisation, what is? Well, most commonly organisations attempt change because of compelling internal and external pressures. In my case, the Australian Labour Party was contending with a growing number of women in its membership who had been joining up in ever growing numbers since the 1970s, who were agitating for a greater role inside the party, not only in parliamentary pre-selection, but in local branches, on state and federal executives, in party policy making forums such as annual conferences. It was equally the case that women in the wider electorate were agitating for all political parties to field more women candidates and to address more policies that women cared about like equal pay and child care. In fact, an organisation called the Women's Electoral Lobby had formed was enormously influential on the thinking of political parties and their leadership at that time. Worried that the other side of politics might get the jump on the increasingly vocal women's vote, both major parties began to change their processes to look at how their parties were structured, to change their rules and to change their culture to make themselves more attractive to an increasingly independently thinking half of the Australian voting public. Different parties did this in different ways; some decided to change rules and that's what my branch, the Queensland branch of the party did, but not every ALP branch across the country did, other political parties didn't go down that path, but however they did it, every

single political party at that time was debating the issues and they were grappling with change on all sides of the political spectrum.

In your case, the willingness of those who've been victims of an unacceptable culture have become increasingly vocal and rightly so, they've been complaining and they've been talking publically about their experience; just like my organisation and others, yours is facing pressure from within and it's also facing expectations from the broader community that this culture will not be tolerated. That pressure is not going to change and it's not going to go away, if anything I think it will probably escalate if progress is not real and tangible. So in this context it's important, I think, to recognise that the issues you're grappling with are not new; political parties were debating them and trying to wrestle them to the ground in the 1980s; the Queensland branch of my party introduced affirmative action rule changes in the early 1980s and the Federal Affirmative Action Act that governed the country became law in 1986. I point this out not to criticise or to fill you with despair but to make the obvious point that there is a wealth of experience in public and private sector organisations that can be drawn on and while every organisation is different and the ADF has its own unique culture and processes and traditions, there are people out there with a lot of expertise that can assist in your project.

The next point I wanted to make about change is that it doesn't always go to plan and it doesn't always turn out how you thought it would and that some of the pathways that you think you're creating often don't go anywhere and others open up in areas that you hadn't anticipated. That can be both a good and a bad thing, but again, I think you need to be ready for it. If you successfully start to shake things up all kinds of things are going to start happening, some of them entirely unpredictable and some of them quite serendipitous. Again, drawing on my own experience, the first affirmative action rules introduced by my party were in relation to the election of delegates to the Annual Policy Making Conference. This decision was driven by a couple of things; firstly a recognition by those

inside the party who wanted change, they recognised that internal party positions such as a conference delegate position was an important part to eventual preselection as an electoral candidate. Most candidates in all political parties are preselected after years of work, after years of being involved in different party positions where they've come to the attention of senior leaders, where they've had an opportunity to demonstrate their capability and their talents. The advocates of change also recognised that the ballots for those internal party positions were often influenced by large voting blocks of male dominated networks such as affiliated blue collar trade unions and they knew that wasn't going to change, so the rules had to change to overcome or bypass those blocks.

Further, because the party conference was made up of five members elected from every Federal Electorate in the state, it was a multi-member ballot and without getting too complicated about the rules, I'll just make the point that a rule change that required at least one of the five to be a woman didn't threaten the opponents too much. As you can imagine, the debate over those rules were robust, in fact I would say it was often ferocious; it had a remarkable similarity to the debates in every other organisation that has tried to embrace change of this nature. Whether an organisation adopts a formal rule or a quota, whether it simply sets a target or even if it just resolves to do better, the arguments are always the same; opponents will rely on arguments such as, if we guarantee places for women our best men will miss out; there just aren't enough capable women, we'll end up with incompetents running the show; and my personal favourite, if we give women positions that they haven't earned, it will demean them. All of those things have been said inside my organisation repeatedly and I know they've been said in other political organisations.

So what happened with the rule change? Well, it was very interesting. After such a difficult and quite divisive debate and after all the fuss, the rule was implemented but then in fact rarely, if ever, used. Why? Because internal party ballots are contests between teams and factions and

groups and they field tickets and recommend teams to the voters. Various teams were so worried that somebody might get an affirmative action position above and beyond their team's members that every team started to select women as part of their ticket, so they didn't actually ever have to enforce the affirmative action rule, what it did was force them to change their behaviour and they did it very quickly. Remarkably, there were enough women to fill these positions and everyone in a senior position seemed to know one and be able to persuade them to put themselves forward. The result was that the first conference after the rule was attended by an unprecedented number of women as formal elected delegates and these numbers have grown in the years since. As hoped, some of these women stood out and they went on to be preselected as candidates in their own right at all levels of government.

The next point I wanted to make about change is that change is painful. Some of you may have seen a movie called Moneyball; it's about the General Manager of the Oakland A Baseball Team as he tries to turn baseball conventions upside down. There's a great line in a scene when he's complaining to the owner of another team about how badly the baseball establishment is treating him; the other guy says to him, the first one through the wall always gets bloody. It's a great metaphor for the experience of being a pioneer in anything, the first one through the wall always gets bloody, criticism is the price you pay for being a trailblazer. Let me go back to my example of the ALP rule change. Despite the fact that the rule itself did not need to be enforced, many of the women elected to that first conference and subsequent conferences have had the accusation thrown at them that they were only there because they were women.

Let me deal with this issue because I've had it said to me and I've had it said about me and I'm sure some of you in this room have had it thrown at you and I've no doubt that some of you have it to look forward to. It is hurtful, it implies that you are without any talent or merit, it implies that you somehow cheated or you needed some extra special assistance. It is meant to hurt, it is a

cheap and nasty shot and it bloodies you up a bit. There are a number of ways of dealing with it; firstly, I think it's important to understand that it is often a weapon used by those who oppose change, who are part of the problem that you are seeking to solve, so you need to be ready for it.

Secondly, I think it's important to understand that when you secure a position that someone else wanted in any process, they will usually be unhappy about it and sometimes they will criticise the process that didn't pick them. This is not unique to cultural change programs; ask yourself if you've ever heard phrases like, he only got that because he's in infantry, or he got picked because he and the boss served in East Timor or went to Duntroon together. Disappointment is a very human emotion and it's not restricted to the promotion of women, by any means.

But thirdly, if you are the beneficiary of a new culture, and I certainly hope that some of you and those who aren't here will be, you can see the accusation for what it is, it is a sign that change is happening, it is a sign that the change you are looking for is happening and the programs are working. In my case, I was preselected unopposed for my electorate after running for a conference position and topping the ballot the year before. While no rules had to be enforced to secure those positions, I know that I would not have been supported to run on the top of the conference ticket if the debate had not forced a rule change ten years earlier, nor would I have been preselected into a winnable seat if the subsequent debate hadn't driven a demand for women to be preselected into those seats. I am not ashamed to say that I am the beneficiary of affirmative action in my party, albeit it indirectly, it was what was supposed to have happened. Whether it's directly or indirectly, it doesn't matter, the simple truth is that if I'd put my hand up ten or 20 years earlier I simply would not have had the opportunity and would not have been preselected. But like anyone else who's ever been given an opportunity, I had to seize it when it came and I had to prove I was worthy and you will too. Remember, these sorts of programs are about

accelerating change, they're about opening doors that have been locked for too long. They're changing the dynamic, they're about changing that dynamic as quickly as you possibly can and if they're successful, they create opportunities that weren't there before, but the rest is still up to you.

The final point I wanted to make is that while you're inevitably focused on the issues here in your own backyard, I wanted to say you are part of something bigger and I say this to both the men and the women in the audience who are part of this change program; you are part of the largest movement of women out of the domestic sphere and into the public sphere and paid workforce in human history; it's not always easy to see history when you're making it. Most days you probably just feel good to have got out of the house on time with your uniform clean and ironed, to have done your job as well as you could and to get home in time to spend some time with your family, but when historians look back on this 50 years, the dramatically changing role of women will strike them as possibly the most significant social feature of our time. And there's another generation that's watching what we're doing, we're going through the war for them, what we do is shaping their dreams and it's shaping their aspirations, it's giving them a sense of what is possible. So, no pressure, but on top of everything else you need to keep making history, you need to make it fast and you need to make it as good as you can. Just as I stood on the shoulders of those very difficult, often stropky and demanding and often unpopular suffragettes, everything that you're trying to achieve now will be the foundation for others and for the future of the ADF, and you never know who's watching and you never know what you might be inspiring somewhere down the track.

I wanted to finish my remarks with the story about a young man and it may seem strange for me to finish a talk about women in the ADF with the story of a young man, but it's a story that I think goes to some of what I've been saying, in a very real way. Some of you may have heard of Flight Sergeant Len Waters, he was the first and only aboriginal pilot to fly for the RAAF in World War II. He flew P-40 Kittyhawks in the South West Pacific where he completed 95 missions. On returning to civilian life, Len, like so many of his indigenous colleagues returned to a nation with entrenched legalised racial discrimination. After fighting in that war Len had to wait 17 years before he could vote, he had to wait 22 years before a referendum recognised him as an Australian citizen and in 1971 he was counted for the first time in a national census for the country he had served so valiantly 26 years earlier. As part of the Australia Remembers project, Australia Post issued a stamp commemorating Len's achievements. A poster of this stamp hung in the bedroom of my sister's only son as he grew and as he dreamed; Len was his grandfather. Len died many, many years ago but he would be very proud to know that in December last year that young man graduated from the Royal Military College as a Lieutenant. I think it's a great story that illustrates the famous words of Martin Luther King who said that the moral arc of history is long but it bends towards justice.

#### Biography:



**Ms Anna Bligh** was the first female Premier of Queensland. As Premier, she provided exceptional leadership during the Queensland flood and storm disasters of 2011 and was awarded Australia's National Emergency Medal. Since retiring from politics, Anna has travelled, commenced working on a book, taken up several Board positions and has been highly sought after on the speaking circuit both in Australia and internationally.

## Gender in Defence and Security Leadership: Keynote Speaker – Gender in Defence

**The Honourable Stephen Smith MP, Minister for Defence**



I thank the Royal United Services Institute for hosting this important event in conjunction with Defence.

I acknowledge the Secretary of the Department of Defence, Dennis Richardson and the Chief of the Defence Force, General David Hurley.

I also acknowledge the Chief of the Navy, Vice Admiral Ray Griggs, Chief of Army Lieutenant General David Morrison and Chief of Air Force, Air Marshal Geoff Brown. I welcome the attendance of Ms Elizabeth Broderick, Federal Sex Discrimination Commissioner.

I acknowledge participants from the Australian Defence Force and the Defence organisation more generally, as well as international representatives from Canada, New Zealand, the United Kingdom and the United States. I am very pleased to address the first Gender in Defence and Security Leadership Conference.

I congratulate General Hurley for this important initiative to highlight gender-related challenges and opportunities in the modern Australian Defence Force and in Defence more generally.

I welcome the very strong commitment of the Secretary, the Chief of the Defence Force, the Vice Chief and the Service Chiefs to building a Defence culture that the Australian people can have confidence in and which creates a workforce that genuinely reflects the modern, diverse, tolerant Australian community it serves.

The conference has an impressive range of speakers and collective experiences to work towards the conference objectives of:

- examining how gender equity and diversity builds capability in Defence;
- considering how to utilise gender diversity to enhance defence and security policy;
- benchmarking Australia's efforts in equity and diversity in comparison to international organisations; and
- exploring where the Australian Defence Organisation generally can implement tangible improvements in gender equity and diversity.

Each country and organisation represented at this conference is at a different point on the path toward gender equity. Collectively we represent a wide variety of views and experiences.

This conference provides an opportunity to compare our experiences and learn from each other as we make decisions about future actions in our own organisations and nations.

### **Introduction**

This conference is being held shortly after International Women's Day. Women have a proud history in Defence. The first women to serve in Defence were those in the New South

Wales Army Nursing Service, which was established in 1899.

Army nurses subsequently served in the Boer War in 1901 and the Australian Army Nursing Reserve was created in 1902. Since then, women have served in every major conflict Australia has been involved in. Between 1914 and 1919, over 2130 Australian Army Nursing Service personnel served overseas, of which over 420 worked in Australian military hospitals. During World War One, 29 nurses died on active service.

In 1939 the Australian Army Nursing Service was again placed on active duty and nurses served overseas as part of the 2nd Australian Imperial Force.

During World War Two, 71 nurses died on active service. World War Two saw the formation of Women's Services, where 60,000 women served in the three Services. During World War Two, the Australian Women's Land Army was established in July 1942, in response to labour shortages in country areas. The Women's Land Army recruited women to work on farms where there were no men left to do the labour that was traditionally assigned to men.

After World War Two, 33 nurses deployed overseas during the Malayan Emergency and Australian service-women worked in British Commonwealth Occupation Force hospitals in Japan and Korea during the Korean War.

During the Korean War, over 150 Australian nurses with the Royal Australian Air Force Nursing Service and the Royal Australian Army Nursing Service served in Commonwealth hospital units. Manpower shortages during the Korean War also led to the permanent establishment of female branches of the military.

During the Vietnam War, 43 members of the Royal Australian Army Nursing Corps were deployed. Australian women civilians also deployed to Vietnam serving as journalists, entertainers, Red Cross support and civilian medical teams.

During the first (1990-1991) and second (2001-present) Gulf conflicts, Australian forces deployed to the Persian Gulf to enforce trade

embargoes on Iraq and ground forces were assembled throughout the Middle East.

Women were and are active in service for both of these conflicts as pilots, medical and support staff on military bases from Saudi Arabia to Afghanistan. Australian Service-women also deployed on ships in all roles except as naval divers.

### **Women in Defence today**

Today, women represent 14 per cent of personnel in the Australian Defence Force. The percentage of women serving in each service is 18.5 per cent for Navy; 10.3 per cent for Army; and 17 per cent for Air Force. However, the percentage of women in the Australian Defence Force has increased by only two per cent over the past 20 years.

This progress is far too slow and is very much out of step with other relevant industries, where women's representation has been steadily increasing. The figures are more encouraging in the Defence public service workforce where women represent over 40 per cent of the workforce. But this is still lower than the average across the wider public service of over 57 per cent.

It is critical for the future of Defence that we address this recruitment challenge. The Australian Defence Force's future capability will depend on our ability to attract, recruit and retain the very best from the entire population of Australian workers.

Defence must have a workforce that is reflective of the diversity of the modern Australian community.

Over the next few decades, Australia is likely to experience an unprecedented shortage of human resources. Australia's ageing population, combined with fewer school leavers and an increasingly strong employment market means that in forthcoming years there will be fewer people available to meet demand. Competition for talent, especially school-leavers, who make up the majority of entrants to the Australian Defence Force, will be fierce.

Greater inclusion of women in Defence's core



business will establish and cement its place as a workforce leader.

Having attracted women to serve in the Australian Defence Force, it is critically important to retain them. Unlike other organisations which can hire new talent when personnel leave, the Australian Defence Force needs to “grow their own” and has no quick or easy means of replacing experienced personnel who opt to leave the Australian Defence Force at critical career or life stages.

This includes the need to promote and retain women who have built experience and skills at senior levels in the Australian Defence Force.

In this context, I am pleased to announce the promotion of Brigadier Simone Wilkie to Major General. Simone will become the first General Service female officer to reach Major General in the Army and will take up her new position as Commander Australian Defence College from July this year.<sup>1</sup>



The Chief of Army also issued a Directive on 20 August 2012 called “Enhancing Capability Through Gender Diversity”, with the aim of increasing the percentage of women in fulltime service from 10 to 12 percent in Army by mid 2014.

In order to deliver the required numbers, Defence Force Recruiting has for the first time

been given a specific target to enlist 570 women into Army in 2012-13. To support this, Army has also reduced the Initial Minimum Period of Service to one year for 12 General Entry roles.

Turnover is expensive and if the Australian Defence Force cannot retain workers for longer-term careers it is a significant waste of training, resources and time invested.

A more diverse mix of backgrounds and skills will also lift performance and capability in a world where fast-paced problem solving is a significant requirement.

There are a number of initiatives underway across Defence to support the increased representation of and participation of women in Defence.

### **Women in combat**

In April 2011, the Government announced that Defence would bring forward for implementation the opening up of all roles in the Australian Defence Force to women, including combat roles, on the basis that determination for suitability for roles in the Australian Defence Force should be based on physical and intellectual ability, not gender. Prior to this announcement, women were eligible to serve in 93 per cent of employment categories.

Roles to be open in the future to women from which women were previously excluded are: Navy Clearance Divers and Mine Clearance Diver Officers; Air Force Airfield Defence Guards and Ground Defence Officers; Army Infantry and Armoured Corps and some Army Artillery roles; Explosive Ordnance Disposal and Combat Engineer Squadrons; and Special Forces.

In September 2011 the Government approved the Implementation Plan for the removal of gender restrictions on Australian Defence Force combat role employment opportunities. The Plan details the steps Defence will take to enable women to meet the demands of the role and to pursue the careers they choose. The Plan will be implemented over five years to ensure appropriate levels of support are available for all people who choose to pursue a career in combat

<sup>1</sup> Brigadier Wilkie AM was present in the audience and the Minister went forward to personally congratulate her – see photo above.

roles. Women are now able to serve in job categories which were previously restricted to men.

Yesterday, I was pleased to see the Chief of Navy's announcement that Navy is poised to break new ground with its first woman clearance diver now in training.

Future selection for all positions in the Australian Defence Force will be based on ability to do the job rather than gender. It will increase the employment opportunities for women in the Australian Defence Force and it will improve Australian Defence Force capability. There will be no reduction to any standards associated with this change.

This is not about encouraging or coercing women into non-traditional employment roles, but is about providing the opportunity for women who have an interest in these categories to pursue those careers.

### **Cultural change**

In April 2011, in the aftermath of the so-called 'ADFA Skype incident', I announced a range of Reviews into aspects of the culture within both the Australian Defence Force Academy and the Australian Defence Force to address ongoing concern in relation to failure to meet appropriate standards of conduct.

The Reviews included the *Use of Alcohol in the Australian Defence Force*, *Personal Conduct of Australian Defence Force Personnel*, the *Use of Social Media in Defence*, *Australian Public Service Women's Leadership Pathways in Defence* and the *Management of Incidents and Complaints in Defence*.

The reviews assessed the good work that had been done to date in these areas and examined what further improvements would be made.

In summary, the reviews found that while good progress had been made over the years, there were still serious areas of weakness and more work was required to ensure Defence culture is commensurate with our nation's modern day expectations. The reviews found that members of the Australian Defence Force and the Defence Organisation generally are dedicated

professionals who contribute to a long standing reputation for operational excellence.

However, they also identified significant areas of Defence culture which needed improvement to ensure it is commensurate with the contemporary expectations of the modern Australian nation.

Three key reviews targeted the treatment of women in the Australian Defence Force and in Defence generally.

### **Broderick Review**

The Federal Sex Discrimination Commissioner, Ms Elizabeth Broderick, on behalf of the Australian Human Rights Commission, conducted two reviews into the treatment of women in Defence.

Phase One of the *Broderick Review*, into the Treatment of Women at ADFA, was tabled in Parliament in November 2011. Implementation of the 31 recommendations of Phase One is being progressed through *Pathway to Change*.

Phase Two, which considered the treatment of women in the Australian Defence Force generally, and pathways for women into leadership roles in the Australian Defence Force, was tabled in Parliament in August 2012.

In November 2012, I announced that Defence had accepted all 21 Recommendations from the Phase 2 report of the Broderick Review, six in-principle and 15 in full.

Key measures to be adopted to implement the recommendations include:

- the establishment of a dedicated Sexual Misconduct Prevention and Response Office to coordinate timely responses, victim support, education, policy, practice and reporting for any misconduct of a sexual nature, including sexual harassment and abuse;
- implementation of restricted reporting outside the Line of Command, so that personnel can make confidential reports of sexual harassment, sex discrimination and sexual abuse (also recommended by the DLA Piper Review);



- the introduction of Waivers for Initial Minimum Provision of Service and Return of Service Obligations for victims of sexual assault or harassment, so they can discharge from the Australian Defence Force expeditiously and without financial penalty;
- increasing diversity on promotion boards and selection for most senior positions;
- introducing growth targets for recruiting women; and
- the production of an Annual Report ‘*Women in the Australian Defence Force*’ to report on implementation of the Reviews’ recommendations and related initiatives.

The Defence senior leadership also signed a statement committing Defence to implementing the Review’s recommendations. This statement commits that:

- targets are required to create an environment that is optimal for, and takes full advantage of, the strengths of both men and women;
- leaders will be held to account for the wellbeing and culture of their teams;
- every sexual offender and harasser will be held to account together with leaders who fail to appropriately address the behaviour;
- flexible working arrangements enhance capability and are an important recruitment and retention tool; and
- women are essential to the sustainability and operational effectiveness of the Australian Defence Force because they contribute to a diverse workforce which strengthens the Australian Defence Force’s ability to be an effective, modern, relevant and high performing organisation.

Implementation of Phase Two of the Broderick Review will be incorporated into *Pathway to Change* and will be subject this year to an independent audit of the implementation of the recommendations, together with any further recommendations necessary to advance the treatment of women in the Australian Defence Force.

The Broderick Review, phases one and two, have provided the Australian Defence Force with genuine opportunities to progress Australian Defence Force culture for all serving members. Many of the review recommendations do not specifically target women; rather, they address building an inclusive, flexible organisational culture where all members can thrive, through various life and career stages.

I thank Elizabeth Broderick and her team for this outstanding contribution to Defence.

### **McGregor Review**

In addition to the two Broderick reviews, the then Deputy Australian Public Service Commissioner, Ms Carmel McGregor, examined the effectiveness of current strategies and proposed recommendations to increase the representation of and career pathways for Defence Public Service women. Defence’s public service women make a considerable contribution to support Defence’s capability.

Ms McGregor has subsequently joined Defence as Deputy Secretary Defence People, where she has a critical role in the implementation of *Pathway to Change* and shaping Defence’s people strategies into the future.

### **Pathway to Change**

In March last year, the then Secretary of the Department of Defence, Mr Duncan Lewis, the Chief of the Defence Force, General David Hurley, and I released the comprehensive Defence response to the Reviews: *Pathway to Change: Evolving Defence Culture*.

The *Pathway to Change* outlines how the recommendations of the reviews will be implemented consistent with the wider Defence reform programme.

*Pathway to Change* also builds on the institutional and personal accountability reforms in Defence to implement the Review of the Defence Accountability Framework (the Black Review) announced in August 2011.

The Black Review was the first comprehensive review to examine personal and institutional accountability in Defence as a whole.

Implementation of the *Pathway to Change* covers a series of systemic changes, as well as more immediate and specific initiatives. This includes:

- Increasing diversity within leadership groups;
- Fully implementing reforms at the Australian Defence Force Academy (ADFA) to address safety and behaviour issues at ADFA; and
- Applying principles of the ADFA reforms to all new starter training institutes across Defence.

*Pathway to Change* contains 15 key actions to implement cultural change in Defence, which are being implemented.

These are supported through the implementation of 160 recommendations and advice from the culture reviews and other reforms in *Pathway to Change* including the recommendations from Broderick Phase 2 Report. All of these recommendations were agreed or agreed in principle.

Most of the key actions and review recommendations are far-reaching actions that will take two years to fully implement and several more years for their impacts to be institutionalised.

The approach being taken to implement *Pathway to Change* includes the delivery of a five-year program of cultural reform and reinforcement in Defence. The program includes a detailed implementation strategy, a formal reporting regime and an evaluation framework to measure change.

At the first anniversary of the release of *Pathway to Change*, 48 of the recommendations have been completed.

These include:

- plain language ‘fact’ sheets on the redress of grievance process have been produced (Earley – Recommendation 2);
- the Director of Military Prosecutions has considered changes to policy to require consultation with a victim prior to any

relevant prosecution decision (Earley – Recommendation 31);

- ADFA has developed and articulated a clear statement about diversity, inclusion and gender equality (Broderick Phase 1 – Recommendation 6);
- ADFA is now teaching equity and diversity separately from complaints procedures and as core values underpinning ethical leadership (Broderick Phase 1 – Recommendations 7 and 8);
- ADFA has strengthened the capacity of its Equity Advisers’ Network and embedded Equity and Diversity in all policies and practices (Broderick Phase 1 – Recommendations 9 and 10);
- Residential Support Officers have been appointed to each first year Division who live in the residential block to provide after hours supervision (Broderick Phase 1 – Recommendation 20);
- ADFA has established a 24 hour, seven day, hotline for all cadets, staff, families and sponsor families (Broderick Phase 1 – Recommendation 24);
- ADFA has developed a database relating to individual complaints and this is regularly reviewed by the Commandant (Broderick Phase 1 - Recommendations 27 and 28);
- ADFA Midshipmen and Cadets have been provided details of a range of support options regarding health and wellbeing, sexual or personal abuse and violence and ADFA has developed links with external support services (Broderick Phase 1 – Recommendation 31);
- the Secretary and CDF have issued a Diversity Statement and appointed a Diversity Champion (McGregor – Recommendation 1.2);
- women are now members of all of Defence’s most senior committees (McGregor – Recommendation 1.5);

- the Chiefs of Services Committee (COSC) has issued a Foundation Statement underpinning its support for the implementation of the Broderick Phase 2 Report (Broderick Phase 2 – Recommendation 1);
- a Sexual Misconduct Prevention and Response Office (SeMPRO) is substantially established (Broderick Phase 2 – Recommendation 18);
- amendments to Defence Personnel Regulations for the inclusion of fit and proper person or good character consideration aligning the termination reasons for officers and enlisted members (Broderick Phase 2 – Recommendation 20); and
- amendment to Defence Instruction was made to include the reasons for a delegate to waiver Initial Military Period of Service or a Return of Service Obligation for members who reported sexual assault, sexual harassment or other significant workplace harassment (Broderick Phase 2 – Recommendation 21).

The remaining recommendations are being actively implemented, with Defence on track to implement the five-year program of cultural reform.

### Parliamentary oversight

Ongoing implementation of all of the *Pathway to Change* reforms is critical to ensuring that Defence’s culture meets modern day standards.

As the *Pathway to Change* document states, the suite of reviews remind us that “we need to ensure our people demonstrate exemplary behaviour commensurate with the nation’s expectations, in and out of uniform, on and off duty”.

To ensure that ongoing implementation of these essential reforms receives the highest levels of oversight, Defence will provide, through the Minister for Defence, an Annual Report to the Parliament on Defence’s implementation of the reform program.

### Conclusion

As the *Pathway to Change* states, Defence must be ‘*trusted to defend, proven to deliver and respectful always*’.

A robust and agile Defence organisation will depend on every person in it having the opportunity to contribute fully. A key strength of the Australian Defence Organisation of the future will be the quality, the calibre and the diversity of the people leading it and working in it.

This is why Defence Institutional Reform and Culture will be a key theme of the 2013 Defence White Paper to be released in the second quarter of this year.

It will embed the ongoing reform program in Defence policy to ensure that Defence culture is in line with modern Australian community expectations and standards. But institutionalising this reform will take more than setting down policy in the White Paper. Cultural reform in Defence will require ongoing individual and organisational commitment and effort into the future. I thank you for your contribution to this by your attendance here today.

### Biography:



**The Hon. Stephen Smith MP**, Minister for Defence was sworn in as Minister for Defence on 14 September 2010. Prior to that, he was the Minister for Foreign Affairs and Trade. He has been the Federal Member for Perth since March 1993 and has held a range of Shadow Ministerial positions.



## Gender in Defence and Security Leadership: Opening Address

**The Honourable Warren Snowdon MP, Minister for Defence Science and Personnel**

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Firstly, I wish to say good morning to everyone – distinguished speakers and guests and those that make up the interested/engaged community. I thank you for the opportunity to be here. I also wish to acknowledge the traditional owners of this wonderful part of the world. You'll be aware - those of you who read the local newspapers - that it is the Centenary of laying Canberra's Foundation Stone. I don't claim any special association to that, although my grandparents were present on the occasion, but you earlier had Aunt Jannette Phillips speaking on behalf of the Ngunnawal people explaining the community significance of that milestone. I've a prepared speech here which is all right, but I'm not sure it's what I want to say right now.

When I was first appointed to the position of Minister for Defence Science and Personnel

in 2007, one of the first things I and the staff in that area started to think about was gender equality and the role of women, not only in the ADF but across the board of the Australian Public Service. We looked at the way in which women were being treated, both in terms of their employment categories, and the jobs that were available to them. We came to the conclusion in the office that some significant changes were needed.

So in 2008, we embarked on a series of roundtable dialogues across the country - 17 of them - talking to women in defence and especially women in uniform, about their view of the Defence Force, about their view of the workplace, about their view of their lives generally in the defence community. It was a salutary exercise, from my point of view, and very educative. These roundtable dialogues were well attended and held in all major cities and regional areas across the country.

We in Defence learnt a great deal, and as a consequence this led to the establishment by the then Chief of the Defence Force of a Women's Reference Group to advise him and the senior leadership on issues to do with women in defence.

During 2008 I had an interesting opportunity to be at HMAS Cerberus for a graduation; and with other senior leadership people present we discussed how the Services could open up all trades in the Defence Force to women. At this particular HMAS Cerberus graduation ceremony the top graduate was a young female sailor. And I went up to her at the end of the graduation ceremony to congratulate her and asked her what trade she wanted to be in. She could have chosen one of 200 or more. She said: "I want to be a clearance diver, but I know that's not open to me". I

said: “But wait, because I think that will happen.” Since then we’ve seen a huge amount of work done by the Senior Defence leadership across both the civilian side but especially in the three Services, to open up previously male only categories of employment to women.

Now, 2007 and 2008, you may recall, or you may not recall, was a period when we had difficulty recruiting people; and I approached this partly from a recruitment angle. In the period leading up the Global Financial Crisis, our separation rates were high and our recruitment levels were low. To many of us, it seemed blatantly obvious that if you ignore 50% of the available working population, you’re doing yourself a disservice. So, what we needed to do was actually address that inequity and say that we needed to attract the best of people from across the workforce, from across the community, from across the population without gender bias. We needed a vehicle, a mechanism, through which we could attract more women into the defence community.

Interestingly, I wasn’t aware when I first started this job that the DSTO had been working on physical employment standards with the University of Wollongong. But on learning that, I started to think, well, how does this work? And a little while later I saw that this work between DSTO and the University of Wollongong actually changed the way Defence does business. In his context, I want to pay a significant tribute to the defence leadership because I know we’ve had a lot of negative and bad press over a number of issues over the last couple of years, not the least of which has been some pretty average behaviour by a few people. And, despite that bad press, change has come about because of the drive of the leadership - that has made a really significant difference to the world of the defence community.

Now, we understand it’s all about cultural change. We all know that. But if you think about where we’ve come from, over the last little while, then you have to say, we’ve made

tremendous strides. We now have the development of an ADF Recruitment of Women Strategy, a significant advancement from where we were. We now have the development of an Army Flexible Work Program. We now have flexibility with paid parental leave. We’ve made changes to ADF Carer’s Leave from five to ten days a year, and introduced the availability of childcare services for defence families, and also the defence family helpline.

These are significant changes and, despite the budget pressures we’ve had to accommodate, these changes occurred. They have made a significant and material difference to our capacity to attract women into the defence force and keep them there.

I met a young woman yesterday on HMAS Melbourne, a senior sailor. I asked her: “Why are you doing this job? Why are you here?” And she said: “Well, actually, I was previously in the Navy. I was in the Navy for nine years; I left and had a child five years ago, and now I’m back in the Navy”. Well, that, I think, is a really good message.

When we started this discussion about opening up all trades to women, for eliminating gender bias in our selection processes, to providing for ability as the basis of selection including both a physical capacity to do the work that is required for that particular job and an aptitude, there was a view, amongst some - not a view I accepted, by the way - that we’d get a really negative reaction from the broader community. The idea of having women in combat would be something which would be opposed by the general community. So I started socialising it through RSL conferences, expecting a negative reaction. It never came.

Well before the announcements were made about women in combat and the roles being open to women, we’d been having these discussions with the broader defence community. I wasn’t surprised, at the end when the announcement was made, that there was very little community opposition.

Where has all this change led us? It's led us to the point now where we have physical employment standards applying across the board for the combat trades and soon it will be for all the trades. I was at one brigade a fortnight ago, and noted the existence of physical training sessions three times a week: normal PT Monday and Wednesday with PES training on Friday morning. The Army is training its people for their work, their jobs. When you think about it, there are a lot of people who might have thought at the beginning that this is all about some way of masquerading or disguising the fact we didn't want women to get into these jobs. The fact is that, with physical employment standards, many men won't get the jobs because they won't be able to pass the physical employment standards tests. A lot of women will.

I got an email towards the end of last year from a Year 10 student in Darwin. That Year 10 student wrote me a congratulatory email saying, "Congratulations on the decision - and I'm summarising - to open up all trades to women". I was in Darwin three or four weeks ago at an event on the anniversary of the bombing of Darwin on 19th February. This young woman came up to me and introduced herself as the one who had sent me that email. So I thanked her for the email and asked: "What are you hoping to do when you finish high school?" She replied, she wanted to become an infantry officer. Now she isn't very tall, and as we know that infantry work is tough and demands a lot of physical strength. But I encouraged her and I introduced her to the Commander of 1 Brigade and we'll see what happens.

But she's now in Year 11, and what I know is that this young woman is driven. Part of what she does is raise money for charity. She's riding a pushbike from Darwin to Alice Springs. That's 1,500 kilometres. She's driven and if she decides she wants to be an infantry officer she'll get there. Just as I know that the young woman who I met at Cerberus in 2008: if she now decides she wants to be a

clearance diver, she can get there. And that, ladies and gentlemen, is what it's about - opening up all opportunities for everyone in the community.

I've said enough. I again thank you for your presence and participation in this Conference. I'm sure that what'll come out over these next two days will be informative and inspiring, and I'm sure it will assist us to develop further our policies on gender equity and the Australian Defence Force and the wider Defence Organisation.

#### Biography:



**Minister Warren Snowdon MP** is the Federal member for Lingiari (from 1998 to the present), previously member for Northern Territory (1987 to 1996). Following the 2010 election, he was appointed Minister for Veterans' Affairs, Minister for Defence Science and Personnel and Minister for Indigenous Health.





## Gender in Defence and Security Leadership Conference: The Defence Challenge – A Vision for the Future

**General David Hurley AC DSC, Chief of the Defence Force**



Peter, thank you very much for the warm welcome. We've been through the list of distinguished guests this morning, so I won't repeat that, but could I just say how pleased and delighted I am that so many accepted our invitation to attend what I think is a very important two days for the Australian Defence Force, and indeed, for the Department of Defence.

As has been stated, we're one year into the implementation of the *Pathway to Change* program, but that program obviously wasn't born a year ago. Its roots are long and deep over at least the last decade. And as Anna has mentioned this morning, these are slow gestations, and they build up, and there have been many themes running together. There was a catalyst that brought *Pathway to Change* into effect, but many of the themes, ideas, had already been in play.

And again, as Anna said, though, we can't let history just meander and take its course. If you look, statistically, where the ADF has been and the number of women in the ADF over the last decade or 20 years or so, even longer, we have not moved very far. And if we were to let the weight of gravity take us to where we want to be, then it would... Frankly we need a Newtonian moment for someone to say, hey, this is not working, and we need to change the way we're doing things. And I think that's where we're at the present time. So I look forward to the conversations over the next couple of days, and I hope you notice that in the mix of people that are here across the services, the APS, other agencies, we have a variety of age groups, because we are not just talking about what we do in our term of office today. We are really talking about the ADF of the next decade and the decades beyond, and those future leaders, some of whom are represented here in the room today, have the responsibility to continue what has already been commenced.

Before I start on my speech, I'd like to play a scene setter that Peter has referred to that occurred at Senate Estimates, very unrehearsed, this year - most things at Senate Estimates are unrehearsed - where the three Service Chiefs and I happened to be at the table at the same time, and the issue of women in combat and our position about the role of women in the ADF was being discussed. I think, for the junior people here who may not have seen that at the time: (a), you get to experience what Senate Estimates is about; (b), that will warn you not to go there in the future - there are certain aspirations in your life you should avoid; and (c), where we are at the present day.

So let's see that video, please.<sup>2</sup>

<sup>2</sup> CDF here played a short video of his appearance (and that of the three Service Chiefs) appearing before the Senate Estimates Committee. This video is available from the Defence website.

So as I say, completely unrehearsed and being asked to explain where we are today, and I think that shows that across the board, the services and the senior leadership are very much committed to where we want to drive the ADF. As your CDF, those who report to me, let me just say right from the start, I'm 100% committed to ensuring that the Australian Defence Force demonstrates the attitudes and takes the actions necessary to achieve a workforce that better represents contemporary Australian society while enhancing our ability achieve our capability objectives. These are not mutually exclusive objectives. This is not about lifting the number of women to make a political point or to be politically correct and then trying to preserve our combat capability on the side. The two must run together and will run together. We'll be a better organisation, we'll be more capable if we have women appropriately represented in the ADF.

Now, the ADF today has a very different demographic to when I first joined the army more than 40 years ago. When I was a junior officer in the 1970s - early 1970s, I must admit - more than a few eyebrows were raised in my battalion, the 1<sup>st</sup> Battalion, when two female clerks were posted into the battalion headquarters. This was unheard of. Women actually served in a separate part of the Army, the Women's Royal Australian Army Corps. And they wore distinctly different uniforms. They were separate and they were different, and I do recall a fashion parade in Victoria Barracks in Sydney, which I wasn't invited to, I was too junior, when new WRAAC uniforms were modeled by professional models. So we didn't even allow our own women to model the uniforms, we got the professionals in. In 2013, following the removal last year of the remaining gender restrictions on the employment of women in the ADF, women now have the opportunity to work in any position they choose to in the Defence Force. And the critical part of this message is this - I don't expect that we'll get a flood of women into all these different organisations to start with. This might grow in time and we'll sow the seeds. But the most important thing here in terms of success is not numbers. It is that any woman, any male or person who walks into the doors of a recruiting office for the Australian Defence Force can walk

up and say, I want to do that job, and if I'm good enough, I can do it. That's the test. It is open to all. Now, we shouldn't be surprised that we've arrived at this point. Women in the ADF have been deployed in all our operational theatres, appointed to command positions and promoted to star rank for more than a decade. They serve as commanding officers of major warships, Air Force squadrons and Army units, and they fill executive appointments across our organisation. The Chief of Navy would point out, for example, that during our initial operation in East Timor, a ship commanded by a woman received a meritorious unit citation. We have not celebrated this progress and achievement enough as an organisation, and nor has this achievement been properly recognised outside Defence.

One of my objectives for this conference is for us to recognise this achievement but not rest on our laurels. And our laurels are only tiny at the present time. And as an objective, to determine how we inform, reinforce and build on our achievements. The changes we have made are both necessary and valuable. To sustain a viable workforce, we cannot simply ignore half of the nation's talent pool, and you'll hear that message constantly and consistently. I see diversity and inclusion as crucial elements of the ADF's continued ability to operate at its potential. Over the course of my military career, I've been fortunate to work with many highly intelligent, highly skilled and highly capable women. And in my own office today, for example, 43% of my staff are women. In 2010, they outnumbered the men two to one. These women come from diverse backgrounds with a range of professional experiences and skills. Some are mothers with caring responsibilities, who have demonstrated that the roles of mother and employee are not mutually exclusive. Likewise, the role of parent and carer is not exclusively a female domain. We all, men and women, struggle to achieve a sustainable work-life balance, and one of our objectives must be to improve the way we allow people to achieve that balance.

Now, I've said on a number of occasions that it's not difficult to achieve a work-life balance in the ADF. Before you join the ADF, you have a life. You work selflessly and tirelessly during your

time in service, and when you retire, you get back your life. Now, you just have a take a macro, long-term view. Okay, but that of course is fairly much a simplistic way of saying that many of the formal structures and measures that existed and still exist in the ADF make it difficult to meet the needs of Defence and individuals. They are also indirectly responsible for discriminating against a portion of our population with caring responsibilities. Traditionally, these rigid conventions have predominantly affected women, and in many cases, limited their ability to reach their full career potential.

In 2013, we recognise that if the ADF is to attract and retain the best people in an increasingly competitive job market, we must continue to adapt to meet our employees' evolving expectations. We must ensure we have flexible working arrangements and appropriate support mechanisms to ensure everyone in the ADF has the same opportunity to pursue a rewarding and enduring military career. The Vice Chief of the Defence Force, the Service Chiefs, the Chiefs of Joint Operations, the Chief of Capability Development Group, what we know colloquially as the P7, and the Defence leadership share this view and support action towards greater equality, diversity and inclusion in Defence. And our attempt to achieve this situation or this condition should invite debate.

Another objective for the conference should be either formal or informal discussion, for example on the views put forward by Anne-Marie Slaughter in her article entitled, *Why Women Still Can't Have it All*, which appeared in the Atlantic magazine last year. And allow me to quote from her "A rude epiphany hit me soon after I got there - into government service. When people ask why I had left government, I explained that I'd come home, not only because of Princeton's rules of after two years' leave you lose your tenure, but also because of my desire to be with my family and my conclusion that juggling high-level government work with the needs of two teenage boys was not possible. But I routinely got reactions from other women my age or older that ranged from disappointed - 'it's a pity that you had to leave Washington' - to condescending - 'I wouldn't generalise your experience'".

I've never had to compromise and my kids turned out great. The first set of reactions, with the underlying assumption that my choice was somehow sad and unfortunate, was irksome enough, but it was the second set of reactions - those implying that my parenting and/or my commitment to my profession were somehow substandard, that triggered a blind fury. Suddenly, finally, the penny dropped. All my life, I'd been on the other side of this exchange. I'd been the woman smiling the faintly superior smile while another woman told me she had decided to take some time out to pursue a less competitive career track so she could spend more time with her family. I'd been the woman congratulating herself on her unswerving commitment to the feminist cause, chatting smugly with her dwindling number of college or law school friends who had reached and maintained their place in the highest rungs of their profession. I'd been the one telling young women at my lectures that you can have it all and do it all regardless of what field you are in, which means I'd been part, albeit unwittingly, of making millions of women feel that they are to blame if they cannot manage to rise to the top of the ladder as fast as men and also have a family and an active home life - and in parentheses - and be thin and beautiful to boot.

Then her challenge - if we truly believe in equal opportunity for all women, here's what has to change. Now, I won't argue her case to you today, but I commend the article to you. It is a very timely, I think, and sage exposition of the position we, and I think senior leadership women in our organisation face, and lays out things we should at least think about in our organisation to pave the way for the younger men and women in our organisation, because she is inclusive of men and enlisting their help to make these changes happen. Now, we know, men that this will not happen if you do not play your role.

We must also answer another question. When all is said and done, the ADF must be able to conduct operations and be successful across the spectrum of operations. As the ADF seeks to increase the number of women serving in the ADF, what is the appropriate target? Is it 50/50? Is it 60% women, 40% men? Is it the other way around? Is there a mix of men and women

between combat and non-combat elements of our force that optimises the force? I don't think we know that answer, and before we proceed too far, we need to know that. I think that we need to undertake much more modelling of our workforce to inform this discussion. Carmel, over to you.

Now, last week, the Chief of Army, General David Morrison, delivered an address to the United Nations International Women's Day Conference in New York alongside Federal Sex Discrimination Commissioner Elizabeth Broderick. The Chief of Army has become one of the Sex Discrimination Office's Male Champions of Change. Like all the senior ADF leadership, General Morrison has dedicated his tenure to ensuring the participation and representation of women in their service and in creating lasting cultural change. And indeed, within the department, Dr Alex Zelinsky, head of the DSTO, the Chief Defence Scientist, is our Male Champion for Change.

The key to success in this endeavour will be engaging with our women to understand their needs and to ensuring that the men in our organisation are accepting and supportive as we move to address those needs. These needs apply not only to servicewomen but to ADF families. Ideas such as exploring childcare options to develop a model that better caters to a military family's unique requirements, allowing members to purchase additional leave or share leave between service couples, or reviewing our service residences to offer an extra bedroom for a full-time carer all need to be considered. These particular initiatives emerged from the Army's Women's Forum, that the Chief of Army referred to in the video, but apply equally across the services and the sexes. This is exactly the kind of innovative thinking and family-friendly thinking we need to adopt for the future. By challenging the obstacles that currently inhibit women in their career progression, we will increase the talent pool of suitably qualified women who are eligible for higher-level appointments.

Let me just digress there and pick up a point that Anna Bligh raised this morning about targets, quotas, acceleration and so forth. This is an issue that men in the organisation would probably

raise. I mean, why are we taking this action? Let me try to find another analogy. When we're in operations, we need a new bit of kit, we go out and we do an urgent operational requirement request. We move away from any sense of tender in most occasions, and we buy the best bit of kit, sole source, that we can do on the day. In a sense, we do discriminate, and we are in that situation right now in creating critical mass in our organisation so women have both role models and opportunities. As I said before, if we allow gravity to get us to the endpoint, we will not get there in any of our lifetimes. We need to be active to change.

We are also currently examining part-time or remote access to key promotion courses, increased flexibility in meeting key career milestones, and greater access to part-time or flexible work arrangements. Now, Minister Snowdon spoke about the removal of gender restrictions for combat roles, and offered some, I think, examples about what we can do in this area.



I look forward to hearing the stories of a number of women who will present today, both from Australia and from like organisations - and it's important that they're like organisations, so that the messages can resonate - over the next two days. I think they add enormously to us. We are not alone on this. Some of our militaries are ahead of us, some are lagging in some areas, we need to share these ideas and experiences. It is no accident that this conference was scheduled a few days after International Women's Day.

Coincidentally, as it's been mentioned, this has also marked one year since we released the *Pathway to Change*, our strategy for implementing cultural reform.

And I'm pleased to say that we as an organisation are making tangible, measurable progress. Of the 160 recommendations out of seven reviews put forward, we've closed out 48, another 110 are underway, and if you do the maths, there's some missing, but they are dependent on some of the earlier recommendations being put in place. We do recognise that change takes time, but we don't have too much time, and the challenge for us over the next 12 months is to maintain the momentum so that we can continue to build a culture that gives confidence to the Australian people and creates a workforce that generally reflects the community it serves. And we must also be more vocal in telling our story.

This month, the Australian Human Rights Commission is expected to complete its first audit to track our progress following the release of the Broderick Review into the treatment of women at ADFA. In less than 18 months, we have strengthened our equity and diversity training programs at ADFA, and more than doubled the number of trained equity advisors on the campus to 40. These measures complement other program such an improved security and greater access to support services, including emergency support, counselling and health services. More broadly and I think significantly in the ADF, we have established an agency, the Sexual Misconduct Prevention and Response Office, or SeMPRO, that is dedicated to responding to incidents of sexual misconduct, especially through support to victims, and providing education about the prevention of sexual misconduct and assault. As I said at the start of my address, I have a vested interest and 100% commitment to pursuing gender equality. But my vested interest is also personal.

I am the Commander of the ADF, but like many of you here, I have a second job, probably the most important job, and that is being a parent. As the father of three capable and independent young

adults, including two daughters, I would like to think that all three have the same opportunity to succeed in their chosen endeavour if they work hard, put their talents to their job and pursue their goals. I'm an optimist by nature, and I believe the change we seek as an organisation is achievable. Generation Z - or zee for our North American friends - who are currently entering the workforce, have grown up with new family dynamics. Single parent or same-sex households are not uncommon in modern Australia, and just as Generation Z's understanding of family has changed, so too has the role of their mothers.

More women are working outside the home than ever before, and we should expect this next generation of employees to have a more tolerant view of diversity and equality, based on their own role models and experience as they grew up. Gender equality is only the start of a much broader cultural shift towards increased diversity and inclusion. I recognise again that cultural change takes time, but we are on a positive track. At its heart, cultural change is about respect and behaviours towards Defence and its institutions, and, critically, towards each other. Simply put, we must be just, inclusive and fair-minded. I want the Australian Defence Force to be recognised as an employer of choice, a fair, just and inclusive organisation that sets the benchmark for other employers and everyone at every level has an active role to play in living Defence values and meeting this intent.

#### Biography:



**General Hurley** graduated from the Royal Military College, Duntroon in 1975. In 1989 General Hurley served as the Mechanised Infantry Adviser, Australian Army Project Team, Malaysia. As a Lieutenant Colonel he assumed command of 1 RAR during Operation SOLACE (Somalia) in 1993. He was promoted to Brigadier in January 1999 and assumed command of the 1st Brigade in Darwin. He has served as the Director General Land Development, Head Capability Systems and Land Commander Australia. He was appointed to post of Vice Chief of the Defence Force in July 2008. He was promoted to General and assumed his current appointment as the Chief of the Defence Force on 04 July 2011.





## Gender in Defence and Security Leadership: Changing the paradigm – Gender as a capability issue

**Admiral Mark E Ferguson III**, Vice Chief of Naval Operations, United States Navy



General Hurley, Defence Secretary Richardson, Members of Parliament, distinguished guests, ladies and gentlemen. Good morning and thank you for this terrific and wonderful opportunity to participate in this conference. I'm most appreciative of your wonderful hospitality here in Canberra and I'm confident that this conference will be of mutual benefit to both our armed services on this important journey. I use the term journey because we have been on an evolutionary path since the Navy established the first official cadre of women in 1908 with the Navy Nurse Corps.

Let me begin with some observations. This is fundamentally about leadership, it's about leaders saying what's possible, because at every step in our journey it was the actions of leaders who broke through the next barrier in gender integration. It's about asking, how do we get the best talent to build our force for the future? It is about understanding the challenge of pace in change as well as the risk to mission and the risk to force in this evolution.

For us, we started with a simple question, in the Navy, how do we shift in retaining our personnel with the choice of Navy or family and shifting it

to Navy and family? My small part in this story began in the mid-1970s when I entered the Naval Academy; over my 39 years of service I've seen a major paradigm shift in the assignment, integration and treatment of women in the service.

From my perspective there were three phases in this journey and the accompanying culture change; the pioneer phase; building the base; and winning the battle for talent. Over time as we moved through these phases, women moved from the periphery, mainly support roles, to being integrated throughout all elements of the service. What I've learned is that deliberate action with appropriate pacing is necessary in our profession to achieve success but it's not sufficient; leadership has to spark the transition, acting to remove barriers and change the culture, more often than not it is leadership outside the service that has to drive the change.

### Culture Change Phase 1: The Pioneers Phase



So let's talk about these phases. As you see in this slide, the pioneer phase in our Navy's history was characterised by women on the periphery; small in number compared to the overall size of the force, largely filling support type roles, nurses, administrative specialists or

Yeomanettes, as we called them, in the bottom centre; or, in World War II, the Auxiliary Forces, the WAVES, women enabling men to go off to war as they worked on the aircraft or ferried aircraft or worked in factories.

Women who joined in this period were trailblazers, they had energy, drive and a heart to serve. Some were quite exceptional, like Grace Hopper, on the lower left, a computer scientist and the inventor of the first compiler program, but they weren't central to our mission and the culture, they were talent on the periphery.

During this period President Truman signed into the First Law institutionalising the role of women in active and reserve forces; this combat exclusion law, modified several times since 1948, restricted women from assignment to combat units; for the Navy that meant ships, submarines, aviation squadrons, special operations. This was the law of the land when I joined as a midshipman at the Naval Academy in 1984. At the centre of the previous slide is what the Navy looked like when I joined, pretty homogenous.

It was into this environment that Congress approved in 1975 *The Integration of Women* law at the service academies. The spark for this change was the leadership of our legislature, our Congress, and the wife of the President, the Times Magazine Woman of the Year in 1975, Betty Ford, and others like them who relentlessly pushed for equal rights for women; Congress approved the law enabling women to enter the service academies that October in 1975.

On the day that announcement was made I was a midshipman, a very young midshipman in Annapolis and many young midshipmen stood and booed when that announcement was made because this directly attacked the prevailing culture of the day; it challenged how we do things and how we do not; who we admit to the team and who we do not; and how we reward leaders and mint the next generation; the fundamental elements of the culture.

300 women, pictured in the lower right of the slide, at Annapolis, entered the three service academies at a ratio of about 40 to 1. Most graduated from Annapolis in the staff support roles, none into the operational forces unless they requested; most of them did not. Across the military women were few in number and not integrated into the mainstream of the force. Institutional barriers in this period were high, there was no critical mass of women, there was no full integration, there was a different risk and reward system for male and female service members.

No senior mentors were there to enable the transition and programs that integrated women were treated as unique, requiring special adjustments, and so it increased scepticism and resentment of the seriousness of the Force in doing this integration.

We addressed it by establishing an Office of Women's Policy, central to the Chief, in 1979, in order to address or begin to address the cultural barriers, but the entry to Annapolis and the other service academies represented the first step in transition to broader acceptance and this small but incredibly courageous group of women who were serving up to that point were really trailblazers, but again, you have to sustain the momentum and move from pioneers to more permanent representation.

### **Culture Change Phase 2: Building the Base**

Congress again sparked a transition by lifting the combat exclusion law in 1993 and our Chief of Naval Operations immediately mandated women graduating from Annapolis would serve in the combat arms (air/surface), and would no longer have the option to select the restricted line if they were physically qualified.

At this point we began to move into the phase I call building the base, and it had been about one generation, 18 years, since the introduction of women at the service academies. In this phase women were able to serve in all ratings, all but special forces and submarines, and most had the same options as men. This was the first time that



we really had to grapple with the differences between men and women across the broader force, for example habitability configuration on ships, uniforms, pregnancy leave, child care and physical standards.

Whereas before we could finesse it in addressing the elements of our culture while women served on the periphery, now we had to confront those culture elements and address them. The question of gender norm standards versus work standards, for example, immediately came to the fore when looking at standards for work. In this period we modified, changed or adapted dozens of policies and reviewed the elements of our culture to achieve this integration.

We realised through our planning and subsequent pacing of integration that we would have to balance this culture change with the rest of the mission. We had to ensure we recruited a critical mass at the very start. Today we are recruiting over 20% women. Beyond recruiting critical mass, though, you have to start to build and develop women's professional credentials.

At this point in 1993 I now reported as the Commanding Officer of a newly constructed destroyer which had been built from the keel up to integrate women, with all the new habitability modifications. Again, the lesson came through, it's about leadership, and you have to set the tone at the top for a responsible and professional work environment. That means defining acceptable behaviour that ensures a professional workplace, understanding that you are dealing with young people at the very start of their professional careers, many just out of high school, some who had never had to take orders or direction from a woman in their life.

As leaders, you must understand the power of creating a context for behavior and ensure the change that leads to integration is successful. What signals is your organisation sending that either gives permission for behaviours to happen or not happen, that signals acceptance or non-acceptance? These things are a leadership priority in setting that culture. You have to remember that women want to be integrated

seamlessly, as all do when they join the service, into the team.

I remember sitting on the bridge wing of my ship one day while we were in port and I was watching the Deck Division's morning quarters on the foc's'le. They were an integrated group and I noticed after the day's assignments were handed out, the women gathered and marched off back inside the ship. The men stayed outside and began work. I called the Chief Boatswain and said, "What's going on? Why are the women back inside the ship?" He said, "Well, we're giving the women the inside work and the men get to do the outside work." Little, subtle signals in the culture are important. In this case I had to say, "no, you all do all the work and are integrated seamlessly." You have to reward success and adult behaviour and ensure that the standard is clear. My integrated crew at that time was a better crew, more professional, better behaved, with better attention to detail than the all-male crews of my previous experience.

During this phase we pushed the envelope on assignment opportunities for women right from the start. When women saw increased opportunities to serve it resulted in more women wanting to join and take advantage of those opportunities, allowing us to build the base. Through this period we grew professional credentialing and experience, for in our business there's no substitute for professional experience at sea and it takes time so that you don't risk the mission.

Role models are essential as an inspiration for others to join and validation that our organisation was seeking the best and rewarding the best. Later today you'll hear one of those role models speak, Admiral Nora Tyson, who commanded the Bush Strike Group. She was the first female flight officer to command a carrier strike group, but she wasn't the first woman to command a strike group. We've had four women command them and as they came through this period, career flexibility and assignments and giving them opportunities was essential to growing them towards the goal of major operational command.

We currently have 36 female flight officers and 56 command master chiefs on our ships and installations. We have 11 women in command of combatants and 33 more waiting to go as commanders of combatants, most of them are mothers that are serving and just waiting for their chance to go to sea. During this period we realised that we would have to acknowledge our organisation's responsibility in building the base and acknowledging gender differences while sustaining equality of opportunity. We found critical mass was essential. As a result, we conducted research through Dr Alice Crawford at the Naval Postgraduate School who looked at reasons women stay. Her findings were that for women their retention is not about financial rewards, it is about the team, it is about appreciation of effort, it is about mentorship and leadership.

We also found that we had to create organisations for mentoring outside of the service. One example for the US Navy is the Sea Service Leadership Association, run by women for women across all the services that meet and develop issues and then present them to the services for us to work through. The power of example cannot be underestimated. There is a wonderful story from a female Admiral who said that she walked down the pier in one of our large naval bases and she said young women came running off the pier to meet her. They said they had never seen a female admiral with a warfare pin, as an example - very powerful. And you've heard some of the other programs that we've adopted in our work such as sabbatical programs, operational deferments, single parent programs. What surprised us is that the majority of our single parents in our services are men and so these opportunities and programs are truly gender neutral.

The crossing the Rubicon moment for an organisation occurs when you have to weigh the opportunity cost of recruiting and retaining an individual. It takes 20 years or more to grow an Air Wing Commander – we can't hire them off the street. This is a fundamental element of retention, as you see pictured on the slide. Let me point out some of the people on this slide.



In the upper right in the flight gear, that's Sarah Joyner, a mother and an F/A-18 Hornet pilot who's Commanding Officer of the air wing on board the USS Harry S Truman right now. Upper right is Nora Tyson as she had command of the Bush strike group. In the lower right you'll see one of our Command Master Chiefs, it takes about 20 years to grow a master chief petty officer. Vice Admiral Pottinger is also on the lower right. On the extreme lower left is Vice Admiral Robin Braun, who's the Chief of our Reserves. Vice Admiral Braun has a career as a pilot flying both in the Navy and also for FedEx on the outside. Kate Gregory who's now the Head Seabee or Head Combat Engineer for our Navy, a two star Admiral, who came up through the engineering track with much operational experience. In the upper left you've got Vice Admiral Michelle Howard who commanded the strike group that rescued the captain of the Maersk-Alabama. Then finally, a personal favourite of mine, Commander Jen Ellinger, who was my navigator when I was in command of the USS BENFOLD. She just recently completed command of her own destroyer.

### **Culture Change Phase 3: Winning the Battle for Talent**

So we begin to ask ourselves, what does success look like? What does it mean to be successful? And that's really about winning the battle for talent. You get the highest quality people, you recruit them and retain them and you open the career fields based on gender-neutral standards.

For the US this phase was marked by the recent action by our former Secretary of Defence, Leon Panetta, to lift the final restrictions on integrating women into ground combat units.

Today, 88% of the positions in the USN Navy are open to women. The remaining 12% for final integration are with Special Forces, our Special Forces combat crewmen, the Riverine and the Marine Ground Combat Units. We're taking the appropriate steps to integrate these final positions and we're looking at pacing the integration, again, examining risk to mission versus risk to force and considering costs in the price of that change. We are also ensuring that we have appropriate leadership and mentoring for those women as they enter the force. We expect to announce gender-neutral physical standards by January 2016, when these last billets are going to be opened.

But the decision by our senior leadership completely shifted the dialogue in that it directed the Services to determine how to enable gender equality and full integration across the full spectrum, rather than whether to do so. We have a glimpse of what that success looks like. If you look at the upper left, we have a yearly process where we select four Sailors of the Year amongst our 300,000 sailors.



This slide shows our 2010 winners from Atlantic Fleet, Pacific Fleet, Shore and Reserve. For the first time in Navy history, all four selected in 2010 were women. They were selected by independent processes run by the Command Master Chiefs of our organisation. One comes

from Guyana, one from the United States, one from Ecuador. One is a medical technologist, one's a single mum, and one is a cryptologist. All were meritoriously promoted to Chief Petty Officer. That said, it takes time to get there and it takes a support structure to do it, but you start to see the success. You see one of our first women graduates of the Riverine Combat course with gender-neutral standards, in the upper right corner of the slide. In the center you see an example of our fully integrated carrier flight decks. On the lower left is the Chief Petty Officer Diver, fully rigged to complete her mission. On the lower right is the President, our Secretary of the Navy, Ray Mabus, who's a tireless champion of diversity inclusion and integration, and Secretary of Defence Panetta as they meet with the first women submarine officers.

This is truly about getting the highest quality personnel in your organisation and keeping them, it's not about having a woman pilot, but about having the best pilot. It means embracing gender diversity and diversity in all its forms because it builds both capacity and capability in the force. It's about acknowledging differences where they exist and where they matter, something as simple as modifying uniforms can be a terrific signal from the organisation that it appreciates and values women and their contribution to the force. It's about establishing gender-neutral standards where they have to be maintained, such as the physical standards to be a SEAL or special operator. Both of these can be done without sacrificing the mission. It's important to build the leadership support across the organisation, the middle management, the colonels, the lieutenant colonels, they have to support work-life integration in its forms – that will determine your success in retention.

For us the evidence is compelling: 58% of college graduates in the United States are women, over half the advanced degrees are earned by women, 70% of new workers entering the workforce in the United States are women and minorities; there is no turning back. Just like Cortés, this is our burning the ships moment and you have to do that in order to move forward.

We are still on our journey and I hope to learn some great lessons. We've learned some wonderful lessons from the Australians, our good friend and partner Admiral Griggs, thanks for sharing those over the years. You have many successes to be proud of in Australia. We're very pleased to be here and share that. We hope to gain from the conference insights that make us better and again, I want to thank you for your attention. I look forward to your questions and I truly appreciate the great focus that the Australian Defence Force has placed on this issue. It is important for all of us that serve in defence of our countries.

**Biography:**



**Admiral Ferguson** is the US Navy's Vice Chief of Naval Operations. He graduated from the U.S. Naval Academy in 1978 and became a surface warfare officer. He has served in afloat and staff assignments including command of the USS Benfold and Destroyer Squadron 18. He has served as Special Assistant to Supreme Allied Commander Europe in Belgium, and as the assistant commander, Navy Personnel Command, and was chief of naval personnel.



## Gender in Defence and Security Leadership: Opening Session – Panel Discussion

### Discussion moderated by Ms Wendy McCarthy AO



*The Moderator and Panelists were:*

*Ms Wendy McCarthy AO (WM)*

*Dennis Richardson AO (DR)*

*General David Hurley AC DSC (DH)*

*Admiral Mark Ferguson III (MF)*

WM Well, gentlemen, I'm one of the pioneers, building the base and following that regime, so being the oldest person here and being able to take a long view is a great advantage in trying to unravel and understand the experiences of General David Hurley and Admiral Mark Ferguson. And as a contemporary, I suppose, of Secretary Dennis Richardson, in a sort of a volatile political life. His was calmer than mine. I do welcome the opportunity to discuss with you some of the issues that you've raised. I think that what I saw as the commonalities, and I want to remind you just before I say that that this year's International Women's Day theme is Gender Agenda, Maintaining Momentum. Now, after 50 years of driving momentum, I'm getting a little bit grumpy about the rate of change, so I'm back here, pushing away. But I do want to say that what I saw as the commonalities was the importance of recruitment and retention, because so often, and I see this in all of the work that I do, running a mentoring business and various boards

that I chair, that we're so much better now at education of women, we're right out there performing. We're good girls, we've done what everyone said we should do - get our degrees, go to work. Somewhere about 10 years into the system, things start to change for us. It's not always about maternity, but some of it is, quite a lot of it is. And somehow or other, I see it particularly in professional practices, the 60% smart girl intake has become 10%, as low as 10% in many professional firms.

So I really applaud the strategies that you're trying to develop to retain talented women, talented people, but in this case we're talking about talented women.



I agree with you that inevitability does not work. I felt that. Everyone told me when I wanted a republic that it was inevitable, but it hasn't happened. And I remember when Aboriginal people were no longer counted as flora and fauna, which was only in the '60s, that everyone said it was inevitable. Someone had to make and take a bold stand, because the Defence Forces don't live in a social and cultural vacuum. And I did like your line, General Hurley, about the forces looking like the society they live in and they represent. It's a good thing for all organisations to

think that they should look like the communities they represent. And if they took that as their lead aim, some of the change may have been a lot less painful and faster.

But I'd like to ask each of you, and Dennis, I might start with you, because your voice hasn't been heard so far - what could success look like for you in your role as Secretary of the Department at the moment?

DR It would be changed attitudes right down through an organisation. I think a strategy is important, but relative to changing attitudes is fairly easy to put in place. I think structure is relatively easy to attitudes, but I think changing attitudes is really pretty tough.

WM And do you have a plan?

DR No, I don't. I've been in Defence since October of last year. That brings with it some pluses and also minuses. Unlike Admiral Ferguson and General Hurley, I haven't got the historical perspective that they have. I know that there's been enormous change, but I haven't experienced it. And when you come into an organisation, you don't necessarily immediately pick up on that history. However, your senses are very sharp - what you see, what you smell and what you taste - and the longer you're in an organisation, the duller those senses become.

And what you sense in Defence is the commitment by the leadership. There is no question of that. In fact, you feel the leadership, the leadership, I think, really feels it in a really big way. But changing attitudes is different. Last week, an email went around from someone from within the Defence organisation and it took issue with the Department advertising International Women's Day, and literally said, "What the hell has International Women's Day got to do with Defence?" Now, you don't go after someone like that. You don't sack someone who makes that comment. Sacking people doesn't change attitudes.

But how do you reach inside, how do you reach down and how do you get changes to attitudes? And that's something that I'm still grappling with, and I think probably both Admiral Ferguson

and General Hurley have worked in bigger organisations than what I have for longer, may have a better sense of how you reach down, how you touch the soul of people and how you start to encourage a change in attitude.



WM Thank you for that. I think both Admiral Ferguson and General Hurley said two things that resonated to me, and they resonated in a way that I felt I'd love everyone in Australia to be able to hear that. You both talked about the time and you both talked about the need to celebrate the kind of achievement that was happening. Because my guess would be, when I go and talk to another group, if I use this as an example, no-one would believe me.

There's a serious lack of credibility that you can have the sorts of behaviours that are on the front pages of media and on the television screens, and hear what solid experience and opportunities for change. So if you were to say, and I respect that, because proper process matters, that inevitability won't do it, so if you had a moment to say, when I could see something that indicated the change was not just agitated for at the bottom, processed at the top, but that great, big group in the middle actually believe you and believe it's possible? Why don't we start with you, General Hurley?

DH Yes, Wendy.

WM Is that a fair question?

DH No, I think it's a very fair question, because it's part and parcel of the question you asked Dennis as well, about what does success

look like. Let me be a bit long-winded, but three things for me - perceptions, both internally and externally to the organisation, that when people, particularly women, look at our organisation, and from outside, the general population, looks at our organisation from the outside, they know that it's an organisation that once you enter its doors, it cares for you, it looks after you, it respects you and you have equal opportunity to do what you want. That, to me, is really fundamental about how I want the Australian population to perceive this organisation. And the members inside it, critically.

In terms of behaviours within the organisation, male members in particular need to be accepting and really need to drive and champion this, because we've still got to get that down, I think, through many levels in the organisation, but they must understand they're not the big brother in this, but without their attitude being changed, this will not happen and won't happen successfully and it will be very difficult.

And in particular our junior middle-ranking leaders really need to feel enabled that they can put policies into place. Because we have excellent policies. You can benchmark this organisation against any organisation in Australia about its policies towards women, we'll get a big tick. I mean, our policies are excellent. We've still got to make people feel confident they can apply them and their boss will be understanding of the decision they've made.

What will be the big-ticket item? The big-ticket item will be when the first Chief of Navy is a female and if you look at how we're progressing across the three services today, that's more likely to be the Navy than any other service. That will be the signature moment in the history of this organisation. Ray, I think I'll steal his thunder, he's going to talk to the media, but at the moment, there are 22 female ship and boat commanders out in the Navy today. I don't think the Australian population knows that and we are not doing the right thing by our people and the message we're trying to sell by not proclaiming that. It's not victory we're talking about, but boy, oh, boy, it's heading in the right direction over time, and Ray rightly made a comment to me on the weekend that, I hope your speech says

something about that and the fact that let's recognise and celebrate International Women's Day. You made the point, Wendy, that there's a lot of frustration, I think, among the women's movement that you've plateaued in Australia at the moment and more needs to be done. We don't want to get caught up in that plateau, we want to drive through it.

WM No, I'd like to see a big mountain on top of the plateau, really.

DH You want to see what?

WM A woman on the top.

DH Right on top. That's my thoughts.

WM Okay. Let's come back to Admiral Mark Ferguson. I was really interested when you told the story about 1975, because it tells you about how we tell our narratives differently. In the women's movement, we talk about 1975, which was the first proclaimed International Women's Year, and the kind of things that happened around the world to celebrate it, and one of the great things was women going...

MF Through Annapolis.

WM Yes, first time, and you tell it from a completely different point of view, so that's good, but we sometimes need to bring those narratives together and we both need to celebrate them, and I think in Australia we talked about it that year, because we had an amazing black woman lawyer, who'd been a house cleaner, who came out to speak and Australians celebrated International Women's Day for the first time of course throughout the year, and Gough Whitlam sent a huge contingent of women to Mexico. He said to me frequently he regretted it ever since, because they did nothing but cause him trouble ever after by asking questions and putting their hands up and being generally a nuisance.

So it is about sometimes the different narrative that is very important. So what would the women say, do you think, if - and I know we'll hear some of them this afternoon - but right now what would women say have been the key bold strokes to get



where they've arrived, and as you say, it's a journey, but where they are now?

MF I think from our Navy's perspective it was first of all getting into Annapolis and West Point and Air Force Academy, as I discussed, and then it was when we lifted the exclusion rules so that a woman could start in the 1993 time frame to be a fighter-pilot, to command a destroyer, because they had to get the professional credentialing, the respect of their peers and the opportunities to serve in those positions, and when women are assigned the support roles or they're not brought into the broader force, and there's not that mentorship and critical mass, then they are more likely to make the decision when they reach the opportunity to either choose to stay or go, to go, because they don't see a supportive organisation, they don't see opportunity, and they don't see a culture that accepts and celebrates both the differences and the similarities.

WM I think that comes back a bit to the Anne-Marie Slaughter article too and about having it all. What nobody ever talked about is what all is and all is different at different times in your life. You may not have it all in your own view all at once, all at the same time, but over a lifetime, you might achieve the sorts of things that make up all for you.

MF Over time, I've talked to women of the different generations, as I call them, and so I have a young woman lieutenant who's a helicopter pilot, and when I talk about her experiences versus the trailblazers and the early pioneers, her comment to me was, it was never about me being a woman. It was about me being a good pilot and being able to survive flight training. And when you have that type of discussion, you've had a breakthrough in terms of your organisational culture.

WM But there is also a moment when being a woman kicks in and you have to think about how you manage your life through that. Who would have the... What was the reaction when the first woman Commander in Chief happened in the US?

MF We've had women four stars, we haven't had a woman in command of a service yet, so...

WM Wasn't Madeleine Albright the Commander in Chief as part of her role?

MF No, she was Secretary of State.

WM She was Secretary of State.

MF Secretary of State for us. So we've had women at the cabinet level, Hillary Clinton as Secretary of State, and so you have women in very senior civilian positions within the defence and national security establishment. In the services, we've had several four stars. The head of our Air Force Academy coming up will be a woman here in the next rotation.

DH What the US need to do is have their first female president, then they'll have their first commander in chief.

MF That's right. Our first female president.

WM Because Hillary Clinton referred to that in her speech when she was saying that she wasn't going to keep running, that she was leaving it to Obama. But Quentin Bryce is Commander in Chief as the Governor-General, isn't she?

DR Yes, she certainly is.

WM Yes. So we have one here. Well, we're ahead there. Okay, the last thing that I want to ask you about is when you talk about being a parent, what are you doing about access to childcare? I have a particular interest as a director of Goodstart, and looking at how you provide for 660 centres around Australia. But I'm very interested about what you're doing in terms of internal things, because I did set up childcare in the ABC and I'm interested about what you're doing and I think that's a story the public knows nothing about.

DH Wendy, I thought a number of years back we were on a good trail. We set up a number of childcare facilities around the country and almost exclusively supporting ADF and Defence public service families. We ran into a bit of a problem when the ABC childcare crisis occurred.

WM They're better now that I'm there. They've gone.

DH Thank you very much. And we're rebuilding after that, in terms of our contracts and so forth. But certainly the objective out of this, as we were heading before that crisis, would be to have the appropriate childcare in each of the areas. The other issue I briefly mentioned was about providing for carers as well, and then broadening, just not looking at young children, preschool care and so forth, but looking at the issues that face families, and where can we institutionally provide both policy and resources to address that.

WM I think elder care, as people live longer, is of course the elephant in the room in terms of how we look after carers and for families who are needing that care. What's the story with childcare in the US, Admiral?

MF We have a very strong childcare program sponsored by the services, both on the bases as well as selecting, screening and making available home care providers that are specially screened in that area. I think that we've adopted the belief that you recruit a sailor, but you retain a family, and we've looked at advances in having drop-in childcare to accommodate varying work schedules, of looking at having both the right quality, the availability and the hours to support parents and their work schedules. And in all of our budget discussions, that's one area where the service chiefs have held firm to support, because we realise how important it is to our future.

WM Is it affordable care, and do they have to pay for it or is it provided free?

MF They do have to pay for it, and it is affordable for them.

WM Alright, Secretary Richardson, childcare in the department?

DR I've got very little to add to what David said. I think the big issue for us is really the establishment of critical mass, both in the ADF and in Defence APS. The interesting thing about Defence APS is the huge gap you have in the middle ranks of the APS in terms of female representation. There's a drop-off in Defence of a kind you do not see anywhere else in government. So it's important, I think, for us to appreciate the

challenge we're talking about is not the ADF's alone, we're all in it together, and I think the establishment of critical mass at the middle, senior middle level, I think is the really big thing we need to work towards.

WM Anyone like to make a comment on critical mass? Anything that you haven't said already that you'd like to add to it? No? Okay, I would say...

DH I would make a comment about critical mass, sorry. It's a debate we've been having in the senior leadership in the ADF and we have represented here countries who approached that differently. We're firm believers in critical mass to generate the number of women we need, particularly in the combat arms now they've been fully opened up. But it has risk associated with it and the Canadians have experienced that risk in terms of if the numbers are small and the first woman puts her hand up and you say, well, you need 10 to start the course, and 12 months later, you're just going to get 10, the first one's probably gone.

So how you manage that is important, and in the Canadian experience, we had some of their female combatant commanders here last year, one young woman, an adjutant in an infantry battalion, there's only three infantry women in the battalion, but that's where they're at. The door is open for women to go. So we're still working our way through that. The Navy, we think it's very much important in ships and so forth, and our submarines, to have that. Still to settle on a position broader than that, and so some of these issues are still under discussion, but our gut feeling is that's important to success.

WM Admiral Ferguson, anything you want to add to that?

MF One of our experiences has been that in achieving our critical mass goal of 20%, 25% range, is you almost have to look at it at the individual unit level. We have ships that have women at the critical mass level and are there for a period of years, and then by assignment policies and vocation, we actually de-integrate some commands and then they're with no women, and then we reintegrate again. So you end up

relearning these lessons. So focused assignments to make sure that you have the middle level and senior leadership as well as the critical mass of personnel and women, I think is critical to success.

WM My own experience, to add to that, would be that we thought critical mass would deliver the glittering prizes for women in diversity. I don't think it has to date. I think it's turned out to be a far more complex issue than we thought, because at the very time we're asking people to be competitive, it's a time when they're dealing with more complex relationships, like forming long-term relationships, being married, partnered, having children and so on, and it's.... I don't think it is the answer in any sort of facile way, but you can't be without it. So we just don't know...

DR The complexity of the issue.

WM And I work with four or five very large organisations who are all struggling with this, so you're part of the great Australian majority in terms of trying to find the answers. And one of the things that I think would be really valuable, and I know that the Australian Defence Forces have now become part of Chief Executive Women, which is a good thing to do, but I do think that cross-referencing the experiences in some corporations and professional firms and so on in terms of coming together for things like dealing with issues of critical mass, which I think is probably one of the top agenda pieces, because it hasn't delivered so far, would be a great thing to do. And I'd love to help you do that. But meanwhile, I'd like to say thank you very much. Is there any last one-liner you'd like to leave us with, because you're between people and their lunch?

DR I'm into deep and meaningful conversations today, Wendy, so one-liners I'll leave.

MF Well, congratulations to the city of Canberra.

WM No? Okay, well, could you please thank our panelists?  
(Applause, followed by a short statement by General Hurley)

DH I just wanted to explain that a couple of the senior people need to leave, we've got some meetings on Afghanistan and a few issues running at the moment, nothing serious, well, serious, of course, we've got to go, but nothing to be concerned about. So, my apologies, we'd like to stay here for the whole afternoon but we'll be back tonight and here tomorrow. Could I just make a comment, though, on Edwina's presentation, that the slides she put up about Somalia, this is something that really crosses into our area as well. One of my experiences was dealing with elders when we were determining who would be the Chief of Police when we put this fellow in and the UN advice was that we had to have a meeting that consisted of youth, females, elders and the elder women of the community.

When we sat down the senior elder looked at us and said, when he looked around the table, he said, those who mock their elders mock God. Now, I don't want that to translate into the ADF when we deal with these issues, but that is often the mentality we're going to deal with, both in our institutional environment and our working environment and how, in an operational sense, women who are in those roles are going to be accepted into these leadership positions is the next big hurdle for us as we work through the issues that face us.

**Biographies:**



**Ms Wendy McCarthy AO** has for 40 years been a teacher, educator, change agent and public advocate in Australian life. She has worked with government, corporations and community based organisations in education, health, media, conservation and heritage, women's affairs, public health and management.



**Mr Dennis Richardson AO** was appointed as Secretary of the Department of Defence in October 2012 after serving as Secretary of the Department of Foreign Affairs and Trade from January 2010. He was Ambassador of Australia to the United States from June 2005 to December 2009.



**General Hurley AC DSC** is the Chief of the Defence Force (see elsewhere for full biography).

## **International Experience and Challenges Ahead**

### *The US Experience and Challenges Ahead*

Rear Admiral Nora Tyson, United States Navy, Vice Director of the Joint Staff

### *The UK Experience and Challenges Ahead*

Colonel Lindsay MacDuff, UK Armed Forces

### *Peace and Collaborative Development Work – NGO perspective*

Dr Edwina Thompson, Deployable Civilian Expert



## Gender in Defence and Security Leadership: the US Experience and Challenges ahead

**Rear Admiral Nora Tyson, United States Navy, Vice Director,  
United States Joint Staff**

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It's great to be here today and, as Peter said, I feel very fortunate to be the first after lunch speaker. I've been up since three o'clock this morning, so if I go facedown first, I apologise, but I'll try to keep you riveted with my Southern accent.

I want to thank the Australian Defence Force and the Royal United Services Institute, General Hurley, Secretary and Ministers, it is just a great opportunity to be here and to understand some of the issues that some of our partners out there are going through, and it's great to escape the seemingly never ending winter of Washington, but I hear that it was 65 degrees yesterday, so hopefully it will be nice when we get home. And it's also nice to be here to enjoy Canberra's birthday; so happy birthday to you Canberrans – is that correct? Okay.

I'm going to expand a little bit on what Admiral Ferguson discussed earlier and talk a little bit about my personal journey through the phases that he talked about. We'll talk a little bit about opportunity, about taking advantage of opportunity, sharing opportunity and some of the challenges that lie ahead and I think they lie ahead for all of us.

My journey in the United States Navy started in 1979 and that was the year before the first women graduated from the Service academies and the year after the law changed allowing women to serve permanently on combatant ships. So I grew up in a relatively normal family in Tennessee. I had no vision of joining any Service. I had no vision of going to any of our Service academies. I attended a university in Tennessee. I was an English major. I thought about going to law school after I graduated from college. I had a wonderful time in school and I went back home to Memphis, Tennessee after I graduated and I got a call from the Navy recruiter who said, hey, I got your name and number and why don't you come down here and talk to us – and I said I have no idea what you're talking about – and thought about it and said, well, okay, I've got nothing better to do. So I went down and I talked to the Navy recruiter.

After several discussions – none involving ships, none involving flying because again this was 1979 – the opportunities, as Admiral Ferguson said, were very limited for women at that point in time. So ultimately I decided that I would give it a try and find out where it led and what was four years? I'd just graduated from college and that four years went by pretty quickly, so I said, sure, okay.

So I went to Officer Candidate School in Newport, Rhode Island, and became a general unrestricted line officer which meant admin support. I went to Washington DC, lived with some friends of mine from college – we had a wonderful time. I worked for a Commander who was an A7 pilot and an Admiral who was a P3 pilot and they said you've got to apply for flight school or you won't stay in the Navy and I said, well, okay. So I applied for flight school, I got



accepted, I went down to Pensacola. I was supposed to be a pilot. I got down there and they said you've got 20/25 in your right eye and you can't be a pilot. I said okay. So I said do I go back to doing what I was doing before and they said, no, you can't do that, and I said so do I get out and they said, no, you can't do that. And I said, okay, and they said so you can be an NFO. Okay, what's an NFO? And they said, well, that's a Naval Flight Officer. You fly, but you're not a pilot, so you're the weapons systems officer and navigator and I said, well, okay, that sounds like it's the only option so I guess I'll do that.

And so I went to flight school, I got my wings in 1983 and at that time there were only six squadrons out of probably hundreds in 1983: six squadrons that female naval flight officers could go to. So I went to one of two of the largest squadrons in the Navy. There was one in southern Maryland, there was one in Hawaii. We flew EC130s doing strategic communications. We had probably close to somewhere between 80 and 100 officers in the cadre, so fairly good size squadrons. It was called Fleet Air Reconnaissance Squadron Four and I think the difference in my experience from many women who came in the Navy around that time or later was that because there were such limited opportunities for women we had that cadre in the squadron.

We had probably a dozen women junior officers in the squadron. So we had that cadre, we had pilots, we had naval flight officers, we had intelligence officers, we had a flight surgeon, we had maintainers, we had air crews – so we had officer enlisted women and it was accepted and it was really a perfect situation at that point in time – again 1983.

So it was normal and we had crews – male/female – flying together around the world, doing a mission, instructors, instructor pilots, mission commanders and we were just professionals doing our job and we didn't really think about the fact that we were men and we were women and different genders; we were just professionals doing what we did.

So that was a three-year tour and that was my introduction to the operational Navy. I'd spent two years doing administrative, if you will, work

in Washington DC before I became a part of really the operational Navy and I think because of that experience that I have probably had a different perspective throughout my career than a lot of women have because we were an integral part of that command and had been for several years when I got there. Still you had to prove yourself as a tactical operator, as a professional, as a leader, as a member of an aircrew, as a member of a team and it was a very, I will say, easy environment for women to operate in.

After that I left the squadron and I went to shore duty as an instructor and found out very quickly that I enjoyed sea duty and going to sea and flying a lot more than I enjoyed shore duty. So I asked my detailer if I could go back to the squadron and I was told, no, the squadrons are over-manned so sit tight, and I said is there something else I can do that's operational and they said, well, you can go to the Lexington. And I said the Lexington? That's a ship. And they said, yes. It was our training aircraft carrier at the time and it was the only ship that female aviators could go to at that time. So I went. It was a World War II carrier. We had taken off the refuelling capability. We could go to sea for about 17 days max until we started bobbing like a cork and had to pull back into port, but it was fabulous, and that's where I learned ship handling, that's where I learned carrier aviation and that's where I learned that I really loved going to sea, and I knew that if I was ever given the opportunity to go back to sea that's what I wanted to do. That was 1989 to 91 and it was one of the turning points in my career, actually in my life, and it inspired me to want to stay in the Navy for one thing – because I'll go back to this several times - remember the "what's four years and why not?"

So this was ten to 12 years into the Navy at this point and I found out that I really loved the Navy and going to sea even though there was very limited opportunity at that point in time. After that experience I went back to the squadron for my department head tour which was a very challenging three years because we were moving the squadron across the country, we were changing air frames from the EC130 to the E6, a Boeing 707, and I experienced probably the most challenging leadership issues of my career and I

had some interesting leaders above me that... I had some challenges. It was... I learned a lot. I learned perseverance, I learned a lot about leadership itself and continued flying the whole time that I was in the squadron those three years. So if you remember Admiral Ferguson's phases, that was 91 to 94. In 1993 the law changed. The Combat Exclusion Law was repealed and that opened up virtually every aviation community in the Navy and the Air Force to women and most ships, they were not restricted at that time by their configuration. Now, 1993 was too late for me to transition to tactical aircraft – although I would have loved to – but I was too senior at that point in time – but I knew that I wanted to go back to sea if I could.

So I left the squadron in 1994 and went to the Naval War College up in Newport which was a fabulous year. It was a great learning experience, broadening experience for me because I learned that there were other things going on in the world that I hadn't really had time to think about while I was in the squadron. And while I was at the Naval War College I learned that I had been selected for command of the squadron that I had just come from – and again I never dreamed in a million years I would have command of anything because... I go back, what's four years, I can do this, see what happens... and that opened up another door for me when I screened for command.

The laws having changed and I had said when I was on Lexington, if I ever have the opportunity I want to go be navigator on an aircraft carrier. Well, navigators on aircraft carriers are post-command aviators, so when I found out I had screened for command I called my detailer and I said, hey, if I have a successful command tour I want to go be a navigator on an aircraft carrier, and my detailer said you want to do what? And I said, hey, I had this command, I learned how to drive ships and it was great and so that's what I want to go do – and he said, well, okay, how about Enterprise and I said, okay, that sounds great, what's our schedule? Because you don't want to go be navigator on an aircraft carrier and sit in the yards the whole time and never get to drive the ship around. So it worked out perfect – perfect timing. I got there just when she was

starting workups and got to take her through deployment and it was just a fabulous experience.

I had a great commanding officer who upon my arrival to the ship, I walked up onto the bridge – we'd never met before – and he said I'm not interested in where you came from, who you are and what you've done; you're here to be my navigator and that's all I care about. And I have taken that with me the rest of my career – that it's about being a professional and being able to do the job.

So fast forward through that tour and that same commanding officer said, okay, so navigator what do you want to do next? And I said, well, I don't know, this is the end of my long range dreaming, and he said, well, if you want to continue to have all the opportunity before you, you need to go get your joint ticket and go to a joint job. And I said, well, okay, because ultimately what I wanted to do was go back to sea because, again, I loved going to sea and that's what I wanted to do. So he said if you go joint then you're going to have more opportunity for more doors to open.

So I went to Washington DC, to the Pentagon, to the Joint Staff which was another very broadening experience where I learned a lot about political-military relations, about the interagency process within DC and just learned much more about things at a higher level than I'd been exposed to previously. So I went back to the Pentagon and that was 2000 to 2002. So I was there in 2001 for 9/11 and of course a lot of things changed at that point in time and I also learned a tremendous amount as a result of that – as we all did – but while I was there I learned that I had been selected for major command and that I would be going to command an amphibious assault ship – an LHD – the USS Bataan and again that was something that I had never dreamed of. It was not an option when I came into the Navy – and remember nobody had ever mentioned ships, nobody had ever mentioned flying when I came into the Navy.

So at the end of 2002 I reported to USS Bataan as the Executive Officer because what we do on those commands is we go in as Executive Officer and fleet up to be the Commanding Officer. The day I relieved the Executive Officer was the day

the ship got underway for Operation Iraqi Freedom One. So I took over. We were coming back from New Jersey and on-loading all of the ammunition and we pulled into Norfolk. As we were doing a sea and anchor detail coming into Norfolk, I relieved the Executive Officer. We pulled in, we were there for six hours, we on-loaded I think about 18 busloads of Marines, left, went to North Carolina, on-loaded as much marine... are there any Marines out here?... as much marine stuff as we could possibly cram onto the ship and we took off for Operation Iraqi Freedom One and it was a fabulous experience. I had never worked that closely with the Marines. I learned a tremendous amount about war fighting, about people, about camaraderie, again about operating ships and it was just a fabulous experience. We got over to the Gulf and we moved helicopters and aircraft around and we ended up having 26 Harriers on board supporting the Marines that we had brought over with us since they went up into Kuwait and Iraq. Just a fabulous experience and I spent 11 months as the Executive Officer before becoming the Commanding Officer, and as the Commanding Officer we went back over to the Gulf for Operation Iraqi Freedom Two. We took the ship through her first major yard period, through her first major inspection – our INSURV – we went to Boston for the 4<sup>th</sup> of July which was a fabulous experience.

We went down to Central America and did an exercise with about 20 Central and Latin American nations in an exercise called PANAMAX. I think we had about 23 different countries represented on board and I'll never forget, I think it was a young Mexican officer that came up to me and said "So which part of the ship do you command?" And I said, "Well, the whole ship. And he said, "Really, somebody your size commands this whole ship?" "Pretty much." And on the way back from that exercise we were trying to get home because we'd been deployed a lot and we were trying to get the crew home to spend Labor Day with their families and I got a call from my boss at the time who was the Second Fleet Commander and he said, hey, Nora, why don't you - we had just left Texas and dropped off some helicopters that were our mine countermeasure helicopters and some of their gear - and he said why don't you take the ship

over, loiter, take the helicopters back on board and then as you can, make your way over toward New Orleans. Well, this was Hurricane Katrina and we were the first ship that was on scene after the flooding occurred and the rest is history in New Orleans, but that was all part of that experience – the three years that I spent on board the Bataan and it was probably the best experience of my career. But again that was one of the things that I never dreamed that I would be doing because it was not available to women when I came in the Navy.

So fast forward from that tour, what's next? I said I'd never done an overseas tour so I'd really like to go do that – and I went to Naples, Italy for a year which was another fabulous experience. One, just living overseas and then I experienced some pretty challenging leadership issues while I was there too. A couple of commands were combined and I was put into a job I didn't expect to be in – very challenging, but a great learning experience again. It was a two-year tour that got shortened to one year because I got a call from our then Chief of Naval Operations who was Admiral Mullen at the time and he said, hey, I'd like you to come back and be my Executive Assistant. Well, that was another piece of fate because I didn't know Admiral Mullen until he had just taken over as the Chief of Naval Operations and showed up on Bataan when we were down off the Gulf Coast during Katrina and again that was just a stroke of fate and then fast forward a year and he called and said, hey, I'd like you to come work for me – which was another fabulous experience that was a great insight to the highest levels of our Navy, our government and just experience that you just can't buy. We travelled around the world and it was just another one of those fabulous experiences.

And while working for Admiral Mullen I found out that I had been selected for Flag Officer – and again go back, I was going to stay in for four years and move on with my life – and, are you kidding me, I'm going to be a Flag Officer in the United States Navy. So I went from working for Admiral Mullen to Singapore where I was the Commander of Task Force 73 which is the logistics arm of 7<sup>th</sup> Fleet. We were responsible for ensuring that all of the ships that operated in

the Western Pacific had all the fuel, the ammunition, the food – everything that they needed to operate. I had a fabulous team out there. And we were also responsible for the exercises and the engagement for the United States Navy in South East Asia. I had the opportunity to travel extensively, to learn about this part of the world, to learn the history, the cultures – just an unbelievable experience that very few people have. So when my bosses at the time asked me what I wanted to do next I said, well, I want to go back to sea, and one day I got a call – I was actually at the Commanders Conference for 7<sup>th</sup> Fleet in Korea – and it was our Flag Officer detailer who said “How about a Carrier Strike Group?” I said surely you have the wrong number. And once I got over that he said, no, really, the Navy wants you to go command a Carrier Strike Group and I just said, well, I am beyond honoured, I am beyond shocked, but which one? And he said, well, it would be the Bush Strike Group and I just said are you kidding me because the Bush is our newest aircraft carrier – it would be taking her on her first deployment, taking her through her initial workups – the newest air wing with the newest aircraft, the first air wing to have Growlers – our EA-18Gs – the first East Coast carrier to have our new helicopters – the MH-60 Romeos and Sierras. What’s there not to like about that? So I said, absolutely, you’ve got it, I’m on my way.

So in July 2010, four days after I left Singapore I took command of the Strike Group and two weeks later met with the warfare commanders and we were off and running doing our workups and then deploying May through December of 2011 and again went over to the Med working with our partners, our NATO partners there, and over into 5<sup>th</sup> Fleet, working with our Australian friends, our Kiwi friends who were in command of CTF-151 at the time, working with everybody – all of our partners from around the world – just an unbelievable experience.

It was one of the most rewarding, fun experiences of my life and talk about never dreaming that you would do something. That was way above the bar. And just being around young Sailors every day, watching them do what they do, watching them grow, watching them mature, watching them become young, responsible adults, become

leaders, there is nothing more rewarding and feeling good about our future which I really did because we’d got some fantastic people out there that I feel good about growing old. Plus I was at sea, I was flying off an aircraft carrier as much as I possibly could and it honestly does not get any better. So I kept asking myself throughout this career why me and I have been very fortunate that I was born when I was born because it was all about timing and it was all about opportunity, and it’s also about taking care of people and I feel very strongly that at this point in my career it’s about doing everything for those that are coming behind us because they’re the ones that are going to lead us into the future.

So I left the Strike Group in January of 2012 and went to the Joint Staff which has been another very broadening experience. It’s been almost a year that I’ve been in this job and it’s been another fabulous learning experience. So if I got hit by a bus this afternoon or if Admiral Ferguson told me this afternoon to hit the bricks and go home, it has been a great life and it has been something that I just never could have dreamed as a child growing up, and I have been very fortunate to have had the opportunity to do the things that I’ve been able to do. There are very few men or women in the world that have the opportunity to do what we do.

And we talk about leadership and I think it all comes back to that because it was again our civilian leadership that made the decisions that they did to change the law that would have... that did allow me to do the things that I’d been able to do. So leadership at the civilian level that realises it’s time for change and we have just experienced that within the last... really the last few months in the United States with the rescinding of the 1994 direct ground combat exclusion. It’s leadership within the organisations supporting the men and women under their command, officer and enlisted giving them the tools that they need to succeed – the training, the support, the opportunity – and then it’s individuals taking advantage of that opportunity, stepping up to the plate, confident in their knowledge and talents and becoming the next generation of leaders and professionals.

So it should be self-perpetuating. Leaders passing along their knowledge, inspiring those coming

behind them to be their best and hopefully those young folks coming behind them wanting to grow up and be those leaders. So as we enter into one of the last stages of this journey – and again it's been a journey from the time that we first introduced women into the military – having rescinded that 1994 policy only recently, now we're facing new challenges and General Hurley talked about this earlier – what you have done over the past year we are now stepping right up behind you. And again the challenge is to ensure that we have it as right as we can based on the lessons that we've learned over the past 37 or so years since we've opened up the Service academies and we put women on nine combatant ships in 1978.

So we have to thoroughly assess each occupational specialty not currently open to women to ensure we have the standards right – the physical standards, the mental standards, the emotional standards – to ensure we're not doing the wrong things for the wrong reasons, that we're not risking mission failure or putting anyone's life in danger. As you know this takes time. The Services must provide their implementation plan to our Secretary of Defence by 15 May with the intent for us to have women fully integrated throughout the Services by the first quarter of FY16. So we have to leverage what the Australian Defence Force has done over the past year and make sure that we're not learning lessons the hard way. So this is all about having the best, most well-trained, professional war fighting force, not about political correctness. We owe it to our country. We owe it to the men and women, the children, our next generation to get this right. It's about making the world a better place to live for our children and for our

children's children so we can't afford to get it wrong. We've come this far on this journey, the journey that Admiral Ferguson described, and now we have to continue to work it, making sure the opportunities are there and that we're providing those coming behind us with the right tools, that we're mentoring them, we're leading them, we're training them, we're putting them in the right positions to thrive and in turn lead the next generation who will defend our Constitution and our values.

There's one element I failed to mention and that's the support network. I've had great friends throughout my life. I've had a great family. I had two parents, God bless them, who supported me in anything I wanted to do and I've got a great husband who's been my number one supporter for the past 27 years – he's been a great partner – and I have a great stepdaughter and twin five year old grandsons that make it all worthwhile. So again I want to thank all of you for this opportunity to be here. This is a great experience. This is another opportunity for us to learn from you and to make ourselves as good as we can be.

#### Biography:



**Rear Admiral Tyson** has been Vice Director, US Joint Staff, since February 2012. She earned her wings as a naval flight officer in 1983 and served three flying tours including one as commanding officer. She also commanded USS Bataan in the aftermath of Hurricane Katrina, and deployed twice to the Persian Gulf in support of Operation Iraqi Freedom. Other commands include Commander Task Force 73, and most recently Commander Carrier Strike Group Two.

## Gender in Defence and Security Leadership: The UK Experience and Challenges ahead

**Colonel Lindsay MacDuff**, Assistant Director Land Forces Manning, UK Armed Forces



I won't stand to the side long because I will have to use my notes, sadly.<sup>3</sup> Some of you would have expected a woman to turn up, often people think I'm a woman until they meet me; I'm slightly odd in that I was educated - I spent the first part of my life in Africa and then I went to a boarding school with all men - at university where I read Feminism in the 20th Century and so it's probably a long way to get home to the job I'm doing now.

I want to echo the sentiments of thanks to be here, it's an honour and a privilege and I'm very lucky to be here. I wish Canberra another 100 years, good luck for that, although I shall not be wishing that to your cricket team in the forthcoming Ashes season.

I'm an infantry officer - I'm not from the Scottish Air Force as some people think that I'm from the Scottish Air Force with this shirt. I'm from the infantry and I spent 20 years in the Black Watch. I commanded the Black Watch and had two women platoon commanders, they were attached from the Intelligence Corps and they were comfortably in the top third of all my platoon commanders. I'm responsible in the army headquarters for equality and diversity for the army and I also have the title of Commander Land Forces Senior Diversity Advisor and my

job is to report to the Command Board about progress on equality and diversity.

### Introduction



**“If one does not know to which port one is sailing, no wind is favourable”**

- Lucius Seneca

The great news is that you're going to get slides so you don't have to see me in big screen which is an advantage I think, for all of us. That's what I'm going to talk about and I'm going to give you apologies in advance that I'm going to speak from an army perspective, I understand that offends context but I'm going to give you the army's perspective.

Some of us who were lucky enough to attend this conference (as per slide above) in late 2011, it was a fantastic conference, an amazing array of talented women there and two blokes; I was one of the two men that stayed for the duration and so it's really reassuring to see that there's a whole bunch more blokes in the room and with significantly more stars than I probably will ever get.

But we are on a journey and it chimes very much with what your CDF said about gender targets; if you don't know where you're going to get to, it's more difficult to find the way there. I know it's a nautical phrase, but I'm trying to be inclusive. I would say that we're all on that ship, all of us are on that ship.

<sup>3</sup> Colonel MacDuff appeared at the podium in a kilt and initially stood in front of the lectern.



## Strength of UK Regular Forces by Gender

	2009 1 Apr	2010 1 Apr	2011 1 Apr	2012 1 Jan	2012 1 Apr	2012 1 Jul	2012 1 Oct	2013 1 Jan
<b>ALL SERVICES</b>	<b>188 600</b>	<b>191 711<sup>1</sup></b>	<b>188 360<sup>1</sup></b>	<b>182 680</b>	<b>178 909</b>	<b>178 299</b>	<b>175 940</b>	<b>171 480</b>
of which female	17 650	18 320 <sup>1</sup>	17 850 <sup>1</sup>	17 610	17 370	17 360	17 060	16 680
Percentage female	9.3%	9.6%	9.5%	9.7%	9.7%	9.7%	9.7%	9.7%
<b>Officers</b>	<b>31 700</b>	<b>31 930<sup>1</sup></b>	<b>31 830<sup>1</sup></b>	<b>31 190</b>	<b>30 709</b>	<b>30 550</b>	<b>30 010</b>	<b>29 200</b>
of which female	3 830	3 890 <sup>1</sup>	3 900 <sup>1</sup>	3 830	3 820	3 820	3 760	3 680
Percentage female	12.1%	12.2%	12.3%	12.3%	12.4%	12.5%	12.5%	12.6%
<b>Other Ranks</b>	<b>156 910</b>	<b>159 780<sup>1</sup></b>	<b>154 530<sup>1</sup></b>	<b>150 890</b>	<b>148 199</b>	<b>147 740</b>	<b>145 930</b>	<b>142 280</b>
of which female	14 020	14 430 <sup>1</sup>	13 950 <sup>1</sup>	13 770	13 550	13 540	13 300	13 010
Percentage female	8.9%	9.0%	9.0%	9.1%	9.1%	9.2%	9.1%	9.1%

Source: DASA (Tri Service)

1. UK Regular Forces comprises trained and untrained personnel and excludes Gurkhas, Full Time Reserve Service personnel and mobilised reservists.

## UK Regular Forces Rank Structure by gender (1 Apr 2012)

	Females as % of each rank				BME Personnel	
	All Services	Naval Service	Army	Royal Air Force	All Services	Naval Gen
<b>Total</b>	<b>9.7%</b>	<b>9.2%</b>	<b>8.2%</b>	<b>12.8%</b>	<b>6.9%</b>	<b>3.1%</b>
<b>Officers</b>	<b>12.4%</b>	<b>8.7%</b>	<b>11.6%</b>	<b>15.9%</b>	<b>2.4%</b>	<b>1.1%</b>
OF-9	-	-	-	-	-	-
OF-8	-	-	-	-	-	-
OF-7	1.8%	-	-	-	-	-
OF-6	3.9%	-	-	-	-	-
OF-5	6.2%	3.2%	4.5%	5.8%	1.7%	1.1%
OF-4	12.5%	9.1%	11.9%	16.6%	2.5%	1.1%
OF-3	15.0%	13.4%	13.4%	18.0%	2.5%	1.1%
OF-2	14.4%	11.4%	13.6%	19.1%	2.4%	2.2%
OF-1/OF (D)	9.1%	8.1%	7.7%	13.2%	7.9%	4.1%
<b>Other Ranks</b>	<b>5.1%</b>	<b>4.2%</b>	<b>6.9%</b>	<b>3.0%</b>	<b>1.8%</b>	<b>1.1%</b>
OR-9	4.8%	-	5.6%	-	1.9%	1.1%
OR-8	6.7%	5.2%	8.0%	6.1%	2.1%	1.1%
OR-7	9.9%	7.5%	9.2%	12.9%	2.5%	2.2%
OR-6	11.9%	12.0%	9.6%	16.4%	7.5%	4.1%
OR-5	7.5%	-	7.9%	-	14.9%	2.2%
OR-1/OR-2	8.0%	10.5%	6.7%	14.0%	9.4%	5.1%

- percentages based on fewer than 5 instances have been suppressed.

We've got 9%, 9.7% of the armed forces are women; 8.2% of the army, 14% are reserves. We have 71% of posts open to women. Progression: this shows from brigadier level down to captain level across the armed forces and the next piece shows you where we are in the army and I'll bet this theme of outflow of women will become more apparent later. Women's outflow is twice the rate of men, particularly at major level. So, we've got no shortage of female talent, you can see that up to major level women exceed the rate of men but at lieutenant colonel level, it's reversed. There's a slow progression of women to the senior officer cohort, we've currently got one one-star. Outflow, twice the rate of men, men it's 18 years service average length, women it's 11 years. In some cap badges it's particularly acute, the royal artillery is 15.5 years for men, 6.2 for women.

## Background

- 8.2% of Regular Army (11.6% officers, 7.7% soldiers)
  - 14% of Territorial Army
  - 71% of Army posts open to women
- (Source: Defence Analytical Services and Advice (Quad Service))

That last figure there shows the tipping point figure that on the current rate, based on the last 20 years, it'll take us 107 years to get to that 35% tipping point, so that's gravity for us.

The three major reasons that women give for leaving the army are lack of stability and flexibility in terms of service at a time when their wider life commitments are more demanding, notably relating to children; dissatisfaction with career opportunities, particularly where they lead to a lack of career progression and the predominance of the combat career field is a significant factor; and finally, the impression that males hold negative perceptions about their contribution and the ability of females, and whilst there's strong evidence to suggest there's significantly less discrimination against female officers than ever before in the army, there still remains a strong perception that there is still discrimination in the nicest possible way.

## Primary reported reasons for leaving Army

- Lack of stability and flexibility
- Dissatisfaction with career opportunities
- Negative preconceptions about contribution and ability of females

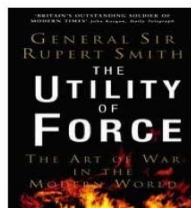
## Situation

- Increasing numbers of women
- No shortage of talent
- Promotion rate:
  - up to major level exceeds men (13.4% v 11.1%)
  - At Lt col level it is reversed (3.1% and 6.3%)
- Slow progression to senior officer cohort
- Women's outflow is twice men's rate
  - The average length of service for men is 18.2 years and for women is 11.1 years.
  - RA male officers: 15.8 years compared to 6.2 for females
- 107 years for the Army to reach tipping point

I'm going to give context and experience. The armed forces have been significantly committed to double medium scale operations and commit protracted high contemporary operations in Iraq and Afghanistan. The contemporary operating environment explained by Rupert Smith, an international practitioner on the use of force, is called the War Among the People, and consequently it's critical that the armed forces understand, engage and operate with populations, community and people, ultimately this is key to successful security operations not just at the tactical level but also in the strategic security space. Whilst we're fixed on operations, the armed forces is also committed to and engaged on a transformational change program which will see significant changes in organisation, culture and employment, and this reshaping for the future represents opportunities for change, particularly in the personnel space and we're committed to seize those opportunities.

## Context and Experience

- High tempo operations in Iraq and Afghanistan
- Contemporary Operating Environment:
  - "war among the people" Gen Rupert Smith



The UK experience has been an evolutionary journey marked by surges of activity affected by changing operational environments, the

emergence of asymmetric warfare, as well as societal changes, political drivers and economic imperatives. I don't intend to rehearse the benefits and the case for diversity here, but reflect on the environment that influences the development of that policy.

## Context and Experience

- Transformational change programme



## Context and Experience



### Military

- 10 years of operational commitments
- acts of gallantry

So our ten years of operational commitments has generated impressive acts of gallantry and in parts has re-energised conversations around women in combat and the LOD 2010 review into women serving in combat roles concluded that there was no significant change to the existing policy. Their decision was based on the imperative of maintaining combat effectiveness and considered the potential risks associated in maintaining cohesion in small mixed gender tactical teams engaged in highly dangerous close combat operations, and there are no plans to review this policy until the end of operations in Afghanistan.

However, recent announcements by the Americans and the Australians are important factors when the UK considers its routine policy reviews and we have to conduct a review before the end of 2018. Clearly, in the policy area, we



are keen to monitor, track and learn the lessons from your experiences.

### Women in Ground Close Combat

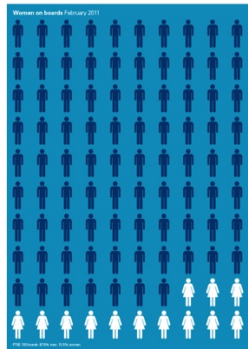


- The MOD 2010 review into women serving in combat roles concluded there should be no change to the existing policy and no plans to review this policy before the end of operations in Afghanistan
- THE United States' move to lift the ban on women assuming roles in frontline combat units has been lauded as a watershed moment. Now will the UK follow suit?
- Britain has to review its current policy on females in combat within the next five years under EU equality laws and, as a military source told *The Times*, America's decision to allow women on the frontline is "highly likely" to influence the debate.

US military decision starts a debate here – but some say women are already fighting on the frontline  
LAST UPDATED AT 14:56 ON FEB 25 JAN 2012

### Lord Davies Report – Feb 11 Executive Summary

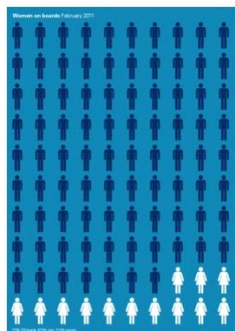
- 2010: women = 12.5% of FTSE 100 Boards (9.4% in 2004)
- Companies with strong female representation at board and top management level perform better than those without.
- Boards make better decisions when a range of voices can be heard.
- Equality and Human Rights Commission Report (2008): 70 years to achieve gender-balanced boardrooms in UK's 100 largest companies.
- Chairmen and CEOs need to take action. Government has supporting role.



In the political and business perspective, the UK produced a report by Lord Davis which focussed on the FTSE 350 and the FTSE 100. The findings you see on the screen here, in short, it recognises that most know that companies with strong female representation at board level and top management perform better than those without and that boards make better decisions when a range of voices can be heard. The EHRC Report said they reckoned it will take 70 years to achieve balanced boards in the FTSE 100.

### Lord Davies Report – Feb 11: Recommendations

- All FTSE 350 Chairman set out %age of women they aim to have on boards in 2013 and 2015
- FTSE 100 boards aim for minimum of 25% by 2015
- Disclose %age of women on boards annually
- Regulatory requirement to publish measurable objectives for policy implementation
- Disclose meaningful information about company's appointment process



This slide shows the recommendations setting out that the chairmen of the top 350 FTSE companies have set the percentage they aim to have on their boards between 2013 and 2015 and the FTSE 100 boards a minimum of 25 by 2015. Whilst the report is based on FTSE companies, there is some public sector relevance especially when the Prime Minister has been engaged on this subject, most recently in India.

### Context and Experience



So I think it's in that context that we recruit our raw product and it's from that raw product that we have to educate and train them to comply with our values and our standards. However, we have to retain the ability to conduct our core business which covers the spectrum of taking a life without hesitation through to supporting the Olympics, whether competing or whether supporting it.

### Cultural Change



Sunday Times

In terms of progress, there's gathering momentum and the leadership of the armed forces recognises the value and differences of all and this has increased the opportunity of women over the last 20 years. Barriers for women are reducing, the navy has removed the exemption to

serve on submarines and the senior army leadership has historically come from the infantry and the Royal Armoured Corps.

### Context and Experience

Barriers to employment of women are reducing:

- RN removal of submarine exemption



### Context and Experience

#### Progress

- Increased equality of opportunity for women



Interesting now, the bulk of the senior leadership is made up of engineers and artillery officers, cap badges where women can serve and succeed in. The air force fast track route is through pilots, again, there are no exclusions there. And there's been significant progress in policy developments, specifically maternity, paternity and flexible working. The army was placed in the top ten public sector organisations for business in the community's gender diversity survey last year and the air force placed in the top 50 employers of women in The Times survey.

### Context and Experience

#### Progress

- Senior army leadership - Infantry and Royal Armoured Corps
  - Engineers and Artillery officers
  - Cap badges which women can serve
- RAF fast track route is the pilot cohort

### Progress

In the Top 10 Public Sector organisations for Business in the Communities Gender Diversity Survey (2012)

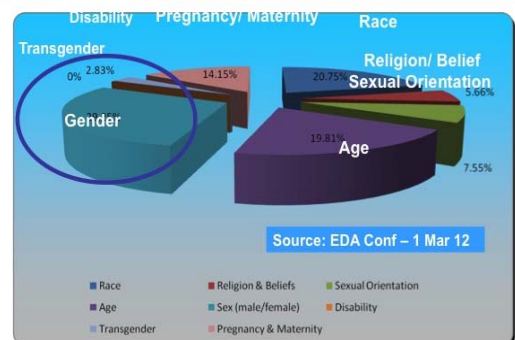


However, the lived experience is somewhat different and what you're going to see now is some rather honest self-reflection on the lived experience. At times the lived experience of our people is out of kilter with what our policies say and we see significant examples in the work I do where behaviour and the culture of men towards women is inappropriate.

So, descriptive language men have used towards and about women they serve and operate with, a particularly awful approach that some people in units think that joking about raping women is humour or banter. The picture, though, differs significantly and can change quickly and there's a strong correlation between good culture and inclusive leadership. However, the uncertainty of which experience you're going to receive generates a corrosive and cumulative effect and this is an issue that's much wider than just gender, but as you can see on the screen here, gender is the most significant of the issues.

### Lived Experience

Which protected characteristic experiences the most discrimination in your unit?



Retention's a key area of concern and the outflow of women reduces the prospect of female representation at board level; the critical areas the OF3 and OF4 and this is in part

explained by the more analytical generation Y and Z that we've heard of before. We have just been working on a female progression and retention paper which has not yet been endorsed but what you're going to hear now is the staff recommendations; the themes are focussed on, continue to improve our behaviour and instigate cultural change as well as optimising the potential of the talent that we have.

### Challenges/ Opportunities

- Retention
  - Key area of concern
  - Loss of talent
  - Impact on Board level representation
- Retention and Progression Paper – staff recommendations:
  - Focus on improving behaviour and instigate cultural change
  - Optimise potential

The MOD's strategic equality objectives seek to improve the representation of women to a level consistent with that of our wider population, but there is little traction as yet for gender targets and the case for establishing what percentage of women should be in the armed forces has not also been successfully made in the UK. Equally, there is no appetite for accelerated promotion for women.

### Challenges/ Opportunities Retention and Progression Paper: Staff Recommendations

- Career Structures
  - Fixed timelines
  - Limited scope for alternative routes
- Career Management
  - Review promotion and selection board process
  - Absence of balanced boards
  - Unconscious bias training
  - Gender awareness training

In terms of service, the predominant issue that affects women is the lack of flexibility. There is a single set of terms that are applicable to a full career and this results in an all or nothing approach to careers. Rommel said the British write the best doctrine in the world, thank God they don't read it. The problem with that is that where our policy exists for non-standard working patterns, it means that commanders

don't read or understand it or apply it and as a result the benefits of these flexible working practices include part-time arrangements, compressed hours, job shares and more agile working practices, aren't even yet policy, and as we've heard before, most of these packages, these approaches and policies, are beneficial to men, not just women.

### Challenges/ Opportunities Retention and Progression Paper: Staff Recommendations

- Gender Targets
  - MOD Strategic Equality Objectives
  - Currently no appetite for targets or accelerated promotion
- Terms of Service
  - "All or nothing"
  - "The British write the best doctrine, thank god they don't read it" Erwin Rommel
- Interpretation of policy
- Career Field Construct
  - Combat
  - HR
  - Technical
  - Defence Policy
  - Logistics

The career field construct: we categorise them into these five groups that you see on this slide. The combat career field has 38% of officer posts compared to 20% in HR and 11% in logistics and it's almost impossible for a female officer to acquire a thorough grounding in the combat career field to enable access to combat posts on an equal footing with their male counterparts and this issue is exacerbated by the emphasis on command primacy and unless the emphasis on command primacy in career fields bias is addressed, women employed in generalist fields will disproportionately be affected by the career opportunities available, particularly beyond the rank of full colonel and a more balanced career field construct based on competencies would help facilitate equality of opportunity for women.

In career structures, the officer career structure, there's numerous fixed timelines that constrain career opportunities if they're breached. If a less prescriptive regime is enacted, it would present women and men with greater opportunities to accommodate career breaks including maternity leave and thereby sustain a progressive career profile. In career management terms, significant resource and effort is invested to ensure that promotion and job selection boards are



transparent, however the effects of an absence of balanced boards, no unconscious bias training and no gender awareness training, are included as recommendations in the paper.

### Challenges/ Opportunities Retention and Progression Paper: Staff Recommendations

- Employee Support Networks
- Absence of visible Role Models
  - Encouraging senior role models
  - Potency of role models
- Formalised mentoring and coaching schemes
- New Employment Model
  - Seeks to meet spectrum of employment choices for regular, reserve, full time to part time service

Employee support networks. I'm not going to talk much about these although they are critical, because I know that Commander Ablett will speak about her experience setting one up in the Royal Navy. However, the absence of visible role models has had a significant effect on the more junior elements who see that senior women got there without role models and we are encouraging senior role models to be more active and visible. This routinely results in epiphanies where they see the potency of being visible role models; the challenge then is harnessing the zeal of the convert.

Formalised mentoring and coaching schemes, as is best practice across many organisations and a recognised tool in developing the talent pipeline as well as addressing issues of gender difference. We do have a new employment model which is a review of defence personnel policy which should provide genuine options to meet the spectrum of employment choices across the regular reserve and full to part-time.

### Challenges/ Opportunities

- Leadership
  - Key agent of reform
  - Migrate E&D from staff branch function to organic leadership function
  - Leadership development programme
  - Optimise the value and potential of most productive asset – people
  - Increased operational effectiveness

Leadership. I've mentioned leadership already, and leaders are the key agent of reform and

change. Leadership development training is important to enable improved selection of appropriate command, leadership and management style to suit the environment, resulting in genuine recognition that difference benefits particular environments. The consequence is to optimise the value and potential of all our people.

In conclusion, here I've given a sense of the army's experience and identified the challenges and opportunities on the journey ahead, to go back to the journey. Robert Louis Stevenson said what you see on the screen. My schoolboy Latin isn't great, so I referred to someone who knew to translate the title of the document and it's for maidens and boys and so I suspect that there are many people in this room who are keen and perhaps impatient to arrive at the end of the journey. I conclude, though, it's a far better thing to take maidens and boys of all ages on the journey together so that we arrive sooner and on one ship.

### Conclusion

*"To travel hopefully is a better thing than to arrive, and the true success is to labour"*

RL Stevenson in *"Virginitibus Puerisque"*  
(*"For maidens and boys"*)

### Biography:



**Colonel MacDuff** is the Assistant Director Land Forces Manning, UK Armed Forces and has responsibility for Employment Policy and Equality and Diversity for the Army. He joined the Army in 1989 and has served in numerous command and staff appointments, including command of 1<sup>st</sup> Battalion The Black Watch, later the Black Watch Battalion of the Royal Regiment of Scotland. In 2008 he was appointed to Personnel Operations: an operationally focussed HR role dealing with casualties. *(MacDuff Photo)*





## Gender in Defence and Security Leadership: A Civilian's Perspective - Working in Hostile Environments

**Dr Edwina Thompson, Deployable Civilian Expert**



(Thompson Photo)

The last occasion where I was asked to provide a civilian perspective to a military audience was at the promotions course of 180 Majors at the UK Defence Academy. I began by asking the group to select someone for an experiment – they offered up a 6'6" special forces officer. I threw him a *burqa* designed for a 5'2" Afghan woman, and asked him to put it on, walk across the room, and tell us what it felt like to see the world through someone else's eyes. This successfully set the scene for an exercise that we then tasked them to conduct in their syndicates, where they went through a real world situation facing humanitarians in their area of operations in Afghanistan, using a decision-making tool customised for aid workers. The point was to help them step out of their comfort zone and see the world through a different 'grid'. When we talk about seeing the world from another viewpoint, one of the most counter-intuitive exercises can be for a man to see things from a woman's perspective, and vice versa.

At this conference, the first important question to clear up is who we are consulting in relation to this subject – here, there are clearly two main categories of people available: the gender specialists or advisors, and those who are simply

'out there' working in a hostile environment, which includes our own country, as Anna Bligh and our Prime Minister would probably attest.

I am one of those people 'out there', and it just so happens I am also female. I have only dedicated *specific* attention to gender on three occasions: first, when I had the privilege of conducting a deep review of violence and the impact of gun culture in Papua New Guinea with a male academic at the Australian National University<sup>4</sup>; second, in eastern Democratic Republic of Congo when I was assisting a national team of lawyers who were training the army and police on human rights; and third, when the US Army/Marine Corps COIN Director at Fort Leavenworth asked me to join a meeting in Afghanistan to standardise the Female Engagement Team (FET) concept in Afghan operations.

In thinking through what I might be able to contribute to this discussion, I have to admit that I have more questions than answers; it is certainly a complex and charged subject. Something I hadn't fully appreciated until I started reading the commentaries, especially in the Australian media, about jobs on the front line opening up to women. I also admit that I felt rather dispassionate until I read some of the less considered responses subsequently published. My intention is neither to advocate a particular position, nor pass judgement on anyone else's view. All I hope is that some of my questions prompt further ideas and discussion during this time together. I have also been encouraged to share stories about working within a hostile environment, rather than provide insights into the situation of women in the countries where we work. In the following, I am going to map a

<sup>4</sup> Dinnen & Thompson, 'State, Society and the Gender of Gun Culture in Papua New Guinea,' in (2009) Schnabel, Farr & Myrntinen (eds.) *Sexed Pistols: Gendered Impacts of Small Arms and Light Weapons* (Tokyo: United Nations University Press)

typical hostile environment and actors therein, put forward 8 potential scenarios to frame the talk, and then tell three stories that illustrate those scenarios. I will then draw some lessons, and offer up a few ideas as we look ahead.

**ENVIRONMENT**

In hostile environments, we have numerous disparate kinds of organisations, bodies and groupings, such as the military (including the different services we are hearing from today), international organisations, the host government, and the local community – which for humanitarians is their ‘target’ (in the soft sense of the word).

Within each of these categories, men and women clearly occupy roles. On the face of it, the ultimate determinant for filling any of these roles should be the person with the best set of capabilities or skills for that role.<sup>5</sup>



I had my ‘go’ at joining the Royal Navy, but it quickly became apparent that I lacked the navigational skills and media training that would come in handy as a female midshipman. (It is probably worth mentioning that I proved physically more capable, however, than quite a number of my male counterparts during Underwater Helicopter Escape training.)

Some here will probably suggest that women are better than men in certain functional roles, and men are better than women in others. So what I

<sup>5</sup> All slides provided by Dr Thompson.

would like to suggest is that we look at the issue through a different set of lenses.

The graphic implies that it is organisations and groups that interact; when we say gender, we also tend to think of categories labelled ‘male’ and ‘female’, probably placing too much emphasis on the ‘female’. Yet ultimately it is *individuals* that interact. If we take the conversation down to the level of relationships between individual human beings, a simple matrix provides a set of scenarios for us perhaps to dig a little deeper.

**SCENARIOS**

After toying with the use of chromosomes to shorthand the difference between ‘female’ and ‘male’ in this next graphic, I decided to go with it when my non-native English speaking taxi driver waxed lyrical on my way here from Canberra Airport about how the issue with men is that they are driven solely by their ‘Y’ chromosome!

	Host XY	Intl XY	Host XX	Intl XX
Intl XX	1	2	3	4
Intl XY	5	6	7	8

For simplicity, I have divided the main actors we engage with between the host and international community. And obviously the XX is the female, and XY the male. Therefore, there are 8 sets of relationships that international females and males experience in a hostile environment.

**STORIES**

For the remainder of the talk, I’m going to share personal stories to illustrate some of the dynamics *that can occur* in the first three of these scenarios for international females (and for those who are wondering, I represent the ‘Generation X’ category).

	Host XY	Intl XY	Host XX	Intl XX
Intl XX				4
Intl XY	5	6	7	8

I am leaving the fourth relationship (between international females) which contains a very specific set of dynamics for a discussion at another time, although it is encouraging to hear that General Hurley has already broached the topic by reading out portions of Anne-Marie Slaughter's candid article.<sup>6</sup>

Each of these stories has a label: The Big Surprise; The Stone Wall; and The Great Escape. The pictures are only representative of the scenes, and have been borrowed from others. So to the first scene in South Central Somalia, the least touristy area of the country, where I worked as an NGO advisor.

Before being introduced to a group of elders like this, I had my first surprise by arriving onto an empty landing strip.



The day earlier there had been a gunfight, and I was told that the different factions were using corners of the airfield to mark their territory. Briefed in Nairobi by the NGO's Country Director, I was warned that my security detail

would likely include child soldiers; I wondered whether my firm disapproval led to me being left to fend for myself on the airstrip, but this would become a familiar story in many of the hostile destinations I visited (in the non-government civilian world, this is usually the result of poor communications and logistics – an alien concept to a soldier who has a huge machinery supporting him or her on the ground).

After hitchhiking my way into 'town', I met the country team which comprised mainly African men. I requested an overview of our organisation's achievements in this area of the country, and so they convened a meeting of the elders. After some internal consultation, the elders reported that our most successful achievement was the Female Genital Mutilation (FGM) education program, a relatively small initiative that had since closed.

Their recommendation was to do more work on peace-building, and their solution was through sport. I asked them to prepare a roadmap for how sport could build peace across their region, and gave them 48 hours. Within that time, they delivered a sophisticated and detailed plan. My African colleagues expressed a great surprise at the enthusiasm and engagement of the village elders, and the fact that they highlighted FGM when they are extremely conservative, traditional Muslim men.

This experience raised several questions:

- Did the interlocutor being female have anything to do with how these men responded?
- Or did they respond differently because of my race, or simply my attitude?

Now to the second scene of a few years later in Afghanistan. Because of my experience working in the country, I received an invitation to join a NATO meeting in Kabul. General Petraeus had heard positive anecdotes about the deployment of FETs in certain provinces, and saw the need to standardise their use in the mission.

It was a classic military meeting, with limited briefing notes, and highly structured outputs

<sup>6</sup> Slaughter (2012) Why Women Still Can't Have It All, *The Atlantic* (July/August)



seemingly pre-prepared for endorsement by the participants.



The group was impressively female and front-line, with the exception of Afghan women. Such a delegation arrived half-way through the meeting when it dawned on the organisers that ISAF would probably benefit from having its counterparts present at a meeting about engaging the other half of the population – instead, however, it was a tokenistic intervention, as the meeting resumed from where we had left off once they departed. Three men led the discussion – the lead facilitator was a reservist with a procurement background, in-theatre for one month, no prior experience in Afghanistan, exposure to the FET concept, nor understanding of the dynamics between the population and Government. Reluctantly, the facilitator accepted my question about his first slide, which outlined the purpose of the FET. It stated that FETs were conceived to convince the Afghan female population that they should trust the Government over the insurgents, so that in turn they would persuade their male relatives to support the Government. People with experience operating in the hostile areas of the country would recognise that this is a potentially dangerous proposition, for the Government was not performing a reliable role or delivering services in a way that would warrant females actively demonstrating their support for the state.

This sentiment was shared by the FETs present, who reported that if they were to go about their job with that goal, they would put the Afghan women at risk of further violence. We were, however, rushed through and advised that this slide was non-negotiable.

A question that arises from this experience is:

- If the subject-matter experts were a group of men, would the facilitators be more likely to listen?

My impression from the side-lines is that they were dismissed by some far too readily because they were women, and because it was a subject that the men were not interested in committing too much of their time to – their interest was to deliver something quickly to COMISAF. This experience revealed that we should not overlook the dynamics between the intl XX-intl XY; we need to understand each other just as much as we need to work to engage the host population.

Another question that the experience raised is about process and how we capture best practice, write our doctrine, and understand the context in fast-moving environments. The tokenistic presence of the Afghan female military personnel was misplaced given their central importance to such a discussion. And the apparently preordained nature of the FET's purpose was counterproductive to a meeting designed to inform how such a concept should be translated within a new environment.



Now to the third scene, also in Afghanistan but in 2005, when the biggest riot on record since the arrival of Coalition troops in Afghanistan began where I happened to be working. After hours of moving from one building under attack to another, I found what I hoped to be refuge in a family home, and had an extremely stressful encounter with the woman leading the household. This woman proceeded to yell at the

top of her voice and go onto the streets to announce that a Westerner had tried to take refuge in her house. A strong man from the area, who had been hosting me during my stay, negotiated with her and other family members on my behalf, after my appeals to her came to nothing. There is much behind this story, but the point I want to draw out is that it was the host XX who was hostile towards my presence, and the host XY who guaranteed my safety.

Questions that arise in this situation include:

- What motivated the old man to protect me? Cultural values? Paternal sentiment?
- What influence did the woman’s male relatives have on her resistance to me being there? Was the grievance coming from her or the men?

**LESSONS**

If we had more time, we could reflect on some of the specific dynamics in each of these stories, and consider in more detail the role of gender. But the point to take away is that they are necessarily anecdotal and based on the nature of individuals, their personal traits and experiences.

If we think back to the actor map and scenarios matrix, we are engaging with *people* within those organisations or contained categories, so any discussion on gender is fraught without taking into account the need to deconstruct the profiles of the individuals that we might be engaging with – this builds a much more realistic but complex picture comprising age, ethnicity, religion, morality, political affiliation, and other characteristics. Because each host or international person brings a different set of traits to the table, it becomes very difficult to determine whether those traits or reactions are specifically or solely related to gender.

Over the weekend, I was speaking to my cousin who is a genetic scientist about this, and asked her, what is the scientific definition of such a contributing factor, rather than cause? She said exactly that – a ‘contributing factor’!

Within the international-international relationship, deconstructing the profiles also

helps to reveal the similarities that we share, rather than the differences that we tend to focus on, and that such a ‘gender debate’ magnifies. The Year 10 student that Minister Snowdon mentioned this morning no doubt shares many of the same attributes in her zeal and enthusiasm as a male counterpart aspiring to join the Australian Defence Force. On the face of it, I may not have much in common with Rear Admiral Nora Tyson, but we both have an English major, considered law, and went into flight school!

ATTRIBUTES	XY	XX
<b>PERSONALITY</b>	?	?
- Agile		
- Resilient		
- Self-control		
- Vigilant		
<b>DEMOGRAPHICS</b>		?
- Age		
- Martial status		
- Education		
- Class		
<b>CULTURE</b>	?	?
<b>RELIGION</b>	?	?
<b>MORALITY</b>	?	?
<b>Etc, etc</b>	?	?



Things, however, get slightly more complicated when we overlay the effect of existing circumstances on individuals, arising both from their operating environment and personal situations. Warzones affect, distort, and amplify people’s ability to relate to others in different ways. So, what do we as a community need to think and do differently and better?

Gender is clearly just one component, albeit an important one, that we must consider when we approach working with one another, and how we interact or influence an environment.

The gender debate is a very useful entry point for us to become more nuanced in our assessment of the host, our own culture, and how we are perceived because it raises an awareness of the complexity in each of those scenarios. But one word of caution: when we place a disproportionate emphasis on gender, it risks becoming marginalised, and something that commanders are not readily interested in listening to in-theatre. Instead, it should be

integrated into the Understand phase of our COIN strategies, and instinctively considered to be another important element in our decision-making – something that (as we have already discussed) takes time.

To echo a speaker at the NATO Sofia Conference, “The key choices about war and peace in our future will depend not on gender, but on how leaders combine hard-power and soft-power skills to produce smart strategies. Both men and women will make those decisions.”<sup>7</sup>

We have already gone some way to articulating what smart power and strategies look like in our government, but we could do better, especially with the inspiring leadership being displayed today by the ADF and their response to the confronting realities reported in the Australian Human Rights Commission’s 2012 *Review into the Treatment of Women in the Australian Defence Force*.

## LOOKING FORWARD

As I said at the beginning of the talk, I have more questions than answers, and so it is difficult to offer many firm recommendations for the way forward. On leaving the UK to come here, I asked a friend at the Ministry of Defence what his take on gender in defence and security was: “It shouldn’t matter, but it does”. Much like some of the experiences I have encountered in this space, it does not seem appropriate to share most of what came next.

The challenge is to approach the subject in as sensitive and constructive a way as possible. For me, gender is a much more complex subject than what it is often reduced to in policy.

We have guidance stretching back to the book of Genesis in the Bible, which emphasises the equal yet complementary nature of the sexes. This chimes with some of my most rewarding experiences in the workplace which have been through collaborations with men of different specialisations: there is still the question of whether gender mattered, or if it was simply the right calibration of capabilities, skills and

personal profiles. But if we take into account a Biblical perspective, we would also have to look at how gender is presented in other worldviews, and a valid place to start is Islam, not least because most of the hostile environments in which we are currently operating have predominantly Muslim populations.

A second important point is to make good use of the opportunities presented to us in-theatre and back at HQ for writing doctrine. The impression I have had on a few occasions is one of a Stone Wall – which is especially frustrating in light of the high turnover of government and military personnel. Others often have much more consistent exposure to a subject area, and yet they have to contend with a revolving door of counterparts in Government.

Thirdly, we should always strive to view the world through someone else’s eyes – you will be glad to hear I did not bring a *burqa* with me this time, but I highly recommend it as a one-off experience! I saw a slogan put out by Deloitte recently which states: ‘change the way someone thinks, and you can change what they’re capable of achieving’. I have seen this happen in a positive training and education environment, so this should be encouraged wherever possible.

Lastly, we should look for similarities rather than emphasise the differences – we have more in common than we might like to admit, especially if we are working in hostile environments.

I picked up this book at the airport on my way over here, and it is interesting to note that the latest thinking from the Harvard Business Review on ‘collaborating effectively’ makes little mention of gender – it is referred to briefly in a chapter about ‘social intelligence’ and the ‘biology of leadership’ where the authors use an argument from neuroscience to explain that significant gender differences that are visible in business *disappear at the top level* – arguably the most hostile level in a corporation.

I wonder if we can draw a parallel in our world, and surmise that the more hostile the environment, the less gender becomes an issue for us, particularly because of the type of

<sup>7</sup> Nye speech at NATO Sofia Conference 2012

individuals that are attracted to those expeditionary roles.

### **Biography:**



**Dr Edwina Thompson** has spent substantial time in fragile states where she has been an aid worker, strategic facilitator, and expert consultant. She was the first civil-military-police advisor dedicated to an international NGO in 2007-2010 following her work at the Red Cross, Amnesty International, and as a Royal Naval Reserve Officer. She continues to advise HMG as a Deployable Civilian Expert, and the UN and ISAF in her role as Director of Beechwood International's Non-Corporate Practice from London.





## **Gender and Command, Experiences and Challenges**

### *The US Experience*

Lieutenant Colonel Melissa Cunningham, United States Air Force,  
Deputy Executive Assistant to Chairman of the Joint Chiefs of Staff

### *The UK Experience*

Commander Eleanor Ablett, Royal Navy

### *The Canadian Experience*

Lieutenant Colonel Krista Brodie, Commanding Officer 1 Service Battalion, Canadian Armed Forces

### *The New Zealand Experience*

Commander Melissa Ross, Royal New Zealand Navy, New Zealand Defence Logistics Command

### *Panel Discussion/Q&A*

Rear Admiral Nora Tyson, Lieutenant Colonel Melissa Cunningham, Colonel Lindsay MacDuff,  
Commander Eleanor Ablett, Lieutenant Colonel Krista Brodie, Commander Melissa Ross, Dr Edwina  
Thompson

### *Summary of Day One*

Vice Admiral Chris Ritchie AO RANR, National President of the RUSI of Australia

### *Key Note Presentation*

Ms Avril Henry, Leadership Futurist and Consultant



## Gender in Defence and Security Leadership: The US Experience

**Lieutenant Colonel Melissa Cunningham, United States Air Force,**  
Deputy Executive Assistant to the Chairman of the Joint Chiefs of Staff



Well, thank you so much for this opportunity to speak with you today. I applaud your effort to tackle proactively the gender diversity issue within the highest levels of government, military and academia. It is very refreshing, and quite inspiring. I've been fortunate in my military experience. The first woman who graduated from the Service Academy was in 1980; that was 12 years before I started my journey at the United States Air Force Academy. The trailblazers paved the way, so I am happy to report that during my experience at the Academy I did not experience gender bias or discrimination. It was common to have diversity in all the cadet leadership positions, the athletic teams, the cadet club programs; consequently minorities were just as competitive as any other member of the cadet wing for selection for special exchange programs or internships.

So I am thankful and grateful to the special women who walked a difficult path during turbulent times and allowed that changed to start my journey without having to carry an additional burden.

During my career I've been afforded an opportunity to lead in the deployed environment and in garrison. My experience in the Air Force has been that leadership picks the right person with the right knowledge, skills and abilities at the right time for the job; from my perspective,

the process is gender-neutral. So as I pondered the topic of gender and challenges in command, I realised that there was only one time in my command that I was uniquely aware that I was different from my fellow male commanders, and that is when I was pregnant with twins! Okay, all right - yikes!

When you're pregnant with twins, you are not just a little bit pregnant, so I was very nervous to tell my superior officer, but again, it's kind of hard to hide when you're pregnant with twins. And, anecdotally, a fellow Army officer and a friend of mine told me that she tried to hide being pregnant for as long as possible and was able actually to make it to her ninth month in pregnancy before transitioning to a maternity uniform because she would rather be known as the chubby captain than the pregnant one, because she thought, they're going to write me off.

Now, I never had those feelings, but I'm not going to lie: I did have a sense of guilt, because I felt like I was letting the team down. Maybe it was because I was planning on taking maternity leave; I knew there was going to be six weeks that I was not there with my unit. In some career fields they'll restrict your duty, so if you're a pilot there are certain trimesters that you can't fly; if you're a member of a security forces detail you can't carry a weapon.

So you're restricted from doing the core duties that you've been trained to do, so you can see where you're feeling like you're letting the team down. And I think this is why many incredible female leaders will decide to self-eliminate from the career path because they fear the work/family imbalance becomes overwhelming. So these pictures were actually taken the day that I had my twins.<sup>8</sup> Because of the guilt thing I'd worked

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<sup>8</sup> Slides courtesy USAF

the entire day and scheduled the C-section for that evening.

UNCLASSIFIED



### *Greatest Challenge in Command*



UNCLASSIFIED 2

So I'd worked the entire duty day, reported with my computer so afterward I could continue to do – you know, I don't know what I was thinking, but ... And I also had a picture that I brought in of my husband because he was deployed at the time, which is more and more common for many of us – that your spouse won't be there because they're on a separate deployment. So he wasn't there, but by bringing that in I felt like he was there in spirit, and I think the doctors thought that was a little funny too.

So, moving forward, we really need to change the culture that can really be captured by the adage, if the military wanted you to have a family then they would issue you one, but that's just not going to work. If you really want to retain some of your best talent in leadership, I have found that the most important factor is changing that culture. You need to have leadership that is supportive – give that individual the time and space that they need to make a career decision.

So ten days after I had my twins the doctors came and talked to me in the NICU, and they said, your son's oxygen levels are a little lower than we'd like them to be, so we ordered an echocardiogram, and we did one, and we found out that he's got two holes in his heart. And he said, okay, well, we're going to have to do open-heart surgery to patch those holes. And then the cardiologist told me the only time that he'd seen this particular heart defect is with children with Down Syndrome. And so I asked him to do a genetic test. Now, I have been in many stressful situations before and in combat, but this is the

first time that I really felt like I was having an out-of-body experience. I'm thinking, in three to six months, my baby that I haven't really been able to hold yet is going to have to have open-heart surgery. Golly, in six months I'm supposed to pack up the family and leave to go to the Pentagon, because I've already been reassigned – my husband's going to stay back in Washington State for an additional year. It started to become too much, just too much; I thought, I can't do this, I'm going to have to get out, because I can't make all these things work.

But my commanding officer came to the hospital to talk to me, and very wisely advised me: don't make any decisions, especially major ones, in the next six months. Because many of these unknowns that you have right now are going to become knowns, and you've just got to let it play out; you're going to be able to make a better informed decision in that time. And I am so glad, one, that my superior officer came to the hospital and had that conversation with me, but that I did wait, because those unknowns did become knowns. And had I not made that decision I probably wouldn't be here having an opportunity to address you today.

Leaders also need to provide opportunities. Do not overlook or discount a female, or male for that matter, for a great job opportunity just because they might have a family. I did not apply for the current position that I'm in, working for the Chairman of the Joint Chiefs of Staff. In fact, most of the reasons I didn't apply was because I had a family and a child with special needs. So I was surprised when I received a phone call to come up and interview for the job, and I was very upfront with the Staff - I told them, hey, I've got young children, young twins; they were only two at the time, and my son has special needs, which means there'll be some doctors' appointments that I'll have to attend, and I have to go to those because I'm the mom and I know the answers to the questions – I don't want to send my husband to those!

So they understood, but... that's just keeping it real. And they listened and they said, yes, you know we have kids, too. I'm like, I'm serious! And so when they said, why do you want this job, I was like, I don't know if you guys

remember – I didn't apply for this job, you called me! And I think a better question is, based upon what I've just told you and explained, am I really the right fit for your organisation - to support the Joint Chiefs of Staff? And they thanked me and I left. And I was very surprised a week later when I got a phone call saying: you start on Monday. Are you kidding? And then later they told me that besides my military record, one of the main reasons that they chose me was because they thought I would help bring a better work/family balance to that office. You talk about setting the tone that family is important – this is the highest military office in the United States Department of Defence.

## Changing the Culture

UNCLASSIFIED



### Changing the Culture

- Leadership
- Mentorship
- Family Support Programs and Policies
  - Dual Military Families
  - Maternity / Paternity Leave
  - Affordable Child Care
  - Flexible Work Schedules
  - Telecommuting



The Work / Family Balance is Gender Neutral

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**Leadership and Mentorship** - I want to talk a little bit also about mentorship. We as females coming up, we need to see senior military officers and senior military enlisted leadership that had made the service journey with a family. Recently the Air Force nominated Michelle Johnson for her third star; General Johnson had twins during her command tour, is now headed to the United States Air Force Academy to be the first female Superintendent. So she's going to be leading that organisation while also raising twin teenagers; I am not sure which one is going to be harder for her, but I know she'll manage. Colonel Jeannie Leavitt is the first female to command a combat Wing, and she's also raising two kids. Our most highly decorated American female fighter pilot, Colonel Andra Kniep, completed her squadron command tour recently with twins, and Nicole Malachowski, the first female Thunderbird pilot, is currently in

command, and she also has twins! Her husband's deployed.

So junior members need to see that it is just possible to do before just defaulting to self-elimination, but you don't need to be years ahead – it doesn't have to be that far; sometimes it just needs to be six months; my classmate Nicole Malachowski gave me a phone call when she found out that her husband was going to deploy. And she's like oh, my gosh, wow, how are we going to make this work? I've got these twins and I'm in command, and the hours ... I said, Nicole, you've got to build the network.

And that was one of the most important things for me when my husband was deployed and I was the one at home with the twins. I tell you what, that's the harder job, being the one at home with the kids. I think I employed every kid in my neighbourhood. I had a kid that came over to mow the lawn, I paid another kid to walk my dog, I had teenagers that came over from the hours of six to eight, which I refer to as happy hour in my house, because that's when it's crazy, when you're trying to get the kids fed, bathed, put to bed, and if you're lucky, do a little laundry. So that was just how I put it together. And Nicole and I had that conversation, and she said, okay, if you were able to do it, then I can do it too.

**Family support programs policies** - in the United States we have these types of policy, and interestingly enough, all the people that I just mentioned are all married to military members. So we give preferential assignment basing to married military members in an effort to relieve the stress on the family and retain both military members. It's not possible, given all scenarios; but there are so many adjacent alternatives or solutions if you have great senior leadership.

For instance, going back to my story, when I found out that my son had to have heart surgery and I was leaving to go to the Pentagon, my Wing Commander intervened; he knew about my situation. He was engaged enough to know about that, and he kept me at that base for an additional year as his Inspector General so that my family could stay together. We could get through that heart surgery and the very difficult

recovery afterward, but we could do it as a family, and I am forever grateful that he was able to do that. It takes ten years to replace an officer who's been in for ten years, so if you can retain both military members with these types of programs basing together, everybody benefits, and you do not lose that talent.

**Maternity and paternity leave** - if you don't have these programs, please develop them. In the United States we get six weeks of leave for the women, and the men get ten days of paternity leave to stay home and help. And this is the time that a lot of those unknowns start to become knowns, and the military couples can better understand what their new family/battle rhythm is going to look like.

Affordable childcare facilities with operating hours that actually mirror the duty day is very important as well. Most new members are going to be resourceful in coming up with their strategy, but some are going to need some help. And having access to reliable, accessible and affordable childcare is a common issue for working professionals. There are days when you'll find my husband or I sprinting through the Pentagon parking lot to try to get there before the day care closes and they start fining you by the minute, every minute that you're late. Okay, maybe I did this as early as last Friday, but it does still happen. But with operating hours of six o'clock in the morning till six o'clock at night, those are very reasonable hours, and it captures most of the duty day for the community area of Washington DC.

**Flexible work schedules or telecommuting** - adjusting reporting times or when you leave, when possible, really helps families manage their logistics issues. Will the entire organisation fall apart if somebody comes in half an hour late? Maybe they come in early and leave a little bit later so that somebody could be the pick-up one or drop-off person. So often the school day does not exactly match up with the duty day, and if we could be flexible with that it really helps the families. Telecommuting is also a way that you can take advantage of technology and allow members to work even if they get called home with a sick child. I did most of my work by telecommuting when I was on maternity leave;

that way I could keep up with the emails, keep up with the reports, and keep my pulse on the organisation.

Bottom line, here is the: So What? The demographics are changing; managing the work/family balance is becoming more gender-neutral as men are beginning to share an equal role in rearing children. Maybe parents are both dual-military, or maybe the spouse is in a professional or a high-paying career field that has a higher salary, therefore whose career is most important? It starts to become less meaningful.

We continue to serve because we love our country and we believe that we can add value in supporting the defence of our nation. Having a family and serving the nation are not mutually exclusive, but it is hard and many times, quite frankly, we're just doing the best we can. It would be disingenuous to say that managing the tension between service to the family and service to the nation is easy, or that you can have it all. I will tell you what I feel most: is when I have a major project or presentation and I'm thinking to myself, please do not let this be the day the day care calls and says, you have to pick your daughter up within the hour because we think she has pink-eye, and you cannot bring her back until you've got a note from a doctor. Ah! But you know what? Next week that's my husband's greatest fear, because he's the pick-up guy; so that's how it's becoming. And you know what? All of our airmen, soldiers, sailors and marines, they're feeling the same way, both male and female, so the ability to relate and empathise truly makes us better leaders and commanders.

So in conclusion, within the confines of our human condition, the only period of time we can physically start having children overlaps entirely with the period of our professional military service. We like to joke a lot about the biological clock ticking, but the truth is, the clock stops roughly about the same time we retire from service, and managing that tension between service to the nation and service to your family becomes critical.

If the goal is to finish your military career with the same family that you started the journey



with, when you're in garrison you should make every opportunity to make it to the football games or maybe the cricket games, the parent-teacher conferences, be present for duty, so to speak, with your family. I've become increasingly aware just how replaceable we are in military service. When I retire, somebody much younger and much more talented will pick up right where I've left off, and I'm just part of this great defence machine that will keep cranking long after I'm gone.

But leadership, mentorship, and developing family support programs will not only help retain our most talented male and female officers but will help both men and women find that work/family equilibrium that is right for them to allow them to continue service to the nation.

**Biography:**



**Lieutenant Colonel Cunningham** serves as the Deputy Executive Assistant to the Chairman of the Joint Chiefs of Staff. Her duties include preparing the Chairman in his role as the senior military advisor to the President, Secretary of Defense, Congress and the National Security Staff. She also provides critical policy and strategic analysis to help further the Chairman's strategic direction to the Joint Force. She commanded the 92<sup>nd</sup> Communications Squadron and deployed in support of operations Enduring Freedom and Iraqi Freedom. In addition, she served as an Assistant Professor of Management, an Associate Air Officer Commanding and the Officer in Charge of the Women's Rugby Team at the U.S. Air Force Academy. *(USAF Photo)*



## Gender in Defence and Security Leadership: The UK Experience

**Commander Eleanor Ablett, Royal Navy, Naval Personnel Strategy, Logistics Branch**



*(Royal Navy Photo)*

I'm most grateful for the very warm welcome to Australia and delighted to be here to give you a UK perspective, indeed on my personal perspective, of the experiences and challenges of gender in command. I joined the Navy in 1993 just as the Women's Royal Naval Service was integrated into the Royal Navy, and a couple of years after the first women began to serve at sea.

I currently have the privilege of being the Logistics Branch Manager overseeing the Strategic Personnel Plan for officers and ratings, around about 3,000 of them but slowly reducing, out to 2024. I was recently selected for Professional Logistics Command so I will join HMS Bulwark, the fleet flagship, as Commander Logistics in the autumn. But I'm also an individual and a woman working in a disciplined, hierarchical profession which is arguably the oldest masculine gendered business of all. I have always operated with a heightened awareness of the interplay of diversity and gender in the workplace, but it is only very recently, on promotion to Commander in 2010,

that I took the opportunity to reflect on what this actually meant for me, what it meant for my career and, more importantly, what it meant for other women in the naval service.

These personal reflections have led me to take a more active role in the debate within my service. With the support of Second Sea Lord and his Personnel Executive Group I'm now establishing a professional network for women in the naval service, also women in the Royal Fleet Auxiliary and the Royal Naval Reserve, some 3,600 of us in total. In my presentation today then, I'd like to share my reflections with you and focus on some challenges to the recruitment and retention of women in the UK armed forces. Colonel MacDuff nicely set the scene for me earlier, the Navy experience shares quite a lot of commonality with the Army, our challenge at the moment is a high deployment tempo delivered with a smaller Navy. But assessing the capabilities of women serving in any armed forces remains an emotive subject, from my viewpoint though, this seems unnecessary and unhelpful. If you were to judge this issue simply through what servicewomen are delivering today, you could argue quite convincingly that the paradox of the woman as military leader has been overtaken by events.

Let's consider the Royal Navy - we have mine clearance divers, we have pilots and observers, the commanding officer of a frigate and numerous COs and XO's of smaller vessels. We have rapid roping instructors, the recipients of medals for bravery in operations, members of engagement teams in Afghanistan; we even have an Antarctic explorer and national sportswomen. We have women serving in support of Royal Marine Commando units already, medics, engineers and logisticians, and we are about to have women serving on submarines.

We have women with children pursuing their careers and we have men taking on more domestic responsibilities while their wives'

careers take point. We have clear anti-bullying and anti-harassment policies which are reducing instances of bullying and harassment. On the face of it equality of opportunity for all is alive and well and debates about gender capabilities seem largely redundant. And, as we've heard, the last remaining bastion, service in direct combat roles, will be reviewed by 2018. But there is a flipside to all of this positive news; firstly, women still only account for 9.1% of the naval service and 6.7% of the Royal Fleet Auxiliary, a slightly more healthy number in the Royal Naval Reserve, probably reflecting more flexible working. My own branch, the Logistics branch, is more heavily feminised with over a quarter of my officers and ratings being women. Secondly, while statistics seem to show that we have broadly proportionate levels of promotion based on gender, the further up the ranks you go, the fewer women are in evidence and therefore in contention for promotion, consequently representation at senior ranks and rates is very low.

The average length of service for promotion to my rank, is about 19 years, and I did it in just under 18, so it's entirely possible, but there are only 45 women at my rank out of 890 in my service at present, and of that 45 only 16 are substantive regular commanders from the Warfare, Engineering and Logistics branches, i.e. not Medical services personnel who have different career patterns. There are just two women in the rank of Captain; one is a doctor and one a nurse, out of some 200 at that level. At Warrant Officer and Senior NCO level, representation is running around about 0.5% or lower.

Finally and tellingly, recruitment of women to the UK armed forces has steadily been in decline since about 2006. In the context of educational success and increased participation of women in the UK workforce, this struck me as particularly puzzling, but I only became aware of these statistics thanks to the dedication and ground-breaking work of Commander Liz Walmsley. In the role of Diversity and Inclusion Officer for the naval service, Liz applied a whole systems approach to the Navy's diversity challenges and she exposed a number of uncomfortable truths. She revealed actual and perceived barriers which have had an effect akin to acid rain, slowly

eroding the impact of our successes in delivering diverse and exciting employment opportunities. The headlines ring true with my own experiences - complacency and a lack of awareness of the facts, the pervasiveness of stereotypes of the role of women, conscious and unconscious bias, the continued perception that diversity blind is good enough, a lack of obvious senior role models and the challenges of fitting in while still being yourself.

I find it particularly interesting, as I read this list now, that so many of these challenges are becoming gender neutral, impacting on the retention of young men joining the service today. But we know then, that for a variety of reasons, women still tend to leave the service earlier than men. I am heartened that this is steadily improving but analysis of exit surveys show that, unsurprisingly, the draw of domestic responsibilities does have a part to play in this, and this has been the focus for management action in the Navy. Considerable effort is being expended on improving the offer to UK service personnel to support the aspirations of parents, both men and women, just as Melissa was talking about before, to maintain the best possible work life balance, and I do see this paying dividends for our retention piece across both men and women.

The Naval Service Parents Network led by a single father of two, who is also a Warfare Officer, are doing some sterling work supported by our Diversity and Inclusion team. They're providing access to emergency short notice childcare and also encouraging parents to pool their resources and share their experiences. But the focus on parenthood, or more specifically on motherhood, as the nut to crack, has meant that we've been slow to address the other reasons which drive women to leave early. I am not sure at what point my career manager finally accepted my regular assertion that my husband and I did not plan to have children, he probably still doesn't - we have bicycles instead. For those women who do choose to have children, the assumption remains that career aspirations will now be set aside while the expectant serving father is congratulated and it's business as usual. But of course the reality is that all bets are off for the traditional gender roles of husband and wife

and the UK armed forces are only slowly catching up.

And it is here really that I had my personal epiphany. What if work was what we tried to improve? The life balance bit will always be a challenge, but perhaps if women saw a path up, if they could visualise themselves enjoying a longer career and achieving their potential, whatever that may be, they might be more willing to find a way to stay. But that means we need to identify with senior officers and senior ratings, we need to understand how they got there and be inspired to do the same. We need those senior officers, men and women, to take us seriously as their potential reliefs and not simply make assumptions about us as potential mothers or wives. This isn't entirely instinctive across the whole of the UK armed forces yet, and not just because our Admirals, Generals, Air Marshals and Warrant Officers don't all get it, but because servicewomen themselves are complicit in not driving cultural change. I've come to describe what many women experience in the UK armed forces today as benevolent sexism. It's particularly hard to counter, it does not spring from malice and our usual response is not to make a fuss, to laugh it off. Inclusive leadership is simply not instinctive yet and also servicewomen themselves struggle to find their voice to effect change in that environment. At the heart of this lies another uncomfortable truth which I personally have been facing, women do not instinctively act to support other women in the armed forces. I do consider myself an inclusive leader, I have a particular interest in encouraging subordinates, peers and superiors to be the best they can, but I'm also a product of my own experiences. You see, I made a point from the very start of my career to distinguish myself from what went before, I'm not a WRNS officer; I'm just another naval officer. This seemed to be really important, because from day one of initial training I was left in no doubt that being treated as an equal meant that I needed to do my bit to fit in. I recognise now that this message was so powerful, and the desire to embrace this interpretation of equality so strong, that we women fought very hard to blend in. That included never being saddled with the role of 'officer with responsibility for women's issues' and rarely siding with other women. I

recognise now that I was complicit in a culture where authentic women struggled to survive, perceived weakness could continue to be gendered as feminine and maternity leave was a signal that you were not committed to your career. Those women who've expressed concerns about my idea of a Network generally tend to do so because they do not want to stand out because they are women. They perceive that this will undermine the respect that they have won from their male counterparts through their adherence to military equality.

For many more though, there is a palpable sense of relief when I raise these issues for discussion. Official sanction for the Network is a powerful tool. It should not be taken for granted though and my business case needs to be made every day. Women must avoid negative perceptions of being whingeing females as we engage in good quality conversations on these issues. So Madeleine Albright's comments that there is a special place in hell for women who do not support other women, hits home with me now. And it is with this in mind that I've set myself on a path to encourage servicewomen to share their experiences, to inspire each other to want more, to demand more and to achieve more.

On International Women's Day last week, I launched this new venture, the Naval Servicewomen's Network. My vision is based on encouraging women to engage positively with their own progression. I do not want to be an apologist for women (or for men) who might wish to play the system, and I've stated upfront that the Network has no authority to intervene in career management or line management issues on an individual's behalf, I think that's a really important message to get across. We can, however, share our experiences and offer ideas on how you can plan a career and balance it with having a life, and I see us doing this through access to positive, credible role models, both men and women. The Network will also give women a voice in future policy developments. I see a clear role in supporting the implementation of mixed manning in submarines for example, and I've been working with submariners who are reaching out to potential volunteers in the naval service now, to show them what a career in submarines would entail. I also see benefits for recruitment in its wider sense. Finally though, I

want the Network to begin to challenge some of the traditional attitudes about the roles and capabilities of women, and those are the attitudes of both men and women serving. I believe we can do this in a positive manner which doesn't alienate our male colleagues and which can in fact benefit us all. Training and development opportunities will be key, as we cross-pollinate with other women in other employment sectors as well as the armed forces.



My perspective is - share, inspire and empower to enrich women's experience of work.

To conclude then, my motivation to join the Navy was based primarily on the exciting opportunities that integration promised; the same opportunities as my male counterparts, including serving at sea in operational units, professional development in competing for promotion on a level playing field. Twenty years later I have absolutely no regrets about that decision; I

remain excited and optimistic about the future for my service and for my own career development, but I also recognise that it's time I gave something back.

Women are already routinely achieving amazing things but we need to be more visible to improve recruitment and retention and to get that message out there. Much has changed to support our careers in the UK armed forces but there is still more we can do to help ourselves and others for the good of the whole enterprise.

Last year I addressed the Officers and Warrant Officers of the Logistics branch at their biennial conference, they're a pretty tough audience. I tried to give some idea, some crystal ball gazing if you like, of what the future Naval Logistician would look like in 2025 and what context they would be serving in. My presentation concluded with the line, "and First Sea Lord is a woman". It brought the house down and you just never know.

**Biography:**



**Commander Ablett** is a Logistics Officer in the Royal Navy. She joined the Royal Navy in 1993 in the first wave of females joining a fully integrated naval service on the closure of the Women's Royal Naval Service. Served in assignments including as Logistics Officer of HMS NEWCASTLE, an operational tour in support of a 3 Star General and UK personnel serving in Baghdad, Iraq and as a planner in the Permanent Joint Headquarters. In 2010 she was promoted to Commander, one of only 30 females to hold that rank in the Royal Navy at the time, and was appointed to Navy Command as Executive Assistant to the Deputy Commander in Chief Fleet. Since 2011 she has been the Manager for personnel in the Logistics Branch.



## Gender in Defence and Security Leadership: The Canadian Experience

**Lieutenant Colonel Krista Brodie**, Commanding Officer of 1 Service Battalion, Canadian Armed Forces



I'm Lieutenant Colonel Krista Brodie of the Canadian Army, and I have a confession to make: I have never spoken at a conference of this nature before; this is a first for me. And on the heels of Commander Eleanor Ablett's very compelling presentation and particularly her comments with respect to complacency, I must be quite honest and confess that until last week I didn't pay attention to statistics or policies pertaining to women in the Canadian Forces. I didn't know what the numbers were, not even in the battalion that I've been commanding for the better part of two years. I didn't particularly care. I was blissfully unaware of the policy evolution that has both deliberately and accidentally shaped my experience in the Profession of Arms over the past quarter of a century. I do, now, have some appreciation of those things.

There is, in Canada a Defence Champion for Women, Rear-Admiral JJ Bennett, who is for the first time in Canadian history, actually a woman. There is a Defence Women's Advisory Organisation whose tentacles span the nation. Under the purview of the Chief of Military Personnel there is a Directorate of Human Rights and Diversity, DHRD, and DHRD 3-7 is the desk officer for Canadian Forces women. Who knew?

I am a collector of stories, and from time to time I tell bits and pieces of my own story. By the

grace of generations of pioneers and trailblazing women who have come before me, and by the relative focus on those of my generation who chose to forge their paths in the Combat Arms, who in their collective experience have created a critical mass of firsts, I have been able to pursue my career in the Army largely unhindered by gender-based limitations and unfettered by the overt scrutiny of being a woman in a male-dominated profession.

I am, I suppose, part of that first generation to enjoy the relative anonymity of being a woman in the Canadian Army. Until now I had never thought of my story as a woman's story. It is a story of fire, (the kind that consumes forests, and the kind that rains down on you in battle), of wind, of sand, and of memories of water, frozen and flowing – a soldier's story.

A story made of moments that sear themselves into memory. When all of a sudden a series of inconsequential decisions and actions lead to a moment where time slows down, and in that moment you wonder: Where am I? How the hell did I get here? And perhaps more importantly, where do I go from here?

One such moment came in the summer of 2000. I was 29 years old, and I was standing on the lowered ramp in the back of the Hercules tactical transport plane at 13,000 feet wearing more than my bodyweight in equipment. I was sweating profusely, as you do in those moments. After 56 descents in 20 days I was about to qualify as a military free-fall parachutist. The 'where do I go from here' was painfully obvious: I was going down, and fast, and not necessarily in control: The 'how did I get here' was a whole different story.

As I was growing up in the 1970s and 1980s, I aspired to be only one thing: a soldier. In my thinking, it was the perfect profession for someone who loves to play outside, who has an overdeveloped sense of wanting to serve society

in some productive way, yet hasn't the faintest clue of what they want to be when they grow up. (I'm not sure that I've yet decided.)

The summer before my final year of high school I joined the Naval Reserve as a bosun. Deciding that I was more suited to milieux with the sky above and the ground below, I commenced my full-time commitment under the Regular Officer Training Program in 1989, coincidentally the year that Canada opened its doors to women in the Combat Arms. I had the option of closing with, and destroying, the enemy.

I decided instead to be a Logistics Officer, and graduated from Royal Roads Military College with an honours degree in Military and Strategic Studies in 1993, having completed my Army Logistics specialty training in the intervening summers. By the time I lumbered off that Hercules ramp for that final qualifying jump, I had served as Combat Supplies Platoon Commander in 1 Service Battalion in Calgary; I had deployed to Croatia as a convoy coordination officer with the United Nations Protection Force in the former Yugoslavia; I'd been part of the NATO Advanced Parties that fought their way into the Bihać pocket to bring stability to North-Western Bosnia during the northern winter of 1995/96.

I had spent three and a half years as the Quartermaster of the 3rd Battalion Princess Patricia's Canadian Light Infantry; fighting floods, ice-storms and forest fires at home. I had been the Beach-Master for an amphibious landing off the USS Anchorage (which in all its weighty and wet misery is still executed very much the same as it was on D-Day). I had qualified as an aerial delivery specialist and then a basic parachutist, earned my American jump wings, along with two black eyes and a broken nose, on exchange with the 2<sup>nd</sup> of the 75<sup>th</sup> Ranger Battalion in Fort Lewis, Washington State, and spent a year as a second-in-command of the Parachute Support Company at the Army Centre of Excellence for training in special environments.

There have been moments in my career when I felt conspicuous, but rarely in my time as an airborne soldier – that's the beauty of one

standard – you meet the standard and you're part of the club. And speaking of being part of the club, I was reminded of an anecdote during Colonel MacDuff's presentation that I will tell, against my better judgment. It was during my time as the Quartermaster of the 3rd Battalion. I had been there for three years already, it was nearing Christmas time, and I was just getting home from work one night. The phone was ringing, and I was madly trying to untie my boots and got to the phone just before the caller gave up.

I picked it up just before the final ring. It was Corporal Caldwell's wife from the Battalion's partner support group calling to invite my significant other, Denise, to the partner support group Christmas wine and cheese function. I replied, "Oh, you must mean my husband Dennis!" And she went, "Oh, my God", and hung up the phone. Thirty seconds later the phone rang again, and she said: "Oh, I'm so sorry!" I responded that there was no need to apologise. I explained that Dennis was in Toronto at the time doing his General Surgery Residency and Trauma Fellowship and he wasn't available to attend, although he enjoys both wine and cheese.

The next morning I was in the gym pushing my "girly" weights, and Corporal Caldwell came in and barked out: "Ma'am - what do you mean, you're not gay?" And I replied: "Well, whatever would make you think that I was?" He piped up with: "Ah, you've been here for years and you're not sleeping with any of us, so we figured you had to be". Water, water, everywhere, and not a drop to drink! Heaven forbid that we should have an ounce of personal or professional integrity.

I never considered myself an outsider in 'this man's Army'; it was always 'my Army', and I spent the middle years of my career ingratiating myself to the Combat Arms community the hard way. So I was, quite frankly taken a little aback when I stood on Drop Zone Salinas in 1998 exchanging jump wings with one of the American Rangers who, regarding my long hair pulled back in a bun framing my bashed-up face piped up with: "I ain't never had to give no wings to a "gurl" before!" As we heard so

eloquently earlier today, the Navy and the Air Force may have come a long way, but the American Army still has a way to go.

In a series of logically progressive and rather innocuous steps, I had honed my skills supporting Light Infantry Operations in the domains of airmobile, airborne, amphibious, and mountain, to the point where without much deliberate thought (but with significant physical effort and a healthy dose of *'there ain't nothing you can't do when you set your mind to it'*), I stood on the brink of what might be considered a significant leap of faith.

Now, the beauty of military instructional technique, as we can all appreciate, is that it makes everything a drill. So when they give you the two-minute warning, you lower your goggles and you become indestructible. As long as you can't feel the wind on your eyeballs, you are a superhero, cooler than Tom Cruise in Mission Impossible, when they're tumbling out the back of an airplane in the middle of the night.

At the "STAND-BY" you shuffle forward on the ramp, strangely detached from reality as you watch the horizon line list erratically. On the "GO", you go falling, battered by the wind, impaling yourself on the pointy ends of raindrops - one of life's more surprisingly uncomfortable sensations - until the moment you activate your main canopy and are shocked by the silence that follows the shutter as the cells of your canopy fill with air. I landed hard, toppling forward with the weight of the reserve canopy, rucksack, weapon and snowshoes (we're Canadian), driving my face into the sand, filling my eyes, mouth and nostrils as I struggled to activate the canopy releases to separate from the 400 square foot canopy - it's like flying a Mac Truck - that was dragging me spluttering and cursing across a dusty and rutted field.

By this time my face had created enough traction in the sand to slow me down - my nose truly has borne the brunt of my professional follies - and I readied my weapon, gathered my kit and limped off that drop zone, I was quietly confident that I was right where I was supposed to be - the sky above and the ground below. It was the summer of 2000, I was 29 years old, and I was

comfortable in the skin of my chosen profession.

And then came 9/11. By the summer of 2002, the logistics career managers decided that I had sub-specialised enough, and I was transferred back to Edmonton and the Army of the West to broaden my horizons in General Close Support. I was commanding a company of 120 combat service support soldiers (truckers, vehicle and weapons mechanics, supply technicians, signallers, medics and admin clerks) back in 1 Service Battalion when I was selected and deployed to Afghanistan as the Deputy Commanding Officer of the 600-personnel National Support Element in Kabul from July 2004 to February 2005. My private war was all about dust and water, of getting the job done, and of not embarrassing myself irreparably in front of the troops - the secret fear of every officer. It was a war of learning lessons, many of them the hard way.

Then I came home. After 15 years in the field I spent two years as a Chief of Staff (and for those of you that have served in that capacity, it is the most soul-sucking of appointments), unravelling the mysteries of the Institutional Army in Western Canada. All of those things that they don't teach you in any military college or on any course, command or staff, ever. That complex web of infrastructure, of plumbing, of roofs, of fibre optic cabling, of water treatment and distribution systems, of oil and gas development on federal property, of species at risk and geospatial intelligence, of non-public property and military museums, of ranchers and farmers who push the boundaries of the land on which our Army is trying to train. Then there's 'the Whole Defence Team' and the nuances of union negotiations and Labour Relations on behalf of your civilian public servants.

Together with my husband of 15 years, we decided to embrace life not according to plan, and in the past six years we have adopted three children. Our oldest, Maya, came to us a newborn; she is now six. Then my husband, who had retired from the military after 20 years of service and was working with the Red Cross at the time, deployed to Haiti in one of their field hospitals following the earthquake, lost his heart to a little girl who had been abandoned, and we

began a three-year odyssey to adopt her and bring her home – an odyssey that just ended this Christmas time. I can tell you there are no leave policies in the Canadian experience that deal with that. In the midst of all that was a little boy, Jeremy, who joined us from South Korea when he was two months old and is now about to turn three.

In April of 2011 I assumed command of 1 Service Battalion – the first woman to command the Combat Service Support Warriors of the West. There was no fanfare or media attention at my Change of Command parade. But, in the quiet lull before the band commenced playing for the Inspection of the Guards, there was a lone small voice that drifted across the parade square. The voice of Maya, my then four-year-old, calling: “Mama, mama, I need to pee!” In that moment, I was worthy.

In my airborne days I once had a commanding officer who said to me with the pride and affection that is born of common experience: “Krista, you are truly an enigma to me. You hardly look robust enough to do this (*expletive*)”. My outside voice replied, ‘Well, you can’t all be as huge as I am, while my inside voice said, “I’m smaller than you, but I could take you if I had to.” I took it as the profoundest of compliments. I knew in that moment that I was right where I was supposed to be. I felt the same way when I took command, and I have more or less continued to feel that way every day since – that sense that I have arrived, at this time and in this place, with the requisite personal and professional credibility to make it seem right.

I’ve deployed the Battalion to the flood plains of Southern Manitoba, to the Arctic, and to the mountains of interior British Columbia, which is some of the harshest terrain this side of the Hindu Kush. I’ve visited with my command team partner - my Regimental Sergeant-Major - our troops deployed in Afghanistan, both in Kandahar and in Kabul, and at our support hub in Kuwait. And I’ve had the honour in the last couple of months to command a UK Logistics Brigade as the “colonial usurper” on exercise with the 20<sup>th</sup> (UK) Armoured Division - so it’s felt a bit like infinity and beyond.

Where do we go from here? I am a soldier, a wife, a mother, and in my story is the legacy of a nation that has let her fighting sons and daughters make their stories her inheritance. I was recruited into an equal opportunity Army. I lived large as a subaltern and a junior officer in the age of consequence where policies on gender integration and zero tolerance towards harassment and discrimination had resonance and teeth. I’ve come of age in Canada’s renaissance as a combat power, part of a generation of leaders who inherently value and respect each other for the collective experience that is both our legacy and our burden. We have been to war, we have slept and we have defecated in the same shell scrapes, we have buried our friends and subordinates, and we have come home to pick up the pieces of our fractured lives. I have arrived on the eve of uncertain tomorrows as both a warrior and as a woman.

Today there are no recruiting quotas in the Canadian Armed Forces. There are targets, but no quotas. There are no promotion quotas. The Pink List for the selection of senior women to attend Command and Staff College has long since been abandoned. Succession planning criteria are universal. From that level playing field in the largest field unit in the Canadian Army (with a military establishment of 947 and 100 civilians), three of my seven Company Commanders are women.

With the announcement of a new Canadian Armed Forces physical fitness test this past week, the single standard for fitness that the Army has enjoyed for as long as I can remember – we march, we dig, we drag casualties – is about to be superseded by a standard set of four universal measures of operational readiness: one standard regardless of gender, or of age, or of branch of service. It lends an authentic ring to the principle of Universality of Service that underpins the Canadian experience.

That said, it takes tolerance, imagination and patience.

“Tolerance”: not for all things inappropriate, but for the fluctuations that we see in the numbers when you don’t have those quotas; tolerance for that variance between 15% and 12% on an

observed downward slide particularly when we'd like to see it closer to 20%; for the difference between the number of women that we see in the Navy and the Air Force, much higher than we do in the Army; for the numbers that we see in the Reserve Force, much higher than we do in the Regular Force.

“Imagination”: because we are desperate for some of those innovative HR policies that we've heard about earlier today. We need those flexible employment arrangements and those flexible Terms of Service, and that Leave Without Pay option that will entice not only talented women but talented men to stay in during that critical juncture between the age of 30 and 35/36 where we grapple with managing the work/life balance and we haemorrhage talent, in particular in the Western Army experience to the oil and gas sector as it booms in Alberta.

“Patience”: because accelerated advancement or not, we are not patient when it comes to change. Like my six-year-old who sits in the back of the car in her car seat, demanding, “Are we there yet?” Are we there yet? Sometimes in the heat of battle we fail to appreciate when we have truly arrived.

I tell my junior officers that there are only four things they need to do to be successful: they need to be humble warriors; they need to be

ethical decision makers; they need to be erudite officers (the masters of their tactical/ technical domains – the stuff that allows you to survive to fight another day); and they must be passionate leaders, and in so being, it is the human dimension of their leadership that makes them worthy of leading our Nation's sons and daughters.

Forged out of memories of fire, of wind, of sand, of water, and shaped by a military ethos that values the inherent equality of the warrior spirit, their's for the making is a story, the stuff of myth and legend, and of the collective experience that binds all of us.

### Biography:



**Lieutenant Colonel Brodie** is an Army Logistics officer. She spent her subalternship on operational deployments in Croatia and Bosnia. In 1999, she was posted to the Canadian Parachute Centre as Second-in-Command of the parachute support company and qualified as a Military Freefall Parachutist. In 2003 she was promoted to the rank of Major and appointed Officer Commanding Administration Company in 1 Service Battalion. Following an Afghanistan deployment as Deputy Commanding Officer of the National Support Element, she was appointed Chief of Logistics for 1 Canadian Mechanized Brigade Group. She was promoted to her current rank in 2008 and in 2011 she was appointed Commanding Officer of 1 Service Battalion.

*(Photo & BIO: Canadian Armed Forces)*





## Gender in Defence and Security Leadership: The New Zealand Experience

**Commander Melissa Ross, Defence Logistics Command, Royal New Zealand Navy**

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### **WOMEN IN THE MILITARY – A LIABILITY OR A CAPABILITY?**

E ngā mana, e ngā reo e ngā karanga rangatanga maha, tēnā koutou (all authorities, all voices, all the many alliances and affiliations, greetings).

My name is Melissa Ross. Thank you for inviting me to speak at your conference today. I am going to start today with a word about rugby because No Kiwi could come to Australia and not weave rugby in when your country holds the Rugby World Cup! Rugby supposedly originated when William Webb Ellis allegedly picked up the soccer ball and ran with it in 1823. New Zealand started playing the game in 1870 – 143 years ago. In 1931, the Governor-General of New Zealand, Lord Bledisloe donated a trophy for competition between Australia and New Zealand which is still competed for today. In 1905 New Zealand toured to the Northern Hemisphere and performed a Haka before each match. The Welsh crowd responded by singing

the Welsh National Anthem. This was the first time a national anthem was sung at the start of a sporting event and of course, it is a tradition that remains today.

Parts of the game of rugby have remained the same, it is still a game consisting of running, passing, kicking, line-outs and scrums – much like it did in its early beginnings – however the game has transformed. The Laws of the game have changed, the number of players has changed from 20 to 15, the method of scoring points has evolved and the size and shape of the players has transformed to take advantage of the new rules – wingers are larger and props and hookers are much more mobile.

One of the key differences, I think – to being the best rugby team in the world or being ordinary - is having a World Class bench. The 15 players who run on to the field have a massive base beneath them. A base that starts as new school entrants playing junior rugby, high school children playing at school level, young adults playing at club level and adults playing at National Provincial Level. From then on the professionals come in to the Super 15 competition before getting to the stage where they play for the national team like my All Blacks. Without the stable base below the National team, the All Blacks could not be World Cup Champions – it is this base of players below the National level that sets teams like the All Blacks and the Wallabies apart from teams like Japan, Fiji and Georgia. It should also be noted that it is not the 15 best individuals that take to the field, it is always the 15 who make the best team. Rugby is a team sport and sometimes coaches must sacrifice the best player to field the best team.

So, apart from reminding you all who holds the Rugby World Cup, I have let you in to the secrets of the All Blacks Success – Traditions

that draw the team and country together, adapting and taking advantage of new laws or rules of the game and finally a 'World Class Bench'. So how does this relate to the military?

The NZDF has a long and distinguished history, steeped in tradition. But much like the game of rugby, it is not the same as it was in the beginning. There are some traditions, much like singing the National Anthem and doing the haka before a game, that we in New Zealand like to hold on to. They are traditions that bring us together as a people with a shared past, a past that we are proud of. They are traditions that helped shape us as a nation.

Just like rugby, the basis of our existence has not changed. However we too are impacted by changes to the rules and laws, we too have to adapt our style to meet the strengths and expose the weaknesses of our opponents and we too are only as good as our base, especially during hard times.

Let me turn my attention now to the women in the New Zealand Defence Force and my story. I joined the Navy in 1993 – 20 years ago as a General List, Midshipman, Marine Engineer. I have served in many frigates, support vessels and shore establishments. I deployed to the Arabian Gulf in 1995, in East Timor in 1999 and served as a Peacekeeper in Israel and Lebanon with UNTSO during Gulf War II. My last sea post was onboard HMNZS Canterbury, the Logistics Ship, in 2008. I have had an extremely fulfilling career in the Defence Force. I have travelled the world, drunk at many different pubs, made lots of friends, been introduced to many cultures, met my husband and had some amazing experiences – however during my career it has not all been fun in the sun! There have been dark and lonely days too.

The New Zealand Navy began the process of integration in 1977 and women first went to sea in 1986 onboard a Survey vessel called Monowai. From 1989 all women entering the Navy in sea-going trades were required to serve at sea. Women began entering General List Midshipman branches in 1990 and by 1993, all branches except the Diving sub branch were opened to women. In that same year two of the

four frigates were declared available for mixed gender crews with all ships opening to women in 1996.

My first posting to sea was to a Leander class frigate in 1993, the first frigate to be opened to women. While there were some good times, it was a difficult period of integration. We were not always welcomed. We were not always accepted. We were not always valued. Life on a Leander-Class Frigate for women was about conforming to a masculine set of values and standards.

In 1995, I deployed onboard HMNZS Wellington to the Arabian Gulf. It was the first time for the New Zealand Navy to participate in the Multi-National interception force. The mission was to enforce UN sanctions against Iraq. It was also the first operational deployment on warships for women in our Navy.

Deploying women on Wellington was a risky and courageous decision by the hierarchy at the time but it was a decision, I believe that was driven by our politicians. Wellington spent 60 days on patrol in the Gulf.

It was a very successful deployment as it showcased our Navy's capabilities, our professionalism and our people. However, the deployment was best remembered by the wider community for the sexual harassment incidents that came to light after the ship's return to New Zealand. Several personnel faced Court Martial, and although all were cleared at the courts martial, the Navy did not manage the situation well and our reputation was severely damaged.

At the time, the whole issue made me angry. During that trip we had overcome physical barriers, we had overcome environmental barriers and we had overcome our own insecurities. The media attention and courts martial seemed to push us backwards with our male shipmates distrusting us once again. It seemed that our hard work during that deployment to build our work ethic and credibility had been for naught.

The CDF at the time commissioned a Gender Integration Audit of the NZDF in 1998, which became known as ‘The Burton report’.<sup>9</sup> At the time, this report also seemed to threaten our ability to reach an equal footing with our male counterparts. They were scared of being accused of harassment for telling jokes, or including females in the wardroom banter. This made things tense for months. It was a dark and lonely time.

On reflection however, the Burton report had pointed to the need to change old traditions and ways of thinking that enabled gender-based inequities to thrive. In the short-term, the initiatives felt oppressing but in fact they brought about a new acceptance of diversity. What resulted was an environment where women could carry out their jobs as women instead of trying to carry out their jobs the same way as the men.

In our Army, the integration timeframes were similar. Integration began in 1977. In 1982 women participated in Front-Line Battle Tactics Training overseas and in 1992 a trial period of integration of female soldiers in front-line combat positions began with three female signalers posting to Cambodia to serve as part of a United Nations Peacekeeping Operation.

In 1998 our first female artillery officer posted to Bosnia and in 2000 over 50 women deployed to Timor in combat roles including an Armoured Personnel Carrier troop commander, a combat tracker and several combat engineers. This was followed in 2001 with our first female infantry officer also posting to Timor L’Este.

Our Air Force as well followed a similar integration pattern with women being accepted into non-combat flying roles in 1986. Our first female strike pilot graduated from training in 1999, just before we disbanded the strike force.

In 2000, the NZDF removed all policy barriers to the employment of women in combat roles. This was followed up with legislation in 2007. Today, although we still have work to do

especially in our junior ranks across the NZDF, I think we all enjoy a better working environment.

In the NZDF, we have retained many of our military traditions – however there are some traditions that are/were out of step with the new rules and the new team – and slowly but surely they are dying. Rum issue is an example, New Zealand was the last Navy in the world to cease issuing rum. Few, if any miss it.

As I mentioned previously, many of the decisions around gender integration in the military were, I think driven by politicians. Like most western militaries around the world, this is the price of democracy. We must however take the rules and laws, and enact them. Women in the military and in combat are no different. For the NZDF however, the drivers to have women in the military and combat have changed. It is no longer the politicians driving but the NZDF. Why?

We no longer have queues of recruits lining up outside the door to join up. We no longer have funding excesses to draw on if we require to fill personnel holes and we no longer have time to wait out the bad times. The NZDF cannot afford to not have every rank and trade opened to women. Although some trades still have no women in them such as our Special Forces, Navy Divers and EOD operators – women can, if they choose and pass the criteria to be in those trades.

Let me talk about how the NZDF is taking the rules and laws and seeking opportunities to improve our recruitment and retention. Just last week my CDF Lieutenant General Jones, launched the NZDF Women’s development Steering Group on International Women’s Day. The purpose of the group is to give women within the Defence Force a greater opportunity to influence at the strategic decision making level. The group will also provide advice on ways to increase women’s participation across the Defence Force. The CDF, Lt Gen Jones had this to message:

*“I see the Women’s Development Steering Group as an enabler to achieve Joint Operational Excellence, our vision towards Future 35. The NZDF needs to*

<sup>9</sup> EEO trust work and life awards (2007) *Achieving integration and acceptance*, p6 at: [www.gender.go.jp/kokusai-event/nz/bar-eng.shiryoku.pdf](http://www.gender.go.jp/kokusai-event/nz/bar-eng.shiryoku.pdf)

*be an organisation that people want to join and to remain engaged in. Our Defence Force needs to attract and retain the right people, this includes women who have been a part of our fully integrated Defence Force since 2000. Our women have served in almost every mission the NZDF has been involved in since that time and that will not change.*

*Increasing the levels of participation of women at senior levels within the Defence Force, both in military and civilian roles is important to me. It is my aim to develop women in civilian and military roles in order for them to be represented at a senior level. That is where they are most needed to influence and shape our future.”*

I feel, my Defence Force is moving in the right direction. We're not breaking any land speed records and we're not leading edge but we are moving in the right direction. Our Senior Leaders are much more aware of the fact that women and men together, are the means to the end state we want to achieve. Having one, without the other in to the future will see us falling short of our objectives. We need to build our 'World Class Bench' by recruiting from all of the skill pools available and we then need to retain those people who can push up into the first 15. This may mean identifying and removing the barriers – visible and invisible to allow this to occur.

I have chosen not to provide a balanced argument to address the title of my speech today – WOMEN IN THE MILITARY, A LIABILITY OR A CAPABILITY.

The slides I showed in the background<sup>10</sup> show the wide range of people we have in the NZDF in a wide range of trades. They are the sailors, soldiers and airwomen who together with our male counterparts make up the 'people capability' of our organisation.

For the NZDF, our women have been contributing operationally in combat and non-combat roles for many years – and in the words of my CDF “That will not change”.

I think, the only liability is the one in our own heads that can only see the 76kg winger running towards the try line and restricts us from seeing the 100kg winger bumping off four English tacklers as they head to the try line. Just like the game of rugby, if we want to be World Champions, we have to bring our people together, we must adapt and take advantage of the new laws and rules of the game and we cannot forget that the first 15 is only as good as the bench.

I would like to wish you all the best for the remainder of this conference, thank you again for inviting me along and allowing me to tell my story – albeit with a rugby twist and for the opportunity to hear the fantastic speakers you have gathered.

No reira, tena koutou, tena koutou, tena koutou katoa (that is all, greetings, greetings, greetings to you all).

#### **Biography:**



**Commander Melissa Ross** joined the RNZN in 1993 as a Marine Engineering Officer. She has served in HNZ Ships Manawanui, Sothland, Waikato, Wellington, Te Kaha and the Logistics Ship Canterbury. She deployed to the Arabian Gulf in 1995 as part of the Multi-National interception force onboard HNZN Wellington. In 2000 she deployed to Timor L'Este and was involved with the establishment of the Peacekeeping Force Headquarters in Dili. She was posted to the UN Supervision Organisation in 2004 and served in Israel and Lebanon as a Military Observer. She has been the Private Secretary to the Minister of Defence. She was promoted to Commander in 2009 and posted to the Defence Transformation Project as the Navy Engineering Lead within the Logistics Change Project.

*(Photo and BIO: NZDF)*

<sup>10</sup> Ed Note: slides not published.

## Gender in Defence and Security Leadership: Question and Answers - Day One

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### *Speaker Key:*

Air Commodore Peter McDermott	[PM]
Commodore Liz Rushbrook	[LR]
Colonel Lindsay MacDuff	[LM]
Rear Admiral Nora Tyson	[NT]
Commander Melissa Ross	[MR]
Lieutenant Colonel Krista Brodie	[KB]
Commander Eleanor Ablett	[EA]
Dr Edwina Thompson	[ET]
Ms Dianne Harris	[DH]
Lieutenant Commander Kate Miller	[KM]

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PM First question, in the back. Commodore?

LR It's Liz Rushbrook. I'm the Director General of Navy Health. The first thing I'd just like to do is on behalf of everybody thank you for those incredibly inspiring stories. I really didn't think it could get any better after the first one, but it just got better and better. It's absolutely fantastic. What I'd like to ask each of you is in ten words or less, if you had an opportunity to say right now, to give a message to your daughter that you just found out that you were pregnant with, what would you say to her about joining the military?

LM I have a daughter. I didn't bear her. It can only get better, would be my hopeful message to her, but also I would want her to feel able to excel in any organisation that she chose to work in, so part of my job is to enable that for her arrival.

NT Okay, I'll go. I would say, go where your heart leads you and take advantage of every opportunity.

MR I would say... I have two sons, but even to them or a daughter, I'd just say, go for it. It's been a fantastic career for me.

KB I guess I would tell my daughter Kate, all things are possible.

EA I think, from my perspective, although I don't have children, you have to be honest with yourself about what you want to do, and that includes deciding what you want to compromise on to achieve what you want to do. And honesty with yourself I think is the most important thing.

ET It's an honest and noble thing to do while you're trying to decide what you want to be when you grow up.

PM Are there any more questions?

DH Hi, I'm Di Harris, currently a public servant in Defence, but previously Army Intelligence Corps. It was really fascinating and inspiring to listen to all of you today. My question comes from my past experience in army, and that is when you're looking to put in place policies and to encourage people to embrace them to allow women to have a fulfilling career, how do you deal with the women who, perhaps quite rightly say, I don't want any special treatment. I want to get there on my merits. I don't want to give anyone the impression that I only got here because there were favours done for me.

EA That's something I'm certainly struggling with in establishing the network. But I think it comes back to building that kind of dialogue based on credible, positive role models who are doing just that - achieving everything in their career through their own personal credibility and professional development, and I think you've probably heard exactly the same sort of stories from my colleagues here. No-one wants to be put forward for any form of special treatment and I don't think we need to be, quite frankly.

MR I definitely hated going to anything that said women's anything - women's coffees, conferences, forums. Absolutely hated it, but after doing it for a little bit, we've had an Air Force women's development forum, a Navy and an NZDF one. I now realise it's no longer about me, it's about the next generation, and so getting



people like me to try and pull people up, to get those policies to actually work and not just be words on a page.

PM Any more questions?

KM Lieutenant Commander Kate Miller. My question to every panel member, if you could answer in turn, is what do you think your best source of support is and why is that so?

KB I can start. Mine would be my family. My husband, because he's been inherently patient and accommodating of all of the choices that I have made that has caused us to make a wide variety of sacrifices, but I think more so my parents, who not only raised me in that environment where I truly thought I could be anything that I wanted to be, and who to this day are unflaggingly supportive in all of the theoretical and more importantly the practical day-to-day things that allow us to keep living.

So I travel, like a crazy woman. I've spent more time with my command team partner, my regimental sergeant major, in the last two years than I have spent at home with my husband and my family. My husband travels on international business on a weekly basis, and my parents are there on a day-to-day basis to pick up my kids from day care, to take the six-year-old, when she was in kindergarten last year, from the day care to the school to pick her up after school, to pick up the babies from the day care.

So that minute-to-minute close support that comes from that network that you talked about creating is absolutely essential and let me tell you, in the Canadian context, that's where we fall down. So we may have arrived when it comes to the integration piece. We've been doing that for a quarter of a century.

But we are way, way behind on all of those other HR policy related things that allow you to make that next step. And I can tell you we're having a hard time imagining how we're going to do the next five-year journey. So as I finish command on 26<sup>th</sup> June and get drawn into our National Defence Headquarters vortex in Ottawa, in a new city, in a new town, where I don't have that support network, that is going to be a huge

personal and professional challenge. And I've been doing it for 25 years. What about all of those kids that are just starting out?

MR Well, I'll echo what Krista's said. I don't have children of my own, but I think it was my parents. Neither one of them are with us anymore, but they brought me up thinking I could do whatever I wanted to do. And then I have a husband who is my strongest source of support, and I don't think I'd be here if it weren't for him. And many times when I've said... Not many times, a couple of times when I've said, I'm not so sure I still want to do this, and he said, oh, yes, you do. Just keep going. And it's been well worth it. And I really think it's family, it's friends, it's those folks that you can turn to, whether you're deployed or at home, who know you the best and can give you that support when you need it the most.

EA I think my support networks have sort of changed over the years and I've been very lucky to have a number of people in my life and starting off with my parents through colleagues working together, working through initial training together, surviving it. At the moment, my husband's obviously very central to and very supportive of everything I'm doing. But also I have a mentor in the Navy, the Logistics Branch run a mentoring scheme, so a male naval captain who's a logistician, and I also mentor some other officers. Actually you get a lot of support and feedback from mentoring junior officers. I think I probably get more out of it than they do, I don't know. But so actually the support kind of grows and changes to meet your needs as you go through your career. All sorts of areas.

LM I could answer as a male infantry officer, why do I need any support? That's not the answer I believe in. Apart from my family, personal support, and professional support, there are two groups. There are the soldiers who have the confidence to speak out to enable the personal testimony and the power of that to make a difference, and the second is the leadership - understanding and identifying those who get it, that indefinable get it, who can then take the change agenda forward. Those are the two supports.



ET I guess mine's outside the service. I'll just jump in and say that a lot of the Majors and Colonels in the US, UK and Australian services have been really supportive of me trying to get messages up the ranks, because being outside the services means that you have a level of access that others might not have, so it's a real encouragement to receive affirmation from them, and also encouragement to push these messages up the ranks.

And the second source is also my family, but it's my 70-year-old father who some might think is a typical Australian male, but he's really the person that I've worked with the last few years, and he's really taught me about the complementarity of not just genders but also age. We've worked in Afghanistan with the police over the last year, and just seeing the host population's reaction to both me and him and how we work together has been incredibly encouraging as a support.

MR For me, as I progress through my career, the early days of my career, the support for me were those male peers that I worked with that were absolutely useless and made me look really good. And what they also did was for me to realise, actually, I am good and I've got some good skills here, because, man, that guy's pretty useless.

But also now it's my husband, who's an EOD operator NCO, and he's a very good sounding board. What he thinks is probably what a lot of males in uniform think, especially NCOs, and he is a very honest sounding board for me.

KB I'm the last one. I think it's very similar with all of us, and I would say it's my parents but also my husband's parents. We're very fortunate that both sets of parents are retired now, so for instance, when I came out to this conference, I called in the A Team, so his parents came out from Oklahoma, and they'll be here over the next three weeks to help us through some challenging times at work, just because we need a backstop.

PM Ladies and gentlemen, I think we'll close off the proceedings now. All I can say is we've been treated to some very powerful experiences this afternoon, and the whole of today in fact. When the proceedings come out from this conference and it has each of your life stories or your contributions in here, I think we'll leave out the photographs, though, perhaps, Melissa. But when we have that text in there, this will be a bestseller. You should all get a copy of that. Hang onto it. It'll be a collector's item. Ladies and gentlemen, please thank our presenters this afternoon.



## Gender in Defence and Security Leadership Conference: Summary of Day One

**Vice Admiral Chris Ritchie AO RANR, National President of the RUSI of Australia**



*(RUSI Photo)*

I'm the National President of the Royal United Services Institute of Australia, and we, with CDF and Defence, are the co-hosts of this conference. We are very honoured to be able to co-host such an important event. Most of our RUSI State Presidents are here tonight. They've been here all day today. They'll be here again tomorrow.

The proceedings of this conference will be captured in electronic form and we will provide the electronic transcript on the RUSI website and subsequently with Defence, we will produce a written record of proceedings. So, if you or your colleagues and friends want a good read going forward with this topic, look to the RUSI website during mid-to-late April and it should all be there, but if you want something about Defence and/or national security - other than this conference - to read tonight when you go home, there's lots of other compelling stuff on the RUSI website.

I'd like to welcome you on behalf of CDF, the Department of Defence and the RUSI to this Conference dinner. It's an important Conference.

I know that some of you weren't here today and that others weren't here for all of today. Can I say to those who weren't here, you have really missed

something. There have been great presentations. They've all been vivid, they've all been compelling, and I offer my thanks to all of the speakers so far in this Conference for the excellent contributions they've provided.

Let me set the scene for tonight and for what our guest speaker, Avril Henry, will say by summarising what I thought were the key points that came out of today. I won't address every individual presentation, but I just want to come to the themes, and I'll mention a few names.

Minister Snowdon spoke first, and he spoke about recognising the need for change in this area of gender employment, gender equality. We then had Ms Anna Bligh, the former Premier of Queensland, and she gave a rousing speech. She talked about the importance of critical mass. She estimated that the critical mass needed to be about one-third, about 33%. She talked about the often advantageous outcomes of affirmative action, and she talked about that external demand for change which impinges upon organisations.

The CDF then spoke in his normal eloquent fashion and spoke strongly of his clear commitment to an ADF that better represents the make-up of Australian society with respect to women. At the same time, and not in lieu of, he related how the inclusion of women increases ADF's capability and its potency. He talked of the need to celebrate and to publicise our achievements in gender equality, and we have not done that very well. He talked about the need to disprove the notion that the ADF and family life were incompatible.

We then had the Vice Chief of Naval Operations USN, Admiral Ferguson, and he alerted us to a number of significant points: the importance of organisational signals on unacceptable behaviour; the way in which the organisation sends messages, if you like, be they tacit rather than implicit. He mentioned the importance of role

models and the importance of time and of “organisational support”. In the question time, he used a phrase which I thought was great. He said: “You recruit a sailor, you retain a family.” And I think in that, he encapsulated a lot of what everybody else has been talking about during the course of the day.

For us here in Australia, I think, overall there is a clear message that while we have a history of evolution in gender issues - and that history goes back to the 1980s, a fact that’s not often recognised, and I’ll talk to that in a minute – we still require bold leadership and decisive action if we are to achieve the goals that we aim for. And from the UK, Colonel Lindsay MacDuff this afternoon gave a very honest appraisal of where the British Army is at. In that he said: “If left to natural evolution, the British Army would take 107 years to get to where it wanted to go.” So that supports the contention that bold and decisive action is needed.

There were six speakers in the afternoon besides Colonel MacDuff who gave personal narratives, if you like, of various experiences in their armed forces. We heard views that: time, place, circumstance and personal qualities are as important as gender is in achieving the best from the people we can recruit. We heard of the great importance of personal and organisational support for women to move forward in our armed forces, and we heard of the leadership that is necessary to put all that in place. I think all of that was supportive of the themes that Anna Bligh, the CDF and Admiral Ferguson brought out in the morning, and it just pointed to the need to break down the barriers that remain.

On the other hand, we also heard that benevolent sexism can be an issue. We heard that the reluctance of women to support each other can be an issue. We heard from Canadian Colonel Brodie - and Canada seemed, from what she said, to have overcome many of these issues - but I sense that she still believed there was work to be done in order to retain the people that they recruited. And finally we heard that in New Zealand, political, economic and public issues have forced change. And Commander Melissa Ross, if they did that in New Zealand Defence, I

wish they could do that for the Australian Rugby Team as well.

In all, it was a stunning day of very personal and insightful views of the issues of gender and leadership. I have one anecdote of my own, which is that I’m drawn to the big bang theory that bold and decisive action is needed. In the late 1980s I was a captain in Navy Headquarters. We had started the process of evolution. We’d disbanded the Women’s Royal Australian Naval Service. Women were now in the Royal Australian Navy, and we were cautiously feeling our way forward. We were thinking about service at sea. One very serious suggestion that came up that possibly we could just have a ship that was totally manned by women, and perhaps that could be a survey ship. Fortunately, I think, for all of us today, that idea was put in a bottom drawer somewhere and just left. But the CNS of the day was a fairly impressive sort of character, and frightening at times. He was watching very carefully what the Royal Navy did, and I was detailed to go with the Deputy Chief of Naval Staff to the UK and find out what they were going to do. So we went and we spoke to the Commandant of the Women’s Royal Naval Service. She also was a formidable and impressive character, and we boldly asked: “Are you going to send WRENS to sea?” And she bellowed at us: “OVER MY DEAD BODY”. So we concluded, that’s it, they’re not going to do it. We went home, reported to the CNS. He said: “Good. We’ll put that on the backburner for a while”.

Within a month, the RN announced that they were going to send women to sea. Within a day of that announcement being known in Australia, we had a policy for women at sea, driven by a very irate Chief of Naval Staff. So bold decisions make things happen.

#### **Biography:**



**VADM Ritchie.** Vice Admiral Chris Ritchie, AO RANR, became National President of the Royal United Services Institute of Australia in 2008. He assumed command of the Royal Australian Navy on 3 July 2002 and retired in July 2005. His previous commands included HMAS Tarakan, HMAS Torrens, and HMAS Brisbane. During his period in command of HMAS Brisbane, the ship deployed to the Persian Gulf where she participated for the duration of the Persian Gulf War. In 1997 he was promoted to Rear Admiral and appointed as Maritime Commander Australia, later serving as Commander Australian Theatre, Deputy Chief of Navy and Head of Capability Systems before becoming Chief of Navy.

## Gender in Defence and Security Leadership: Key Note Presentation

**Ms Avril Henry, Leadership Futurist and Consultant**



Good evening, ladies and gentlemen, I'm delighted to be here, and honoured to be invited to speak; so thank you, especially to General Hurley, for inviting me to participate.

My relationship with Defence, as I've discussed with many people this evening, goes back about eight years when I was asked to do a Ministerial review into recruitment and retention in the Australian Army, Air Force and Navy. That came out of my expertise in generations X and Y, and I'll make some reference to that. I remember saying to the then Chief of the Defence Force, Air Chief Marshal Angus Houston, and to the Minister of Defence at the time, The Honorable Brendan Nelson, that it's one thing to look at recruitment and retention, but the piece that you're missing in all of this is "attraction". You can't actually recruit people until you attract them and make yourself an attractive place in which to work.

I spent nine months with one of the most amazing review teams that comprised largely civilians, but two incredible people from the Air Force who were the support team. I have four daughters of my own, and their partners at the time said to me: "you have got the coolest job". I was climbing in and out of tanks, ships, aircraft, and somebody did remind me at afternoon tea today that I turned up for an inspection of the Leopard tanks in high heels and a skirt, much to the dismay of the young Corporal to whom I handed my high heels, and

then said: "Don't look up my skirt as I climb up the tank!"

I had the wonderful opportunity to actually look at our surveillance patrol boats and ANZAC frigates. I have a picture of myself in the FA-18 Fighter jet, but I couldn't convince the Chief of Air Force to actually let us take off. I said at the dinner table tonight that I also had the pleasure of flying a C130 Hercules Transport plane simulator and landing in Baghdad. I must admit that I did crash, but I didn't kill anyone, I only wiped out a few trees and a couple of fences.

My relationship with Defence has been as a civilian with initially very little detailed knowledge about Defence, to now being a strong advocate for what Defence does. I'm constantly saying to people I work with - across all three Services - that they do not sell themselves well. That they do not position themselves very well; and I say that because they actually have more good news stories than bad news stories, but the good news doesn't get the same exposure that the bad receives.

I am going to give you a snapshot of how the gender in leadership piece plays out both in the private sector and in the public sector particularly in terms of government; and, of course, in Defence, because that's what we're particularly interested in at this conference. I've looked at it, as you would expect from the introduction, very much from an economic and financial perspective. That's at the heart of my qualifications, before I even start to talk about what the aspects around engaging people at a human relations level are.

I thought I would have a look at things like OECD reports, and I looked at the Australian Bureau of Statistics data. What I'll focus on is the information that is so readily available, and I'm always surprised by how people don't understand the statistics. My kids think it's sad that I get excited about "stats", but, I think, statistics tell a really important story; they tell us

about the past and the present, and they enable us to make realistic predictions about the future.

What surprised me - and we're always keeping our information up to date both qualitatively and quantitatively in terms of the research - was that 2012 was a big year. Not only was it the year that the OECD updated its statistics, which it does every two to three years, the 2012 Australian Census of Women in Leadership was released (and it is done every three years). In addition significant consulting firms such as Booz & Company and McKinsey & Company were also doing global surveys in terms of gender leadership. This occurred in 2012, I think, because fundamentally people now understand it's not an issue of whether you like women or not, it's not even an issue any more about, as I call it: "being nice to women". It is an issue about the skill shortage, changing demographics, ageing populations and the fact that regardless of whether you're in Defence or a mining company, or whether you're a state or a Federal Government department, it is now about skills, it is now about capability, performance and productivity.

As global insights, I thought it was really interesting that when women around the world were asked to score their personal satisfaction with life. On average across the world, they scored themselves (in terms of how they feel about life generally) 6.7 out of 10. That was their satisfaction level for combined family life and career. Notably, 6.7 was less than what men scored themselves, and I have a theory about that.

What is also interesting is that despite the fact that women are now more educated and have more choices, they are less satisfied than 40 years ago; and I reckon that's because 40 years ago women weren't allowed to make choices between combining family life and careers - it was one or the other. Today, women represent 40% of the world's workforce and in that context I'm going to talk about pay equity, and about education. I believe women's satisfaction levels have also decreased because despite the changes made at a generational level and at an educational level, women are still assuming twice as much of the domestic responsibilities

and caring for children and elderly parents, as are men.

The good news, and I know every Gen X man in the room understands what I'm about to say, is that the two younger generations of women, the Gen Xs and the Gen Ys, now have careers rather than just jobs or even part time work. So the women say to their partners: "It's your turn to do the drop-offs and pick-ups". We heard that from some of the inspiring stories this afternoon. But similarly the men now are told: "It's your turn to cook dinner and don't tell me you can't cook dinner because I actually don't care, you can get a takeaway or ask your mother who's now retired to cook; or you can do beans on toast, but it's your turn".

Still women are doing twice as much of the domestics, and, I think, that contributes to their lower satisfaction rating than men. What I also think is interesting is that in OECD countries women are still earning 15% less than men doing exactly the same job. It might be appropriate here to actually have a brief discussion about pay equity.

In Europe 60% of university graduates are now women; I couldn't find that same information for some of the countries represented here today. But what I can tell you is that since 2006, which is now more than five years ago, 56% of university graduates in Australia are now women in every discipline except computer science and engineering. Yet, even as recently as 2012 female graduates in Australia are earning \$50,000 compared to their male counterparts who are earning \$52,000.

I used to get upset about pay equity until I recently read some reports, and I wasn't upset, I was furious. To discover that by the time we are 35 to 45, on average, men in OECD countries doing the same job as women earn 33% more. Then when we get to 45 to 55 it drops from 35% to 26%. But it goes up after 55. Note - women are living longer than men, so women actually need more superannuation and more money than men. The first pay equity case in Australia was many years ago, and then in 1969 we had a second pay equity case, and then 40 years later we had another pay equity case. Yet today,



women in Australia still earn 17% less than men for doing exactly the same job. I love what Justice Gaudron said in the pay equity case in 1999. She said, “We got equal pay once, then we got it again, and then we got it again and now we still don’t have it.” And that’s the reality.

We heard today from Commander Melissa Ross of the Royal New Zealand Navy when she said: “We did not feel valued”. That’s the piece around ‘not valuing the contribution of women’. I thought it was interesting that despite how inspiring the stories were today we still heard that people actually felt less valued once they had children. We don’t think men are less valued when they become a parent, so why is it that in our psyche we think that once women become mothers they are less committed, less loyal, and therefore their contributions are less valuable, and therefore they are paid less than male parents.

Then I looked at the percentage of the female population across those OECD countries that are currently in senior management positions; and it was only 4.4% at the same time that women make up 51% of the population of Australia and New Zealand, and by the way it varies between 50% and 52% for the USA, the UK and Canada. I looked at it globally and found women make up 52% of the population of the world, and in the last decade women are more educated in many Western countries than male counterparts. But women only occupy 4.4% of senior leadership positions in OECD countries compared to 10% of available positions occupied by men.

I thought: How many of us are actually in employment as a population of our gender? If we look at women aged 15 to 64, in Australia 67% are in paid employment, 62% for the US, 69% for Canada, 65% for the UK and 67% for New Zealand; so a serious percentage of women are in paid employment. What is the number of women staying home to look after their dependent children - because I love it when people say: “Once women work they’re less committed.” Well, back in 1972 81% of women with dependent children under the age of 14 stayed home full time. By 1995 that number had dropped to 31%, and at the turn of this century in Australia, less than 26% of women with school

aged children under the age of 15 actually stay home full time.

Why are they not getting the same career progression and the same employment opportunities as men? We’ll look at what the obstacles to diversity are. I thought, maybe it’s got to do with when women got the vote. Does that matter? New Zealand, you’ll be pleased to know, that you gave women the vote first in 1893. Australia was right behind you, we gave women the vote in 1902, followed by the USA in 1920, and the UK in 1928. I was surprised to find that women didn’t get the vote in Canada until 1940. There were many European countries who didn’t give women the vote until the 1970s and the 1980s, and there are still countries in the world where women have no vote. Actually, there are even countries in the world where women are ranked, not just behind men, but behind religions or animals, when it comes to their perceived value to society. Yet, if you look at the OECD reports over the last 30 years, consistently when women are in paid employment and women are given the opportunities to earn an income, they invest their earnings in the education and health of their children, they are developing the future workforce. What I think is really interesting is that this occurs consistently, regardless of culture, regardless of country.

No disrespect to any of the men in the room, but in many cultures men actually don’t necessarily invest in their children and the health and education of their children, but in other activities. Unfortunately, as we know, it can be activities as dysfunctional as gambling and a whole range of other things; so what the research finds is that women build the society and the workforce capability of the future.

What about Defence, how do we rank in Defence? I heard all the fantastic and inspiring stories this afternoon; and unfortunately I was not here this morning but I believe there were similar testimonials. I think, while we’ve made progress - and I think we should celebrate and congratulate ourselves for the progress we have made - I don’t think we should be throwing a party and drinking French champagne yet. When I look at women in Defence in Australia

they comprise 13.8% of Defence; that's only been a 1% increase over the last five years. We look at women in the UK and it is 9.7% as of 2012; but I found it was 9.4% five years ago, so it's increased by only 0.3% in five years.

In the USA women comprise 14.5% across the three services, in Canada it's 12%, and in New Zealand - you get another bouquet, yet again - because it's 16.3% - but that is not a substantial number when you consider that women make up 50% to 52% of the population of each of those countries, and women occupy between 40% and 48% of the full time workforce and somewhere between 65% and 90% of the part time workforces around the world.

We've got to ask ourselves, what does Defence need to change? But well you may ask how does Defence compare to Government, and to the private sector? It's not a pretty picture either. If you look at Government, in Australia women occupy 29% of Federal seats. In the USA, in the House of Representatives, where they hold 77 out of 435 seats, that equates to 18%. In Canada it's 22%, in the UK it's 22%, 146 out of 649 MPs, and in New Zealand it's 34%.

Some might be saying, well, we are making progress - but how's this? Compare ourselves, that is, compare the five nations represented here today, to the three countries that have the highest percentage of women in Government. In spot number one, in Rwanda, Africa it was 50% five years ago and they have grown that number by 6% in the last five years to 56%. I grew up in Africa, and let me tell you it's no easy place for women to be in leadership positions. In spot number two we've got Sweden at 47% and in spot number three it's South Africa at 45%. When Mandela came to power he set not aspirational targets, he set quotas. I'm going to come back to the subject of quotas at the very end of this talk.

If you look at Australian Government Departments, they set targets of having women in 40% of senior management positions in Government Departments by the year 2014. Four departments have achieved that: the Attorney-General's department at 50.7%; Families, Housing and Community Services at

50.4%; Immigration at 50%; and the Prime Minister and Cabinet scrapes in at 40.3%. All those compare with Defence at 26% of senior management positions held by women.

What do you think is interesting about the departments that have exceeded the 40% mark? The Attorney-General's department, which is legal and a support function, Families, Housing and Community Services, is what I call soft skills. It's not Infrastructure, it's not Energy, it's not Treasury; those are the decision making roles, which, by the way, are the same in the private sector. If you then start to look at the private sector, the latest Australian Census of Women in Leadership report released in December 2012 found (and this was no surprise to me, but I was glad to actually see it in writing) that we have had a decade of negligible change for females in the executive ranks and on boards.

If you look at the ASX500 companies - and, by the way, I'm really pleased we measure the ASX500 rather than the ASX200, because the ASX200 is under pressure to actually make changes - those companies ranked from 201 to 500 have actually sat back and stated: "We don't have to do anything." Women now comprise 9.2% of executives in the ASX500.

I believe in the concept of "flip thinking", I take that number and I flip it over and I say, what that tells me is that 90.8% of positions are held by men in a country where 50% of the population is female and 46% of the full time workforce is female. Then you look at the ASX500 in terms of CEOs, and only 12 CEOs out of 500 are women. That's less than 2%; and only two are chair persons, that's also less than 2%. Directors who are females in the ASX200 - which, by the way, is the number everybody's waving around with gold stars attached to it - is 12.3%, an increase of 2% over the last three years. Incidentally, prior to the actual compliance being driven by the stock exchange, in the previous decade we had increased the number of women on the ASX200 boards by a mere 0.1% in ten years.

How does Australia compare with other countries? Well, for the FTSE 250 in the UK, it's 9.4%. We heard this afternoon that the

FTSE 100 is 12.5%. But when you start looking further down, the numbers get smaller and smaller. Fortune 500 companies in the USA at 16.1% of Directors is women. In the Financial Post 500 in Canada it's 10.3%, in the New Zealand Stock Exchange Top 100 it's 9.3%. And then you look across to the Johannesburg Stock Exchange and it is approaching 20%. When you look at the best industries for women to work in as executives and board members, you find that the top five are insurance, banks, consumer services, professional services and healthcare. Do you notice that all of those are based on building relationships and not on selling products? You are selling services.

When you look at the worst five - and you can take heart at this as people involved in Defence - for the automobile industry there has been no female appointed as an executive or a director in over ten years in any automobile company. Yet, we bail them out every time things are going bad. But we don't give funding to Defence or Health when they want to put more money into developing women. In spot number two, interestingly, is technology hardware, spot number three is construction, spot number four is energy, and spot number five is mining.

By the way, if you look at organisations like BHP they have one woman in PNG (Papua New Guinea) where they're trying to do work; if you look at the other mining companies: nothing. Why does this matter? Well, it matters because if you consider Australia - and I couldn't find data on the other countries to the same extent but we have some very good data out of the Australian Bureau of Statistics - 56% of university graduates in Australia are now women, and here are two really interesting statistics, 50% of property investors in Australia today are women and more than 50% are shareholders.

I remember buying a house, a few years ago, (and this is one of those women stories) I went to have a look at a house on the North Shore, and for those of you who don't know Sydney, that's in a fairly nice part of Sydney. I was looking at this house and I said to the man who was showing it to me: "What's the holding deposit?" He said: "The holding deposit, which we'll hold

for 72 hours, is \$5,000, then we require 10% deposit". I said: "That's not a problem, will you take a cheque?" He said: "Do you need to show the house to your husband or father and discuss it further with one of them?" I said: "Excuse me?" - and by the way, this is only ten years ago. He repeated (and he was starting to get a bit nervous, by the look on my face) "Do you need to discuss this with your husband?" I said: "Firstly, my father lives overseas and I'm not likely to ask him for any financial advice; and secondly, do I need a husband to buy this house?" The agent started putting the other foot in his mouth when he said: "No". So I said: "Good, because I don't have a husband." Then he totally blew the situation out of the water by saying: "We're just not used to selling houses of this value to women on their own." To which I replied: "Let me help you, there are a lot of us out there who can buy houses on our own."

I'm sure there are plenty of women in this room who've tried to buy a car without a man, and I think, it's really interesting that the automobile industry has appointed no female executive and no female director in over a decade. Not only do the women in this room know, but every man in this room knows that 80% of the decision making about a new car is made by women. You guys get to choose which car we buy, we get to choose the colour, and how much money we spend. I think the automobile industry would do itself a favour by having a woman on the board who can point that out to them, amongst many other things.

What's the business case for diversity? Well, it's quite simple: we have an ageing population and we have declining birth rates. Each of the five countries represented in this room today has an ageing population with a birth rate below the replacement rate. What I do know as an economist is that you need a replacement rate of 2.1% to replace your current population. I'm not sure what 0.1% of a person looks like. Some of us may work with that 0.1 of a person; I certainly know some of us have them as family members, I do. But that's the statistic: 2.1%. And the birth rate in Australia has consistently remained below 2.1% since 1976. All the other countries represented here have birth rates below 2.1%, and the USA was the last to fall below 2.1% in

December 2006. That means we're not replacing our current population because Gen X and Gen Y women are actually having one child, or this is the scary bit, if they are professionally qualified, up to 25% of them are having no children by choice.

It was really interesting that two of our senior speakers today indicated that they do not have children. We are seeing that circumstance in the private sector, not just in Defence. So the common attitude that women cannot be promoted because, "they go off and have kids" is not valid. The previous Liberal/National Coalition government Treasurer, Peter Costello injected a view also, although it was not a serious political statement, and I had to laugh when he announced to the women of Australia concerning family planning: "Have one for mum, one for dad and one for the country". I said at the time: "Good luck with that, because we haven't been having one for the country for three decades. Only some of us have been having one for the man, and a few of us have been having one for ourselves." Then the next government came in and they introduced the baby bonus: "We'll give you \$5,000 to have a baby." By this stage the birth rate in Australia was 1.6% and for about 18 months it went up to 1.8%. Interestingly, it's dropped again because intelligent women realized that \$5,000 was hardly financial compensation for getting pregnant, giving birth and then having to feed, clothe, educate and raise a child until the age of 18, which in net present value terms is estimated to cost between \$150,000 and \$500,000, depending on whether they go to a public or private school.

For the benefit of Baby Boomer parents in the room, we all know they don't leave home at 18. For those of you who have Gen Y kids (born between 1980 and 1995), I am the bearer of bad tidings. Gen Y girls leave home at 26. However, in my case with my four girls, I was the one to leave - I took my bed, my books, my CDs and I moved out. They said: "Where are you going?" I said: "To get my life back." The bad news is if you've got sons, Gen Y boys don't leave till 31, and their Baby Boomer mothers like it that way - their fathers might not.

We also have an increase in education levels. We have an increase in the number of women in the workplace. We are now seeing an increase in flexibility, and I have to say I was more than delighted when I actually heard in the sessions this afternoon, Lieutenant Colonel Melissa Cunningham, EA to the 18<sup>th</sup> Chairman of the USAF Joint Chiefs of Staff, thank you so much for saying, work life balance is gender neutral. Because Gen X men (born between 1965 and 1979), and Gen Y men are married to Gen X and Gen Y women who have careers, not jobs. They do school drop-offs and pick-ups, they cook, and they do ask their parents for assistance when it's their turn to organise childcare.

Those are the things that are driving the business case for diversity; and in Defence it is about changing demographics. I thought it was so good to actually hear somebody say today, we need to adapt. Commander Melissa Ross from the New Zealand Navy said: "We need to change what is not working; and what's not working is that the demographics have changed and we can't do the same things we've done in the past." We want to recruit and retain the best people: 'engaged employees and Defence force members' make greater contributions through increased productivity.

It's about meeting the needs of your principal stakeholders, whether those are in government or in the public arena, and other stakeholders including Defence Force members. It's about developing awareness and an understanding of 'difference', and finally it's about building flexible, resilient and sustainable organisations. The thing that I think is also interesting is how much research is out there, and has been available for the last 20 years. This indicates the organisations with a high percentage of women, and that's the piece that I understand former Queensland Premier Anna Bligh spoke about today (I didn't hear it, but I agree with her view). It is about building a large percentage, and I'm told she talked about 30%, and I agree with her. Where you have those percentages, you see a greater return on the investment. You see greater productivity. You see more collaboration. You see an improvement in the quality of decision making through acceptance of diversity, i.e. different people have different approaches and

this enriches decision making. You see an increase in overall business outcomes because women are more persuasive and inclusive, and women tend to be more collaborative and better team players.

I thought it was also interesting today to hear all of those inspiring women, and in particular Rear Admiral Nora Tyson, Vice Director of the Joint Staff, US Navy talk about “why me, I don’t know why they picked me?” We all concluded: ‘They picked you because you’re so good at what you did’. I laughed, you’d never have a man ask: “Why me?” A man would go - no disrespect meant gentlemen - a man would go: “I’m so good, that’s why they picked me”. I loved how Commander Melissa Ross said: “Blokes were my mentors and support network, because they were so bad they made me look good.”

I’m thinking ‘hallelujah sister!’ because here is what we have as opportunities to improve diversity in the Defence force. We have increased levels of education, so we have better skilled people to choose from. We have greater numbers of women in the workplace, by the way having fewer children, and where they’re only having one child they have ensured a career break.

I thought it was extraordinary to hear somebody like Lieutenant Colonel Melissa Cunningham talk about organising to go and have her Caesarean of her twins in the morning, and still doing emails on the day. I thought: “I remember that, I was at work in the morning, and was in the maternity ward in the afternoon. My boss couldn’t understand why when he was calling through to the labour ward they said to him: “You can’t talk to her, she’s in labour right now.” It made me think about Melissa Cunningham saying her challenge was how quickly she could get back to work; so women are taking shorter breaks. The number one motivator for Generation X and Generation Y (and not just in Australia, but in every country represented here because we’ve looked at it around the world), is the quality of the leadership and the culture of the organisation.

When I hear somebody like Melissa Ross say, young people aren’t joining, I ask: “Is it about the culture, is it about the leadership?” If the leadership is purely command and control then they’re not coming. I remember when I did the Ministerial Review a very senior officer in the Army, who shall remain nameless, said: “Look, Avril, all this inclusive leadership is very nice; but in the Army we don’t want to have a discussion when we’re going to go and shoot the enemy, we want the soldiers to go over the hill and shoot the enemy, - have you got that?” I said: “Yes, but only 2% of our troops are actually on active service; so the rest are doing peacekeeping work, and many are actually involved in a whole range of activities that don’t involve shooting the enemy.” It doesn’t mean that you have to have a discussion to be inclusive, what it means is to actually listen to people.

One of the other opportunities is that you get to position yourself as an employer of choice, and, I thought, it was interesting that the British Army and the British Air Force are listed in the Top 50 places to work in the UK. I thought: “Really? I can’t help being sceptical.” Diversity and inclusion are related, but they are two different concepts; you can have a diverse workforce without inclusion, you can have inclusion without diversity. One without the other is only 50% of performance, if you want superior performance you have to have both diversity and inclusion.

What are the obstacles to diversity? That’s quite simple: the first obstacle is the perception that diversity is a legal and social responsibility rather than an organisational or economic issue. I don’t know why we still think it’s about ‘being nice to women’, or it’s about ‘being nice to minority groups’. I reckon 50% to 52% is not a minority group, and you don’t have to be an accountant to know that. The second obstacle is the entrenched conservatism of existing leaders. The third obstacle is poor career and succession planning. The fourth obstacle is poor people management and leadership skills. And number five is resistance to change. We heard several people talk about change today. Number six: lack of tolerance of diversity. So what will it take? I’m not going to talk about the best

practice companies because there aren't many; I can actually count them on my two hands, and I'll have fingers left over.

The roadmap for diversity and the roadmap for change are about what I call Stage One, the foundation for action, followed by Stage Two, which is establishing the infrastructure and the policies that enable it to become hardwired into the culture. That means you have to look at existing policies and practices and ask whether there is systemic discrimination in the way you recruit and in the way you retain or promote. Stage Three is reinforcing accountability through owning it and committing to making it work. And the Final Stage Four is actually achieving breakthrough behaviour. And I can't think of a single company which I call leading edge in this respect - if we don't change behaviour, nothing changes.

We have to do all four of these stages in terms of attraction, in terms of mentoring, in terms of creating a talent pipeline, in terms of flexibility, in terms of leadership, in terms of culture, and dare I say it, the EEO metrics - are you measuring it? I found that the reasons people leave Defence, when I did the review and I went back and I looked at recent reports that I've had access to, there are four principal reasons people leave Defence: firstly, less separation from family; secondly, a desire to stay in one place and no more moving; thirdly, to make a career change while young enough; and fourth, to obtain better career prospects. For example, as we know, for the Navy specialists there are career opportunities in places like mining. Interestingly, Colonel Lindsay MacDuff from the UK Armed Forces talked about those very reasons that people leave, so there are similarities across the services and across all of the countries we represent today.

Why do we need to change the way we treat women in Defence and our attitudes? My findings were, and interestingly these were supported by the Broderick Review in 2012 (which looked at the treatment of women in the ADF) that it's about attracting the best talent, it's about reducing costs, because every time you lose someone... and we heard today, every time you lose someone in the Canadian Defence

Force with ten years service, it's very expensive to replace them.

I found a study more than a decade ago which showed it can cost an organisation anywhere between \$65,000 and \$80,000 to replace someone with six years experience with no tertiary qualifications. Every time you lose somebody at a middle management, and in the Defence situation, a middle leadership position with between six and ten years experience, it will cost between \$120,000 and \$180,000 to replace them in terms of advertising, recruitment, and here's the big cost, training. A further reason is to preserve capability - this level represents half the population, half the educated workforce.

What do we need to do? The first message is very much targeted at the men in the room because you are occupying more than 15% of the leadership positions in Defence, the private sector, and in government; number one is to actually sponsor individual women, and identify career opportunities. I tell the story of one of my clients, IBM. The corporation doesn't mind me telling the story of a woman who believed that she was suited to a job which was a global role, and she believed that her boss would put her forward automatically for the role, so she didn't put up her hand. Two months later, much to her dismay, someone else got the job, and it was a man; so she went to her boss and she said: "I'm the best qualified person, I've got the best experience, I'm the best person for the job." He said: "Yes, you are"; and she said: "Well, why didn't I get the job?" He said: "It's a global role." She said: "Yes, I know that"; and he said: "I just thought that with your family responsibilities you may not want a global job"; to which she responded "but I'm not married, and I don't have children". Her boss didn't even know anything about her and had made an incorrect assumption.

We heard today, again from Colonel MacDuff that one of the biggest challenges they face in the UK, and it's the same in all Defence Forces around the world, is the perception people have of what women can and can't do, and will or won't do.



The second message is to ‘lead by example’, because actions speak louder than words. The third message is to genuinely mentor women as much as you would mentor men. The fourth message, and this is a really important, is to coach women on the UGRs, the Unspoken Ground Rules of how we do things around here in a male dominated business. I’m known for being quite outspoken, and I say there are three places that decisions get made about who gets promoted and who actually gets the big jobs, and it doesn’t matter whether it’s Defence or whether it’s the private sector, or whether it’s government jobs. The first place is at the rugby gathering (different game in the US and Canada - probably the ice hockey and/or the NFL or maybe basketball). Second place is on the golf course. And, third place is at the urinal. Women aren’t at any of those three places, and we’re not about to enter any of those three places anyway, because we don’t think they’re good places for us to be!

As an organisation we must measure people on results and outcomes, not visible times in the office. I thought it was interesting that Lieutenant Colonel Melissa Cunningham talked about how she managed her young child who was ill by working from home, and still staying on top of things. We must be willing to measure results and progress. In terms of diversity, we can see that progress has been slow to challenge traditional thinking during recruitment and promotions especially for women. Those who have daughters should ask: “If she came home and told you that she’d been passed over, and she believes she’d been passed over because she was female, how would you feel about that?” When I ask male colleagues and clients, they say: “I’d be really upset. I respond: “Well, guess what, she was”. Finally, it’s about inviting high potential women to events where you can introduce them to other people who can actually influence their careers.

In drawing this to a close there’s a couple of things I want to make reference to, the first is that I think women are still promoted on proven performance. There’s a study that’s been done to prove that, and people get upset when I say women are promoted on proven performance; whereas men are promoted on potential.

Remember no one is ever 100% ready for the next job - no one, so don’t make assumptions.

Doctor Edwina Thompson, the HMG Deployable Civilian Expert said today: “Beware of disproportionate emphasis on gender”. My rejoinder is, beware of having a disproportionate emphasis on gender when you look at the statistics; set aside the emotion, just look at the economic statistics. In Australia, at the current rate of change, if you look at the private sector we heard that in the Army it’s going to take 107 years for equality in the UK. In Australia if you look at the ASX500 companies behaviours, I’ve done the economic trend analysis; it’s going to take us 177 years before we have equality. I’m a woman, I’ve got four daughters, and I don’t have 177 years to wait.

I’m going to conclude by saying that I grew up in South Africa during apartheid, I was an anti-apartheid activist, but I was also a young woman who grew up in a predominantly Afrikaans community, in a mining town. I had my first experience of what I call gender discrimination, or gender apartheid when at the age of 16 the principal of my school called me in because I’d done my subject selection for year 11 and 12 (and for our overseas guests that’s our last two years at senior high school). He said: “why have you picked maths and economics?” I said: “Because I want to go to university and study accounting and economics”; and he said: “Why, you’re a girl?” That was the principal of my school. I said: “What do you mean?” and he said: “Why can’t you be a nurse, a teacher or a bank teller?” I said: “Because I don’t want to be a nurse, a teacher or a bank teller.” He said: “The problem with girls like you is that you’re too big for your boots!” That was only in the late 1970s.

I wrote a piece just before the end of 2012 which caused some controversy in Australia, and I called it *Corporate Apartheid, A Tale Of Two Sexes*. The comments and the names I was called on blogs cannot be repeated in present company; but I wasn’t unhappy about the response because it got people talking. It got people like Wendy McCarthy and Ann Summers ringing me up and saying: ‘good article’, because the gist of my article was that if people

won't change the culture, if people won't change the leadership to be more inclusive and collaborative which leads to greater diversity, not just of gender but age and culture, then we need to change the people.

The way apartheid was dismantled was by actually changing the people. For 30 years I believed that if we had legislation like the Sex Discrimination Act, and if you worked hard and proved yourself, went to university, went to college and got the qualifications you would have equality. In my article and publicly tonight I will say, I support quotas, not targets; do you know why? Because targets are just aspirational, and they don't get measured, so I now support quotas; what I know as an accountant and economist is that what gets measured gets done. For all the women out there who say, 'I want to know I got there based on merit', I ask you to ask the question, did all the men who are in positions of leadership get there purely on merit? Einstein said, the definition of insanity is doing the same thing over and over again expecting a different result. Are you ready to change the way you think, and to change the way you

operate? In the words of one of my favourite futurists, Eric Hoffner, he said, that in times of change - and I paraphrase that and expand on it, to say the Defence Forces - and the world will belong in the future, to the learner, the person who is willing to challenge the status quo; whereas, the learned will find themselves well equipped for a world that no longer exists.

**Biography:**



**Ms Avril Henry** is a widely acclaimed keynote speaker, consultant, business and career coach, mentor and author, who is passionate about diversity, developing collaborative leaders and positive workplaces. She completed a Ministerial Review for the Minister of Defence in 2006

into Recruitment and Retention in the Army, Air Force and Navy. Following the review, she was appointed as a Strategic Advisor to the Chief of Navy, and joined the Navy's People Committee, being the only civilian on the committee. She is the author and co-author of several books on leadership.

## **Gender in Australia**

### *Introduction to Day Two*

Ms Di Harris, Assistant Secretary, Intelligence and Security Group

### *Doing business in a man's world*

Ms Catherine Fox, Journalist, Author and Leading Commentator on Women and Work

### *Australian National Action Plan on Women, Peace and Security: One year on*

Ms Julie McKay, Executive Director of the Australian National Committee for UN Women



## Gender in Defence and Security Leadership Conference: Day Two Introduction

### Ms Di Harris, MC for Day Two



Good morning, I am Di Harris, and I have the honour to be your MC for the second day of this conference.

We had a fascinating presentation yesterday by the former Premier of Queensland, Anna Bligh, and the thing I took away from that was her statement that change is painful. Her quote was that the first one through the wall always gets bloodied. She was making the point that the next generations are watching, so you need to be prepared to go through the wall for them.

The Chief of the Defence Force reminded us that if we rely on gravity we will not get to where we need to be, and noting that there's been – if you look at the statistics – little change in the ADF over the last 20 years, then that really requires a conscious effort to be made, if we want to change things at a greater rate than that.

Rear Admiral Nora Tyson, from the US Navy, told us that she only joined up for four years, and her career, spectacular as it has been, was something that tended 'to happen to her'. She took each job as it came along, she clearly made the most of it, and excelled, and that led her to the position she's in today. Having talked to a few women in the audience, I know that they can really relate to that approach to a career.

And the final one that I wanted to draw out was that of USAF Lieutenant Colonel Melissa Cunningham because I couldn't help but smile when she said, having given birth and looking at the time she needed to take before she went back to work, that it was important to get to know what the family 'battle rhythm' was. I thought, that's probably not a phrase used by a lot of mothers, but I can absolutely relate to that one as well.

I would like to point out that many of the speakers, both yesterday and today, are sharing with us their personal stories. So I'd ask you all, please, to respect that. While we don't have a Chatham House rule relating to this conference (*words said may be quoted without attribution – ed.*), nevertheless there is sometimes some sensitivity around the things that they will share with us.

I simply ask you to use your judgement, and rather than necessarily broadcasting widely everything that's been said, keep some personal perspectives to yourself as something that has been spoken of in confidence with us, which should remain with us.

#### Biography:



**Ms Di Harris** is an Assistant Secretary within the Intelligence and Security Group, Department of Defence.





## Gender in Defence and Security Leadership: Doing Business in a Man's World

**Ms Catherine Fox**, Journalist, Author and Leading Commentator on Women and Work



Thank you very much for having me here today. I want to talk to you about my Seven Myths and I want to explain why I wrote Seven Myths.<sup>11</sup>



It started off as a Corporate Woman column for the Financial Review. I think born of some level of frustration after yet another interview with a corporate executive who told me with a great deal of seriousness what the problem was. They knew why women were not succeeding and, said it's all about this, it's that, it's whatever. And I realised that a lot of what they said was not backed by evidence, it was basically assumption and often based on bias and stereotype, and I like a bit of evidence so I went ahead and put

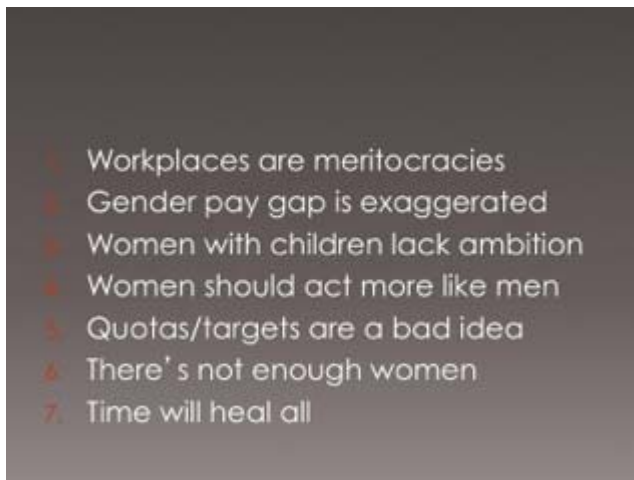
together a column. It then turned into a book. That sounds easy. It wasn't quite that easy. And then I've used it as a format because I think it's a handy way of looking at this topic and some of the nuances.

So most of my career has obviously been spent as an employee of a listed company and observing listed and other companies. However, I believe that most of the themes that I'm covering today have a great deal of relevance for Defence, all parts of Defence, and we've just heard about those statistics there about the number of women in different parts of Defence. Last night, of course, many of you heard Avril Henry also do a fantastic synopsis on some of the statistical evidence we now have, and I think that's great because I won't bother going over some of that, but I think it's worth remembering them. We do have quite a great depth of information now available about where we stand with gender in the workforce.

But before I even kick that off, I was just struck yesterday... I was at the airport and bought a copy of Time magazine, which I don't do that often I have to say, and I bought it deliberately because the woman on the cover is Sheryl Sandberg. She's the Chief Operating Officer of Facebook, so some of you may have heard of her and her new book's just coming out. She's hoping to reboot feminism, she says, and good on her. I can't say that I always agreed with some of her thoughts, but I think it's fantastic that we're getting more people in this conversation. And she basically says that even though women have more than they've ever had before, it's still a man's world. And I thought, yes, that's very true, but I turned two pages over and came to a compelling photograph of US troops returning from Afghanistan. You won't be able to see that I know, many of you, but there's about 20 soldiers there in an aircraft, literally flying out and there's one woman, and I thought

<sup>11</sup> All slides: Ms Fox

how interesting to see that contrast and in fact, that overlap.



So let me move on to my Seven Myths. I'm going to start with one that I think is very interesting and I've had a lot of engagement when I've mentioned it.

### **Workplaces are meritocracies**

We often hear that our organisations are meritocracies. I've heard it many times and I've heard people saying that this is the way that we want to operate. Everyone here has a fair go. If you get ahead that's up to you. The cream rises to the top. I actually think for many women that's the most demoralising statement to make about a work place, because for many of us when we're in our organisations and looking up to the top ranks, we see a cohort of basically white middle-aged men rather unkindly called 'pale, male and stale' - not my expression.

We know that the latest research tells us of course that men are nine times more likely to make it to executive ranks in Australian companies. Nine times, that's quite a lot and I think for too many women, what that message tells them is that maybe they're still lacking in merit. And of course, that's not a great way to build your confidence or indeed, to encourage you to have a career.

So calling organisations which are struggling with systemic discrimination, which I think is the real culprit here, meritocracies is not just incorrect, I think it's actually an excuse for favouring the status quo and I think that's why

it's really troubling. I think that we know that we carry lots of ideas about leaders in our heads, a couple I'll call unconscious bias. I think some of it's not quite as unconscious. It's quite close to the surface about who deserves to be a leader.

Some of you may have heard or read the wonderful research Malcolm Gladwell, the American author, did around height and leadership, the tall men research? I can see some people nodding. He looked into the American male population and found around 15% of men in the US are 6ft and over. When he looked at the Fortune 500 CEOs he found that 58% were 6ft and over. We still have these ideas in our heads about what makes a leader and it actually, bizarrely, even includes height and depth of voice and so on - and all the short men in the audience should feel happy to call themselves feminists. We feel your pain.

I also mention here an example, and again, some of you may have heard of the Vienna Philharmonic which found that they had very few women musicians and they decided to start blind auditions. They actually got people to audition for the orchestra behind a screen. They even asked them to take their shoes off so that the stilettos on a wooden floor would not be a giveaway. And they found they went from about 5% women in the orchestra up to about 30%. So I think that what I'm saying here is that both men and women carry around these ideas around who is an appropriate leader and who deserves in fact, to get ahead in an organisation.

So the meritocracy idea is a fine goal. It's an aspiration. We're not there and I think blandly stating that it exists in an organisation is very, very off-putting for me. It's a myth. I also just wanted to mention one little Ghandi quote. When he visited the UK in the 1930s, he was interviewed on the steps of No. 10 Downing Street and he was asked by a journalist, what do you think of western democracy? And he said: "I think it's a good idea".

I think a meritocracy is a grand idea, but we're not there yet. And I think it's time that we started to examine that a little more closely.

## **Gender pay gap is exaggerated**

Now my second myth is the gender pay gap, but I'm not going to bother with too much detail because we've had some information about it already at this Conference. Many of you would probably be aware that we have a 17.4% gender pay gap in Australia. That's the comparison between women's fulltime weekly earnings and men's. It's about the same as it was 20 years ago. I'm often told that, in fact, the gender pay gap is exaggerated. "Yes, it's there and people by and large would prefer it wasn't of course, but then it's overwrought". In fact, if anything I think that we underestimate how much that gender pay gap exists. Luckily a number of organisations are starting to look into this with a bit more depth. But one thing that you may not be aware of is that actually it widens the further up in the ranks you go.

So we know from research from a couple of years ago that women CFOs on listed companies - and there are so few of them that they could meet in a phone booth - that some are paid 50% less than their male peers. So we do have a structural issue there and of course, it clearly has an impact on our ability as women to provide for ourselves during our lives, but also into our retirement. So it's a really important issue and I just always say to people, do be aware. One of the problems that we have in the corporate sector is the lack of transparency around pay scales. That's not necessarily the case in the public sector and I think therefore the gender pay gap has not been as much of an issue there, but it's certainly still one that we need to address in the private sector, and a very practical one.

## **Women with children lack ambition**

Now my favourite myth: women with children don't want a career. And we lose our marbles when we give birth. Well, having said that actually, sleep deprivation is pretty ghastly. I don't think I was firing on all cylinders there for a while, but the point about this is that we have a real motherhood bias and again, this is men and women holding ideas about some mothers and their commitment to the job and so on. Liz Broderick actually divulged that there are two deeply held beliefs in Australia. One is that a

good mother stays at home with her kids all the time and the other is that a serious worker is technically available at any time and has no other visible responsibilities. Both of those are really untenable. They're not realistic. That's not how human beings are. And certainly, on the motherhood one, well, we're long past an era when that was viable.

You're probably aware, or if you may recall Avril Henry's statistic last night, that today women make up nearly half the paid workforce. Something like 65% of Australian women are in paid work, that's two thirds of the female population. The world has changed, but I think we still carry some traditional attitudes around that subject. I did want to just mention quickly, a study done on something called the Motherhood Penalty by an academic at Stanford and this is updated from time to time through a survey in which a fictional CV is given out to a range of people and they have to assess the candidate's suitability for hire. The only thing that's changes on the CV is the agenda and parenting status. The Stanford researcher found that mothers were rated as less competent, less committed, less suitable for hire, and deserving of lower salaries. Men were not penalised for being a parent and received extra benefits on some measures. So I think that's telling us that we're still making assessments about women in terms of their parenting role.

The other thing I wanted to say stems from some very recent research. I often wonder when we talk about mothers in the workforce, how many people are we actually talking about at any time. The number will shift, clearly. And when is a child no longer a child that requires substantial parent attention. By the way, my children are now not children by normal standards. My twins are 18 and my eldest daughter is 20, so I'm the first to say that while they continue to demand many things of me, it's in a very different way from when they were younger. I'm certainly not suggesting once a child gets to 12 all your responsibility magically disappears. But it turns out, looking at some recently released findings that 53% of women working part-time have no children under 12, that's just over half of the women working part-time. The working fulltime figure is probably more instructive: 79% have no

children under 12. In fact 64%, that's nearly two thirds working fulltime, have no children under age 18. So I think we've got to look at the 'mothers in the workforce' in context, and to remember that we're not talking about vast parts of the workforce.

### **Women should act more like men**

Myth number four addresses the notion of women in male dominated organisations becoming more like the men. I'm going to spend a little bit more time on this because I've been very struck by some of the Broderick review around attitudes, particularly women's attitudes to how treatment should be meted out to them or otherwise. Often you hear women should act more like men. It's usually not stated in that way, it's more the remedial approach to women - the sheep dip. Dunk them in something and bring them out the other side and everything will be fine. Well frankly, if that was going to work I think we would have cracked it by now, and all the problems would have disappeared; and they clearly have not. I also just think you're putting a burden on women when you start to tell them to behave in a way that is not their natural way to behave, and which is based on a male stereotype. And that's another part to the dilemma I also wanted to expand on, why we are told that women are their own worst enemy. And I know this comes up from time to time, women denigrate each other, and this is seen as the real problem.

I want to refer to an element of Liz Broderick's findings in the review she undertook. It is that women strongly believe that when they are singled out it makes it harder for them to fit in. They view identical, not preferential treatment as the path to delivering equality. This is most likely believed to avoid the backlash that inevitably follows any treatment perceived to be preferential. Now this is a very sensitive and difficult area, the fear of backlash. However, it is logical to say to women that if we continue to do what we've done until now, nothing will change. We have no evidence that anything will change, and why would it? Also, the fact that you are female means that you are not being treated identically and that is the only conclusion you can come to from all the research that's been

done on this over many, many years. Keeping your head down, saying: "No, I don't want help; I don't want any assistance" is not going to change anything. Women are not getting the appropriate recognition and rewards for their efforts in general. So I think it's time that we removed the focus on women and any deficits, and started to look at the systems they are working in.

Actually women do carry a fairly heavy burden due to the way that bias operates in work places. Now, I mentioned unconscious bias, which I have a slight allergy to. As I said, I think some of this is much closer to conscious bias, but I did want to reflect on some research from Melbourne Business School, the Gender Equality Project, which they've been doing for some years. There is a meta study, where they looked at 117 studies from around the world comparing male and female behaviour in the workforce. They found that irrespective of whether women behaved in a stereotypically male or female way, the penalties for women include being seen as less likeable, less competent and less likely to succeed regardless of their competence. This is regardless of the results that they were getting in their jobs. These negative evaluations of women are more pronounced in male dominated occupations. Now perhaps that shouldn't surprise us, but I think it's worth thinking about.

So there are problems whether you behave in a way that you believe is stereotypically one gender or the other. Trying to sink out of sight is not an answer, unfortunately, because I do understand the rationale that is being expressed in the Broderick review. While we're on this topic, I'd like to address this old adage that women are their own worst enemies. I think that's often actually shorthand for the fact women treat each other badly from time to time. Well, of course they do. We're human beings. Men treat each other badly too. It's not ideal, and clearly we don't want to encourage that. The difference I believe is that in the workplace we penalise women for treating one another badly or for not supporting each other in a way that we deem to be appropriate. This has emerged in recently released additional research, so conflict between women at work is judged much more

harshly than identical fights between men or peers of mixed gender.

Now again, a big study done overseas. Very interesting. So women were seen as stepping right out of line when they fought with each other. And there are implications, practical implications for their promotion prospects. Again, I think that what we do here is to apply double standards. We expect women to behave in a better way than their male counterparts and when they don't we get upset. By the way, that has not been my experience. I've worked for women with whom I couldn't get on. I've also worked for men with whom I didn't get on. In work environments, I've had an enormous amount of support and I can tell you I've not worked in soft environments. I worked in investment banking and financial services for a time, before I joined the Financial Review. These are environments that... well, let's say they're pretty 'full-on'. I've always had an enormous amount of support from the women around me, and I must say the people at my table last night concurred.

I think this fourth myth emerges because we want people to behave according to certain images we have of women, those norms. I say there's virtually no evidence to support the idea that in the workplace women who seek to act like men, or keep their heads down, do better or that their real enemies are other women, there's no evidence to support it. But I think it's also a very demoralising message to give to women.

And as I say, I think it's because we're focussing on women in deficit. The other thing is it hampers us getting some women role models through organisations which is something every workplace needs. As I always say to groups of women, "You cannot be what you cannot be" and it's absolutely crucial to try to change the dynamics around this debate.

### **Quotas/targets are a bad idea**

I'll quickly move on to quotas and targets and I think Avril Henry did a very good job on speaking about this last night. I'm with her. I think metrics and goals and indeed quotas are necessary. But they are not sufficient. On their

own they will not deliver overnight change. They need to be accompanied by a whole range of other programs and support, but without them I think we're not going to get anywhere. I object to what many critics of quotas will say, namely, that quotas don't sit happily with merit. I don't think those two things are incompatible at all, and I think we have a terrific case study in this country around listed company boards. In 2009 5% of the appointments to listed company boards were women. Two years later that percentage had risen to over 30% and that was because companies applied a bit of concerted attention and effort to find women. And women were found. Let me tell you there were some incredibly talented women appointed. They're all on listed company boards now. They have not failed, because they had merit.

We do have to change the catchment and how we look at people and their qualifications, but I just simply think the demographic data that Avril spoke about last night shows us that we have a great supply of women, a pipeline of women that are there, but they do have to be recognised and sought out. So I think that for critics of quotas, we need to reassess many of the criticisms; we need to look at it in a different way.

I also wanted to make the point that mainly in countries where legislative quotas have been introduced, that they've been more a circuit breaker. It's not as though this use of quotas is a long-term solution. The idea is to use quotas as a measure to change the complexion of our work places, but the ultimate goal is to not have them there anymore. As I said, I think that a lot of this needs to be buffered by support and other forms of help for women, help or affirmative action, which I have no problem with.

I think affirmative action is there to help the under-represented group get the same opportunities as those who are already overly represented. I want to quote something Stephen Fitzgerald, the former CEO of Goldman Sachs once said to me in this context. He said, "It's important to realise that men have been subtly advantaged throughout their career and women need more support to get something that is approaching a level playing field". It's not about

taking from one group to give to the other; it's not a zero sum game.

### **There's not enough women**

To quickly wrap up on a couple of things. I've mentioned already the supply issue. Interestingly I've been hearing this for many years from CEOs, "I just can't find the women". Well, I say I think you're probably just not looking hard enough. There's an expression in the literature now around the marzipan layer of women, the women who are figuratively under what we used to call 'the glass ceiling'. I guess we still do say that, although a wonderful feminist, Laura Liswood, once said to me, "Catherine, there's no such thing as a glass ceiling, there's just a thick layer of men". Not a layer of thick men! I just wanted to be clear about that.

So there are many qualified women, and in this country with our educational statistics I seriously contend that we know that there are, and only a couple of areas where women are lacking as graduates. But we know that currently over 60% of graduates are women. We know that that's been happening for some time. We know also that our participation in the workforce has risen. I dug back into the statistics and between 1978 and 2009 women's workforce participation levels went from 43% to 58%. What an extraordinary change. And it's continuing to increase. So I think companies can't use and they can't rely on that myth anymore in defending the lack of representation of women in senior ranks or indeed, just getting paid properly.

I want to mention here that I consider many of these issues are not about personal choices. I think in recent years we've swung back to talk about personal choice, your options and so on, but we're still fighting what are basically structural impediments for women. So I think we have to work that one out again.

### **Time will heal all**

And finally the 'time will heal' all point. Again, something often quoted to me, "Look, don't worry" - which basically often meant, "Can you shut up and go away - Don't worry about it, Catherine, because it will all change." Yes, it

will change; just look at all the women coming through. And look at these young women with their levels of ambition. That's very true. Young women in Australia are more ambitious than young men. They also have a lot of confidence, so I really think we've got to move away from those stereotypes. But we don't have a lot of evidence that time will deliver change. We've heard in Defence that things have barely changed in 20 years. In the corporate sector I would say we've not only reached a plateau, I'd say we've effectively gone backwards over the last ten years: the latest set of statistics were pretty depressing, only 12 women CEOs out of 500! That's pretty silly. Avril explained last night we're not doing poorly compared to other countries, which just shows that this is an issue that certainly goes across geographic boundaries.

Another part of this is that the next generation will bring in the changes. I know many of you probably have sons and daughters who are entering the workforce. New generation people constantly arrive in the workforce, and they have a very different attitude. I agree, I think they do have a different attitude, but I think it often erodes once they're in formal workplaces. In my view, this is because formal workplaces have a huge impact on us. That is where many of us negotiate our status in life, our income, very important fundamental things.

So I'm not convinced of this change emerging. At the beginning of this talk, I mentioned Sheryl Sandberg, COO of Facebook. I read a profile of her about two years ago. It was the first time I'd really heard of her, and the writer had gone into Silicon Valley to look at the stats for the number of women in IT. I thought IT was an interesting area to look because you'd think that's where more young people are forging great careers. But in fact the statistics in Silicon Valley reveal an appalling scene. There are very few women. Sure, there's Marissa Mayer at Yahoo, Sheryl Sandberg at Facebook, and one or two others. But there are very few women in the senior ranks in the Silicon Valley IT world, and very few women at graduate level.

So we don't have any evidence at this point to show us that the shift will happen magically and on its own through the arrival of a new



generation. We heard last night from Avril we could be looking at 170 years, and I don't think any of us want to do that.

So I know it sounds as though I've given you a rather bleak picture. Actually, strangely enough what I'm trying to do is motivate you to talk about all these matters perhaps in a slightly different way. Or in fact, to just engage on some of these issues. I think we've relied on assumptions for so many years.

We now have some terrific data. That's one of the good things that has happened. We've got ASX diversity guidelines in place. We have a number of measures striving to effect changes. But alongside all of that process-driven change, we need an attitude change; we need to actually think about this in a different way. I'm certainly not underestimating some of the barriers that may be there to doing that, but I do think discussions whenever they take place can change minds, and I think that's the magic.

Well, I want to finish by paraphrasing someone else. It's time to stop asking what's wrong with women and to start asking what's wrong with our organisations that they can't attract the majority of educated Australians and – as commented by Defence Minister Stephen Smith yesterday - that they cannot reflect our society. We've really got to just shift the way that people look at this because only the right questions will yield effective answers.

#### **Biography:**



**Ms Catherine Fox** is a journalist, author and public speaker with a particular interest in women and the workforce, workforce trends, management and career. After working in the financial services sector in Sydney and London, Catherine joined the Australian Financial Review. During a long career with the AFR she edited several sections of the publication, and wrote the Corporate Woman column. She was deputy editor of Boss magazine for several years before leaving the AFR in 2012. She is a member of the Defence Gender Equality Advisory Board. *(Photo: Ms Fox)*



## Gender in Defence and Security Leadership: An Australian National Action Plan on Women, Peace and Security – One Year On

**Ms Julie McKay**, Executive Director of the Australian National Committee for UN Women



It is a privilege to be here with you today and to have been able to spend the vast majority of yesterday as well, listening to our speakers. As many of the civilians in the room would say, I think it's very humbling to hear the stories of women from all of the different defence forces' representatives at this conference - the challenges they've overcome and the opportunities they see. But most importantly I think it's incredible to see the commitment that we have from the leadership of the Australian Defence Force to acknowledge the challenges and the cultural shifts that need to be made.

I find that leadership inspires and instils in us all the hope for what the future could look like. And I hope that's not going to take 170 years to reach a form of relative gender equality - as was said last night if we don't act positively to the opportunities. I hope that at least in my lifetime we have a very different state of play for gender equality in Australia as well as overseas.

Today I'm speaking on a slightly different topic to the ones that have been discussed throughout the conference so far, and it is the issue of Women, Peace and Security, and the associated UN Security Council resolutions, which most of you, I hope, have heard of. But I suspect these don't form an essential part of your day-to-day

work as perhaps they could and perhaps we would hope that they do.

My organisation, the National Committee for UN Women in Australia, exists to promote the work of UN women and the UN's agenda in terms of achieving gender equality, and to mobilise resources for its programmatic efforts here in the region. We work at a range of levels to challenge attitudes around gender equality, and to engage the Australian government in the implementation of UN policies as they relate to women and girls.

And it is in that last part that I come to the table today and I feel a little under qualified to be speaking on this topic, knowing that in the room there are many of you who have had much broader experience in the topic of women, peace and security. But I hope you will bear with me, and I look forward to your questions and comments afterwards.

I was quite surprised yesterday to see that what we, as 'UN Women Australia' see as a very framing document for Australia's engagement in global conflicts and in global peacekeeping operations was not actually discussed or acknowledged. And I wondered if that was because the NGOs are actually talking about these Security Council resolutions and how important they are, but actually they're not resonating with the relevant government agencies.

And what I thought I would do is to firstly draw your attention to a document that looks like this - the Australian National Action Plan on Women, Peace and Security. It was also launched on International Women's Day last year with *Pathway to Change*. I suspect partly that it's because of the focus placed, rightly, on *Pathway*,

and this document didn't get the publicity that it perhaps could have in a different year.

What I might do with the time allotted is provide a bit of background about the National Action Plan on Women, Peace and Security, and then I'll come back to you on the 'one-year of the Australian government committing to a national action plan' in this area and describe where we are actually at and what needs to happen from here.

The background to this whole issue is, as you know and I'm sure as all of you would acknowledge, is that women and girls have a vastly different experience of conflict to men when it comes to peace and security. Women and girls are under-represented consistently in peace processes but often face some of the most serious human rights abuses in conflicts.

The original Security Council resolution 1325 addresses the differential experience of women and men in conflict, and it was the first time that the UN Security Council had actually called out what these experiences were and what needed to change in order to engage women in peace building and security processes. The UN called for member states to engage on this issue, to consider them - and it is a binding resolution that we all need to implement in our operations.

The issue here is one of operational effectiveness. So we've heard a lot of about the workforce needs within the ADF and within the defence forces represented. This is the other side of operational effectiveness, this is the other side of how we make sure that we are future-proofing the ADF, and its engagement across the world. When we talk about the differential experience of women and men in conflict we're talking about the fact that between 200,000 and 500,000 Rwandan women were raped during the 1994 genocide.

We're talking about the fact that 95% of peacekeepers are men and we're talking about the fact that, if you look at peace negotiations, only 2.5% of signatories through history have been women, 3.2% of peace negotiators and

mediators have been women. Only 5.5% of former witnesses to peace processes have been women and only 7.6% of negotiators have been women.

So when you reflect on Catherine Fox's presentation this morning about the role women play in our societies, in our economies, and then to hear those numbers: 2% of signatories, 7.6% of negotiators, 5% of witnesses - it bears out a fairly challenging story for us that women's experience of conflict is not being considered as we're engaging in peace processes.

What I would put to you, and this is where this resolution was very much founded, is that peace will not be lasting if we can't actually engage the whole community in designing what that peace process looks like, and how justice is served, and how formal steps forward need to be taken in each community where we operate.

It was from that foundation that the UN acknowledged an historical moment for women and girls. That moment was about acknowledging that women are not just victims of conflict, and victims of war, the resolution calls for women to be active peace builders and decision-makers. We are still finding a balance in the global community about how we do that effectively.

It's very interesting, as soon as people become aware of this resolution they go straight to the outcome of talking about women as victims, victims of rape in conflict, victims of war, and the more challenging part of this is actually determining how we get women into those decision making roles, how we get them leading peace negotiations?

The resolution sets out essentially four things, four particulars, as they're known: protection, prevention, empowerment and participation, relief and recovery. Those four things, as I look at them and consider them in the Australian context, are factors that are inherently the core capabilities of the Australian Defence Force (ADF) and core business of the Australian Federal Police (AFP). So it begs the question in

Australia why this document was largely coordinated by the Office for Women? But to their absolute credit they've got it to the point that it has now reached. But the core business of this resolution around protection, and prevention, empowerment, and relief, and recovery really does sit with the ADF and support agencies of the AFP.

The National Action plan sets out 24 actions, 24 commitments that the Australian Government has made in order to progress this agenda. Of those 24 commitments Defence is responsible in full or in part for 17. So in terms of the level of awareness within the ADF about this document and about its importance, for me one year on from this development, I conclude we have a bit of work to do in terms of ensuring that those actions are actually part of the core business and core strategy of defence as we look at this issue of women, peace, and security and women's leadership.

The key tool to demonstrate commitment under the Security Council resolution was the development of a National Action Plan. So each member state was asked to put together a plan of how they would protect, prevent, empower, and support the participation of women, and to ensure that women were involved in relief and recovery.

Of all of the member states, 37 of them today have National Action Plans - as an aside, there are some sceptics, that believe that the Australian government timed the completion of its National Action Plan with its Security Council bid. I wouldn't believe that for a second. But we now have one, and I think it's important that we look to strengthen it, to report on it, and also to implement it fully. It's fair to say that Australia has been a late adopter in this space. The Security Council resolution originally was written in 2000 and subsequent resolutions happened through the next decade. Australia, I think, experienced a lot of pressure from the NGO sector, but also from the region where we are working to encourage the development of national action plans.

Not having a Plan ourselves became a bit of a stumbling block, so I suspect that there was a lot of motivation to develop the plan. The effectiveness of the plan is something else - there are PhDs being written about that, and in a 15-minute presentation it's difficult to give you a snapshot of whether or not I think the plan will be effective. But I want to make really clear that I think having a plan is important. I'm usually asked to speak at events on quotas, and when I do I sense that people are about to launch themselves across tables at me for my views on quotas. So I feel today is a much easier topic, that hopefully none of you will fundamentally disagree with my propositions.

It is important to acknowledge that having a target, having an action plan for getting to a goal is critical to actually doing anything - like reporting on it. If you're not reporting on it we know with the statistics for women in leadership, we know with the statistics for women in the corporate sector, we know for issues like domestic violence that matters are not being addressed.

So the very fact that we have a plan means that we are able to take some steps, and to measure our progress against those, and we should commit to the steps. After that, in my opinion the plan is fairly general, and the actions are not committing us to anything brave or courageous. They are simply committing us to taking some steps and I guess what I see as a real opportunity for the ADF is actually to take this plan and take it one step further. Say: 'Here is the minimum requirements, here are the minimum set of things that we have committed to do. The opportunity now for us is to demonstrate leadership, the leadership we're demonstrating internally with all of the changes we're making, the leadership we're demonstrating when we take on board things like *Pathway to Change*. It's an opportunity here as well for us to demonstrate that progress, beyond the minimum.'

The most successful national action plans, are the ones that respond to the direct needs of the community and are therefore more likely to be implemented. They are the ones where the

government has committed to working hand-in-hand with the NGO sectors, and where, within the government, the defence force, the federal police equivalent, the aid agency, and the office for women as well as central agencies are jointly working towards the implementation of the plan.

Canada is often held up as having the strongest national action plan and I'll go through some examples from the Canadian plan, but one area that we were very impressed with was its engagement with civil society and the commitment that the Canadian government made to ensuring that civil society at all levels was consulted and part of the reporting process.

In Nepal the government formed an inter-ministerial implementation committee and conducted workshops across the country, engaging civil society in order to draft the plan into which civil society was able to feed a number of key strategies and actions that they felt were important.

Equally, in Liberia, the national action plan has institutionalised the role of NGOs, and essential roles that partnerships have within government. In just about all of the other cases that I can find the national action plan is held and managed either by a central agency like our Prime Minister and Cabinet Department or by the Defence Force. So, again, I think it is interesting that our National Action Plan gets retained in the Office for Women.

Gender training is a big part of these plans, as talked about and called for in the resolution. And the plans seek answers to hard issues, for example, about how in a country like Afghanistan do we engage every day, both militarily, and also with civilians, and with NGOs? The concept of gender training is something that I think is used very broadly.

So the Australian plan calls for X-number of people to be trained in understanding gender. Now, I don't know about you, but I'm not actually sure what that means, and I think understanding gender is a really broad concept. Some of the other national action plans,

including the Dutch, and again the Canadians, and also the Finns, actually, specify what is meant. They outline that this training should include the differential roles that women play in the community, it means understanding the cultural context of every community. It could be that our training programmes are already covering these things, but bringing that out to the forefront and making that public commitment is really important.

Our National Action Plan also doesn't have the level of specific commitments around accountability. You'll see, if you ever have the time to have a look at the Finnish Plan or the Canadian Action Plan, you will see specific ministers responsible for actions and timeframes. Ours is much more general, leading to the situation where Defence is involved in or responsible for 17 of the 24 actions that need to be taken. To give you one example of what that could look like. Finland's plan refers to measuring, as one aspect of engagement in the community, the funding levels to NGOs to UN Women, and to campaigns and projects as indicators of success. Australia doesn't make any recommendations or commitments around funding. That's another challenge we face going forward in some of these issues: we know that engaging women in the peace process in the countries where we work will be central to building our capacity to understand the issues that are going on for those women. Doing that with no resources allocated is incredibly challenging and so the specific call to fund the programs that are actually outlined in this document will be part of, I think, the broader NGO election platform this year.

I think the other part of the National Action Plan concept is the need to actually talk to our deployed troops about the issues of gender and how they're experiencing the implementation of their training. We know in Australia that there is some really good training provided. We know that people go through it as a matter of course before deployment. But whether or not it's implemented on the ground is something that I think is quite difficult to measure.



I had the privilege to go and speak via video link to a number of sites in Afghanistan, and as I was talking about the work that UN Women does I could see at different points in time it resonated as I was talking about our programs, as I was talking about our issues, and as I was talking about our priorities for development in Afghanistan. As soon as I started talking about understanding community-based models for participation, understanding the national action plan on peace and security, you could see that there was a visible turning off, not turning off of interest, but of awareness. And I thought: how do we actually make sure that that awareness is flowing down, and that awareness is the core business for all of our engagements, and in countries like Afghanistan it will be the central challenge for us going forward.

In terms of our own expectations, the NGO sector in Australia worked to develop 'the dream' national action plan on women, peace and security, from a NGO perspective. We then handed that to government and said we really want this to be the National Action Plan. The outcome is not too far away from where we had hoped it would be, it's definitely getting there, but the process of working with all of the different agencies happened at one level within government. But it didn't happen collaboratively, and I suspect that resulted in community sector expectations not being met about what could have happened in the first year of having this National Action Plan.

As I said, there's a question over where this action plan should actually fall in terms of accountability, and I see a few nervous faces down the front thinking that they don't need another thing for which to be accountable. I would suggest to you that you're actually doing a lot of this already and it's something you could, as Defence, hold up, and say, this is an area in which we're really succeeding and leading on, and we're proud of that.

The NGO sector is also calling for a review of domestic legislation as it relates to this plan and I think that's probably a topic for another presentation, but it's something that we should

just keep in the back of our minds as being important to the overall National Action Plan. We are thirteen years on from the UN having this moment in time where it recognised the differential experiences of women in conflict, and where it recognised that we had to do more around protection, prevention, the empowerment of women, participation of women, and in our relief and recovery efforts to engage women. As I said 37 countries now have national action plans. There is an increased level of understanding about women, peace, and security in the international community, and this is evidenced by the further Security Council resolutions that have been passed subsequently.

There are more women in Parliament and there is an increased understanding of the gendered ways that conflict affects civilians. But that being said, the commission on the status of women, which is running currently, is still discussing whether or not violence against women is a fundamental breach of human rights. And at the point where member states don't agree on that principle, I would put it to you that, this document becomes even more important. Because at a time where we actually are struggling to gain agreement about fundamental rights for women in conflict, fundamental rights for women in peace negotiations, and peace processes, Australia's leadership is going to become even more critical than it might otherwise be. Now only 16% of peace agreements specifically contain provisions about women's rights and women's needs. Again all of you have far more experience in this space than I do, but if you think about the state of countries when you get there, and then when you leave, and the needs of women and girls in that space, in those places, well to have only 16% of peace agreements mention women and girls is a very scary possibility for us in terms of future conflicts and a lack of stability going forward.

Around 8% of post-conflict spending is targeted at the needs of women and girls and partly I would qualify that statistic by saying that there are a lot of programs that don't differentiate whether or not they're for women or not for women. But what it shows is, even if the studies

are slightly at the lower end, there's a very small amount of money going in to supporting women in the prevention, in the empowerment, participation, in relief and the recovery efforts that are happening all around the world today.

Insufficient investment in prevention and protection strategies can only mean that conflict will start again, that sexual violence will continue after peace has been reached. We see that in a lot of countries where Australia is deployed, and there's a significant lack of investment in women's employment opportunities. We've had a really significant and robust conversation about the need to support women in our own workforces in Australia, whether that be Defence, whether that be the corporate sector, whether that be the NGO sector. But if we're not also investing and supporting programs that are supporting women's employment in fragile states we're not going to get to a situation where women can be independent economic actors able to participate fully in their societies.

There have been many studies done about UN language and whether or not this resolution has led to stronger language in this space. And I won't bore you with the detail, but if any of you are like me and are really interested in UN language, come and grab me afterwards. The studies tend to show, still, women as victims, women as victims of rape, as victims of crime, as victims of the loss of economic opportunity, rather than as powerful actors of change and powerful tools for peace processes. It continues to be one of these conscious or unconscious bias issues, where we come to a point, and it's an important point, where we recognise that women are affected by conflict, and where the UN can say rape is a weapon of war.

But for as long as we see women out here as needing protection, we're not going to see them as fundamental actors within our own organisations, and within the processes that we're trying to implement. Women as agents of peace need to be considered in terms of governance, in terms of electoral processes, in terms of the constitution and justice building,

and security sector reform that's going on all around the world.

The challenge here is it becomes a reactive game. We suddenly see the plight of women, we suddenly hear all of these statistics, like the one I threw out about Rwanda earlier, and we suddenly think: how do we protect women? How do we go out there and ensure that we're looking after those women. And while that's absolutely critical it does negate their ability to actually engage and to lead us in understanding what their communities need, and what their families need, and what their broader security contexts need. So I'll encourage you all to take an interest in the plan, I'll get the conference organisers to send the link around to you for this document, I do commend the National Action Plan to you.

I think having a plan, as I said, is a really important step. And I think if everyone in the room had a commitment to just reading the plan, it's not a particularly heavy read; that would go a long way to ensuring that conversations we are having about women's leadership in Defence and security were balanced, in terms of both the employment side and how we operate the ADF internally. But also in terms of how we actually roll these programs out and ensure women's full participation on the ground. I encourage you to engage with the people sitting at your table about these issues of protection, prevention, empowerment and participation, and relief and recovery. Please think about what is it that you could do in your position today that might actually empower women to take a leadership role and to help us implement our obligations under Security Council resolution 1325.

#### Biography:



**Ms McKay** is the Executive Director of the Australian National Committee for UN Women Australia and has held this post since 2007. She has overseen many campaigns to raise awareness of gender equality issues. She advocates on key issues affecting women including women's leadership, pay equality, political participation, and violence against women. She was the

Australian Institute of Management's Young Manager of the Year in 2010 and was named ACT 2011 Telstra Young Business Woman of the year. She sits on the Steering Committee of the Australian Institute for Management ACT, the Equality Rights Alliance and the Royal Australian Navy's Success Implementation Committee. She is a member of the Defence Gender Equality Advisory Board.

## **Gender and National Security**

### *Gender and Policing*

Assistant Commissioner Mandy Newton APM, Australian Federal Police

### *Gender Issues for Defence*

Ms Elizabeth Broderick, Federal Sex Discrimination Commissioner

### *Questions & Answers – Session One, Day Two*

Panel: Ms Dianne Harris, Ms Elizabeth Broderick, Dr Margot McCarthy, Ms Julie McKay,  
Brigadier Simone Wilkie AM



## Gender in Defence and Security Leadership: Gender and Policing

**Assistant Commissioner Mandy Newton APM,**  
National Manager International Deployment Group AFP



When I came in and sat down, I thought about defence. Perhaps if your policies had been a little bit different when I was 18 years old, I might have been standing here in a different blue uniform. Because when I was 18 years old and I went to my school careers day, I was going to be a fighter pilot - that was my intention. I was somewhat shocked when I was told that, as a female, I couldn't be a fighter pilot in the Air Force. So, it was with great disappointment at that time that I realised my career might be a little bit different.

What was even more interesting quite some years later was when my staff officer came into my office; he brought the application for me to join the Air Force when they opened the ability for women to become fighter pilots. The only problem was that at 40 years old, my dexterity wasn't the same as it was when I was 18 years old. So, instead, I chose a career path in policing. I wanted to do something that was a little bit hands on as well as intellectual and I liked the idea of helping people. I guess being a female back in 1983, joining the police force there actually weren't many women in those days in policing. The first day I started on my recruit course, I was 18 and pretty bolshy, and they went around the room and asked everybody what rank did we want to get to in the police force. People said sergeant, inspector, superintendent, and they got to me and I said commissioner, and

the instructors had a laugh at that. They thought that was quite amusing. They said, no, I don't think you'll be commissioner and then that night they told us to go away and select a bloke as the class president to represent the group at all senior official meetings and forums that each of the courses had to have someone represent them at. When we came back into the classroom the next morning, they said which bloke did you select as the class president and I said me. They said, we don't have girls as class president. I said, well, you do now. I think that might have epitomised my career in the AFP over the years even though I've actually been in the AFP, left it, and come back again. So, what I'll try to do is give you a little bit of a peppering of the organisation as a whole and how we've progressed in the area of women in policing, as well as our responsibilities to women around the world and some personal views around how I approach it. I'll be touching on the AFP, our approach to gender, my views on leadership, the international network and international deployment group that we manage as an organisation in terms of our offshore related activity, as well as some of the mission-specific things that we do in leadership, particularly in nations that are actually redeveloping their own knowledge and capability.

### Gender and Policing

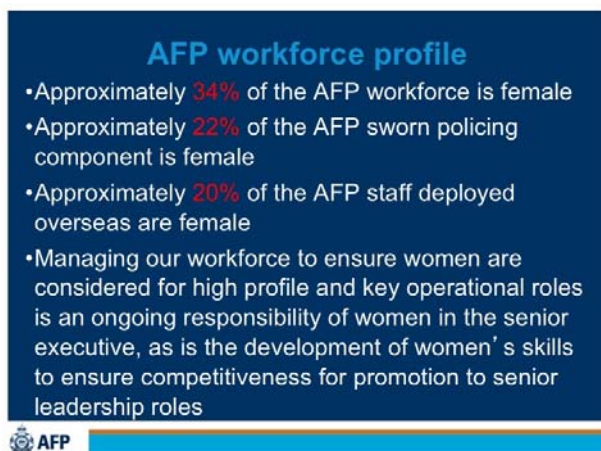
- An Australian Federal Police (AFP) organisational approach to gender and my views on leadership for women
- AFP International Network and International Deployment Group (IDG) functional approaches and women in leadership
- Providing leadership to women and children in developing nations through a mission specific approach



In terms of the broader overview of the AFP, we get about 6,000 applicants a year for the organisation. While we attract some very good women to the organisation, we do go through periods of times in the organisation where we have reduced recruitment. That's mainly a result of not focusing fully during periods of time on female recruitment.


The organisation has operated at anywhere between 33% of women joining the organisation as police officers to the present level of 22%.

We're implementing strategies on how to attract more women into policing and how to make it an attractive career. It's not just about uniforms because the vast majority of staff dealing with national investigations aren't wearing uniforms. 34% of our workforce is female, 22% of uniformed police officers are female, and 20% of staff deployed to our overseas missions, both in our liaison officer network, as well as the international deployment group (IDG) is female.



**AFP workforce profile**

- Approximately **34%** of the AFP workforce is female
- Approximately **22%** of the AFP sworn policing component is female
- Approximately **20%** of the AFP staff deployed overseas are female
- Managing our workforce to ensure women are considered for high profile and key operational roles is an ongoing responsibility of women in the senior executive, as is the development of women's skills to ensure competitiveness for promotion to senior leadership roles

 AFP

**Women in the organisation:** This is an interesting topic because I spoke to a senior liaison conference last week with all our senior liaison officers from around the world, and I was a bit disappointed because I stood there talking to them looking at three women out of about 45 staff. I thought we've got the balance wrong in who has the senior roles in our network, and I'll touch a little bit further on how important it is to be in the right positions at the right time.

In terms of our support initiatives, we've had an Australian Federal Police Women's Network

now for quite some years, and I was one of the initial policewomen putting that network together and providing representation in 1995 for the senior executive steering group on the running of the organisation.

I actually sat in the committee with the commissioner, deputy commissioners, assistant commissioners, as a female superintendent at that time, representing the views of women as to how the organisation operated and needed to run. We also have networks around the country in each of the states that we operate in, all Australia's major capital cities, and a counter-terrorism community liaison officer network as well. This network operates particularly in Brisbane, Sydney, and Melbourne and interacts with women in the Muslim community. How we interact with them is really important for us, particularly around terrorism-related activity and when we have heightened concerns and arrests resulting from terrorism within that group of people. So, we try to maintain strong relationships with women in those community groups and our interactions with them.

Then we have the WILES program which is the Women in Law Enforcement Strategy. This government strategy focuses on ensuring that we have a mentoring programme across the heads of commonwealth law enforcement agencies to enable women at any EL-2 level or say, colonel level, to be mentored by a senior executive in another organisation. The programme lasts close to 12 months with a number of organised sessions, and I've been sitting on that committee for about seven years now, managing it. It was an initiative of Amanda Vanstone when she was a minister some years ago, very innovative at the time and has been reviewed and continues to be effective in assisting women apply for and achieve high-level positions across the heads of the commonwealth law enforcement agencies.

Then we have the Australasian Council of Women and Policing - ACWAP, which is more at a grassroots level where women from all police forces in Australia get together bi-annually for a full conference and each year have a smaller one day session to share information



and also recognise awards for people who have achieved in an outstanding way.

**AFP supported initiatives**

- AFP Women's Network
- Canberra Women's Network
- Counter Terrorism Community Liaison Officers
- Women in Law Enforcement Strategy (WILES)
- Australasian Council of Women and Policing (ACWAP)




 AFP

I guess I look at my responsibilities of developing women in the organisation; I'm one of three female assistant commissioners in our organisation. I was the only one for quite some time and in essence I felt very much like the responsibility of being a mentor sat with me and I had to be the role model for all women in the organisation and assist them in finding their way forward.

**My responsibility to develop women**

- Formal and informal mentoring
- Searching for talent and providing opportunities, challenging women to be uncomfortable and find new skills
- Raising in the executive and resolving barriers to women's success
- Being a role model and demonstrating to women that most people have the ability to achieve more senior roles or, it's also ok to have other family priorities
- Providing leadership as a woman by not replicating a male leadership style
- Providing support on how to operate in a male dominated domain or environment

 AFP

Some of the things that you have to do are about showing the rest of the organisation and other agencies that women can do the same jobs men can; you just might do it a little bit differently. You're capable of achieving the same things and it's about teaching other women that you can continue to remove the barriers to achieving their goals in their careers, whether that goal is, I want a stable career while I have a family and then I

want to do more after that, or whether it's wanting to achieve the most senior positions in an organisation.

One of the things that I have particularly focused on in recent years has been the need to ensure when we're selecting people for very prominent positions in the organisation, such as our counter-terrorism operations, international network, our prime senior positions, that we are ensuring that we are selecting women. I've had the debate with my colleagues recently where one of my colleagues said to me, but I already have a woman at the moment: well, maybe you could do with a few more women to assist you. But it's very important that you support women for those roles where they're going to be both recognised and get the experiences they need to get for promotion.

For those of you who are women, it's also about challenging yourself to do something completely different. I left policing. I worked in the utility industry. I ran dams, waterways, water articulation design, construction engineering, not very police-like really. But it was about managing a workforce, most of whom I probably would have locked up.

In fact, the first story I ever told them was after their union meeting and there were eight unions present such as the CFMU, TWU, AWU, CPU - it went on. They're all good blue-collar workers sitting around the table. I showed up - and sometimes you can play with this - in a pink suit, silk, hair up in a bun, looking super girlish. I walked through the door and these guys just rolled their eyes. I was there to actually manage industrial disputes and other issues for the organisation. I explained what my role was and you saw these guys looking around the room, looking at the ceiling. And I said "just in case you want to know where I came from; I was a police superintendent and I worked here in ACT policing. And when I look around the room, I actually locked some of you up." The heads started going down. They started paying attention and our relationships were very different from then on. So, sometimes it helps that what you see isn't what you're going to get.

I always had quite a strong handshake when I shook men's hands when I met with them because there is that first impression thing and looking at me they don't necessarily have the first impression of what my role and position is compared to the handshake. I learned actually in another organisation when I shook hands with someone one day, he said to me, I heard you have a strong handshake so I just thought I'd squeeze you just a little bit harder. I guess it is about the image you project and you need to keep a balance of that image. For me, walking into the Assistant Commissioner's crime forum across Australia - where the heads of crime portfolios which I looked after for a while - met twice a year. The first meeting I walked in, one of them said to me, well, what are you, the secretary? I said, yes, something like that. So, we sat down at the table with my nameplate next to his and him looking at me like - how can you possibly be the same as me?

But what I challenge women to do is know what your perimeters are and then push those perimeters out. Over a period of time, I have continued challenging women to do that and challenging myself. Whilst I'm not necessarily always challenged at work in the same way, I'll go and do outdoor things. I'll go surfing. I'll go skiing and skateboarding - to my daughter's disgust. When she was about 14 years old and some boys from her school recognised me they said, yes, we saw your mum at the skate park, skateboarding. And my daughter said, no, that wasn't my mum. They said, we know it's your mum, we see her on television all the time. My daughter was exceptionally embarrassed. And I used to scare myself silly every time I went skateboarding. I could go off jumps fairly high and at the time I was about 40. If you don't scare yourself and if you don't do things that you don't know whether you're capable of doing, then you'll never extend yourself - perhaps in a working environment to do those things as well. And we're not as good at that we women, because men, show the testosterone, are more likely to show off to their mates and do those things. Going mountain biking, making my whole team working for me do the 24-hour mountain bike race with me - I got them more

night rides than I took - are important activities to show that, okay, I can do something in any type of environment, or go rock climbing, those types of things. But make sure you challenge yourself along the way.

Feminine styles of leadership don't have to replicate a male style of leadership, but you have to learn as a woman to be able to operate in a male environment. When I attend our senior executive meetings or defence meetings and the like, it's mainly men in the room. You need to learn how to talk in a male environment. I put it down to (pointing to a table of imaginary people) you say your three things, you say your three, you say your three, you say your two, someone will summarise it and give a conclusion. Whereas when I run my own meetings with my management team, we'll chat around the room and the boys have had to get used to it. To discuss an issue, it doesn't have to be as structured, we still get to a conclusion. People feel involved in that process. I do it because I can, because it's my environment and I'm the boss. So, you choose to actually develop your style but you don't actually have to replicate a male style of doing business.

I came back to the federal police in 2002, after six and a half years out. I also worked at the Australian Taxation Office looking after a 68-billion-dollar revenue base and personal tax in terms of private rulings and ensuring people paid their tax. After working in an organisation like that, I decreed when I came back to the AFP as a commander that I would always stay true to myself as a woman, present a feminine style in how I did things and ensure women saw me as a woman not just a woman trying to be a bloke and that I encourage other women to perform their role because that is so important.

It's very easy to forget about your peers or your colleagues as you move up, so it's your job also to mentor them and find a male mentor for people because you need men around you too. Most of my mentors have been male to teach me how to operate in a male world. And that's really important that you have a nice balance of both.

Just in the context of the AFP, I want to give it a sort of broader perspective because I view my responsibility as a senior female police officer in Australia as being much broader than what I do in my own organisation. It's about protecting the community of Australia and my friends and family here and what impact I can have overseas.

### The international leadership role women can perform

- The AFP has close to 90 liaison officers around the world to support operational policing between Australia and other international police jurisdictions
- The trafficking of women and children, sexual servitude and child pornography continues to be a global problem that the AFP is involved in addressing



We have about a 90 strong liaison officer network around the world providing the policing point of contact for overseas operational activity. The liaison officers address issues like trafficking of women and children, sexual servitude and child pornography related activity. Our liaison officer in Manila picked up a child pornography job that came out of Australia that we received, and was able to identify enough material in the video to identify the offender (an Australian in the Philippines) and arrest that person and bring them to justice in conjunction with the Philippine National Police.

Those things are really important because most of our activity is in the global environment. In the context of the AFP's top 20 odd targets, the vast majority of those aren't necessarily even living in Australia.

I currently look after the International Deployment Group and in the context of the global problem and conflict, women and girls constitute 48% of world-wide refugees, 51% of internally displaced and stateless persons, and the majority of gender-based violence in post-conflict affected regions is committed against women and girls.

### Global problem in conflict and post conflict affected areas

- Women and girls constitute **48%** of worldwide refugees and **51%** of internally displaced and stateless persons
- The majority of gender based violence in conflict and post-conflict affected regions is committed against women and girls



If you think about that in the context of the FWAC group that comes together in Australia, we invite women from Africa and other nations who are policewomen, it is amazing the stories they tell you about all the things we take for granted as a first-world country in comparison to a third-world country.

### Concerning statistics

- Hundreds of thousands of women and girls have been subjected to sexual violence, including rape, in conflict affected regions:
  - One in four** women reported sexual violence during the 1999 crisis in Timor-Leste
  - 250,000** in the Rwandan genocide
  - 250,000** in the Sierra Leone conflict
  - 200,000** over 12 years of conflict in the Democratic Republic of the Congo



Hundreds of thousands of women and girls have been subject to sexual violence, and rape in conflict-affected regions and that gives you some of the basic statistics. Working in defence, you know this occurs on a regular basis around the world. Sexual-based violence is exceptionally high for women in these environments as well as the mass killings, torture, forced slavery, and human trafficking activities. I guess it's the position of power because we participate in the United Nations' activity, it's exceptionally strong as to the material provided to every UN person before they go into a mission around expectations of their behaviour with people from the nation that they're providing a role to.



## Crimes and perpetrators

- In addition to sexual-based violence, women and girls are also subject to mass killings, torture, forced labour and human trafficking
- Perpetrators often include persons in positions of power during post conflict peace keeping and peace building, including military personnel, law enforcement officers, members of the UN and NGOs



Whilst women might often be victims, they're resilient and in Australian Federal Police we work in multiple missions around the world. We are in Afghanistan, Cyprus, South Sudan, Timor-Leste, Solomon Islands, Papua New Guinea, and then throughout the Pacific in a number of smaller locations.

## Role of women

- Women often represented as 'victims', however they are resilient and adaptable survivors
- Women often assume non-traditional roles in times of conflict and lead informal conflict resolution and peace building efforts
- Women represent an opportunity and can be critical change agents



The responsibility we take in there is how do we build women into those environments to both support themselves to become police officers - because women in policing are the ones most likely to pay attention to the crimes against women, and be able to undertake adequate investigations. Particularly if you talk about sexual crimes, they're not necessarily going to want a male to walk into the environment and deal with that issue when they've just been assaulted. Or, say as in the Solomon Islands for us, we've conducted programs with police there, male police, to help them understand that beating your wife everyday isn't okay; domestic

violence isn't okay, because a lot of it is about a cultural environment.

## Change

- Positive change cannot be achieved without the participation of **50%** of the population. It requires consultation and engagement with all groups: men, women, boys and girls
- Senior women and strong female representation in policing during post conflict provides support to women and demonstrates that women can participate in peace building





I guess the change is about what positive change can be achieved, including the whole population. We do that in the context of our policing role in the nations we work in. We include women in our discussions. We hit targets around recruitment of women to each of the police jurisdictions and arrangements for them to pick up the cultural sensitivities in-country and to encourage more women. We've just built a new training facility in Timor-Leste, which has a separate female living quarter facility.

Until recently, the Commander of the Timor-Leste mission was female. The contingent commander for our UN mission of 50 staff was also female and then I show up there as well, looking after the whole lot. I think they're a little surprised at how many women are in our more senior roles. But it is role modelling that's very important for the women in their own country to actually believe that they can change their own circumstances. I guess it becomes a little more giving back to something beyond what we have now - our lifestyle's pretty good in comparison to women in these other nations. When you experience or see what happens, say, in Timor-Leste, with one of the facilities we assist in looking after sexual assault victims, and how many of the young girls when you walk into the facility are either about to give birth to or have given birth to children who are from a relative, quite often from their fathers, and as a result of that incestuous relationship some of the issues

with the children they've given birth to. They don't necessarily have the support to deal with psychological issues or the dislocation from families, without support of nations like our own and without people thinking about the fact that we do need to assist them in those ways.

### Change

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In terms of overall UN representation, most of us would know about UNSCR 1325, and about the plan for the UN to increase representation of women in the UN, as well as the work to be undertaken in the UN.

### UNSCR 1325 & National Action Plan

- Women represent less than **8%** of participants in peace processes
- Women represent less than **3%** of signatories to recent peace agreements
- No woman has ever been appointed chief or lead mediator in UN-sponsored peace talks




Looking at the statistic of less than 3% of signatories to recent peace agreements are women and no woman has ever been appointed as chief or lead mediator in the UN's sponsored peace keeping talks, it's so important to get that representation into the group.

### Informal peace processes

- Bougainville, Solomon Islands, South Sudan all report independent peace efforts initiated by women
- Assistance programs should support informal peace efforts




Informal peacekeeping processes or peace-building processes, women tend to participate in those, but it requires on-going support. For example, in South Sudan, we undertake coaching and mentoring opportunities for other women in the UN and have also set up a women's network. The UN women participate in it because a large number of those actually do come from African nations and other nations that are less able to support women in the way we have. Community participation, we work with churches in our locations to actually assist in changing perceptions about women and once again large numbers of training opportunities both here in Australia and off shore.

### IDG overview

- The IDG supports the role of women in partner police organisations through:
  - Mentoring/coaching opportunities
  - Community participation
  - Training opportunities





In terms of our workforce profile, 25% of our mission staff is female and 48% of the IDG Australian-base is female. Our specialist response group isn't quite as high because it's much more difficult to get through our technical operations capability, so I have about 200 staff



that provides the AFP's technical capability both in Australia and off shore, of which 8% are female.

### IDG workforce profile

- Approximately **25%** of the IDG Mission component is female
- Approximately **48%** of the IDG Australia-base is female
- Approximately **8%** of the AFP Specialist Response Group is female



Our mission is comprised of about 20% females, we hit the UN targets in that space and our Pacific programme, across the whole of the Pacific, women have about 30% representation and provide strong support to the Pacific Islands chiefs of police women's advisory network which is 20 police services. We have actually seconded a person from the Pacific Islands to work for the AFP and head up to Pacific women's network because she understands the culture and environment.

### IDG missions – workforce profile

- On average, each IDG mission comprises **20%** female representation
- The Pacific Police Development Program – Regional (PPDPR), the Tonga Police Development Program (TPDP) and the Regional Assistance Mission Solomon Islands (RAMSI) each comprise over **30%** female members





In all of our activity, our police development doctrine incorporates local laws and local requirements so that we pick up on the cultural components of it, the legislative laws, and ensures that we're building it into our activity, recognising that one day we walk out the door

and it has to be sustainable. So, for anybody who attended International Women's Day in this building last week, you would have heard one of the Justices from PNG talking about how difficult it is in their country to deal with some of the issues, particularly around women being seen as witches and the killings that occur as a result of that.

### IDG initiatives

- The Pacific Islands Chiefs of Police Women's Advisory Network (WAN) from 20 police services
- Gender Strategy
- Police Development Doctrine and toolkit
- Victim Management Program
- Sexual violence advisers

We have victim management programmes and most of our funding is ODA (Official Development Assistance) funding, so it's important that we're using it in conjunction with the other federal government agencies and other support groups to spend it in a way that is also going to get a better bang for its buck. And we also have sexual violence advisors, and that's to actually ensure that we assist our partner agencies to put in place their own capability longer term, advising them on skill sets and undertaking the training.

I guess as a woman, when you grow throughout your career, initially you do a lot of things for yourself - around how to survive in an organisation as you grow up. And for me, being one of four women in a police station on a shift and your partner saying, you better just stay in the car while I go out and get this offender. It's about being strong about saying, I can do the same thing as you and I'm going to do the same thing as you, sure I got a few punches in the mouth along the way and got into quite a few blues, but it's also about gaining credibility. Then I complained when I had partners who locked themselves in the police car when there's



an armed offender outside and left me to it on my own.

So, you have to build your reputation and sustain that reputation. Then, you move into a phase where you need to actually help grow other people in your organisation and take a broader responsibility. I guess for me in my stage of my career it's about how do I help in an international environment both with the United Nations and across our region in sustaining women and putting them in a better place and giving them the role models.

When I get together in missions, I go to 60 or 70 of the local police women and staff and talk to them about their careers and what they can do and achieve and how to manage family, bringing up children at the same time. That's okay that you can't do everything perfectly. But at the end of the day, you've got to finish your career feeling like you did something for yourself but you also did something for other people.

**Biography:**



**Assistant Commissioner Mandy Newton** was appointed as National Manager International Deployment Group on 1 April 2012 and is responsible for the management of Australian and Pacific Island police deployed overseas on peacekeeping and capacity development operations for both the AFP and the UN. Since 2004, the IDG has played a vital role in meeting ongoing regional security requirements and has members deployed to nine countries and the UN. Her prior roles include the National Manager Operations Support responsible for the AFP Operations Coordination Centre, coordinating the AFP's operational activities and response.



## Gender in Defence and Security Leadership: Gender Issues for Defence

**Ms Elizabeth Broderick, Federal Sex Discrimination Commissioner**



It has been a great privilege and a priority to be working with the Australian Defence Force. I just want to acknowledge that we meet here on traditional lands and to pay my respects to elders, past and present.

I'm absolutely delighted to be here to present at the inaugural Gender in Defence and Security Leadership Conference. I think it's a terrific initiative to bring together both women and men who care deeply about the issues of gender and the progression of women within the Australian Defence Force and to bring in some of our coalition partners.

You may know that I've just returned yesterday from New York, where I attended the 57th session of the United Nations Commission on the status of women or what we call CSW. It's an annual event and, as Julie McKay was saying, the priority theme this year is eliminating all forms of violence against women and girls.

And I think, as Julie says, when you're in the UN, you are overcome by bouts of incredible optimism and then huge bouts of depression. That's because even in 2013, it's difficult; a lot of the issues around getting the governments of the world to have the courage to commit to ending violence against women and not for using culture and sex discrimination as an excuse to continue to perpetrate violence.

But this year was a different year. I had what you might call a partner advocate at the UN with Lieutenant General David Morrison, Australia's Chief of Army. Lieutenant General Morrison accompanied me to the UN to send his own message about the importance of women's leadership in military organisations around the world and about the importance of ending violence against women.

Just to give you a sense of that message, I thought I'd just quote from his written speech. It was interesting and we had a wonderful military speaker last year also, when Admiral Ferguson spoke at exactly the same event. But David Morrison said:

*"Let me make a couple of things abundantly clear. I'm not focusing on gender to win plaudits. I'm doing this out of love for the Australian Army and the men and women who serve in its ranks. As a Chief of Army, I ultimately set the time for the organisation and exemplify its values. Those values - courage, initiative, and teamwork - are noble when they're lived as intended, but in too many cases, the team has been defined through the exclusion of women. This simply has to stop. Both for altruistic and pragmatic reasons, making the most effective use of our female soldiers makes good sense. It enhances our capability. That is the simple truth."*

Another paragraph, also from his written speech, says "we do need to bond our soldiers to one another and instil toughness and resilience into them. But when this goal is invoked to degrade and demonize women and minorities, it is undermining, rather than enhancing capability. We need to define the true meaning of teamwork to embrace a band of brothers and sisters."<sup>12</sup>

<sup>12</sup> All slides: Australian Human Rights Commission



*"We do need to bond our soldiers to one another and instil toughness and resilience into them. But when this goal is invoked to degrade and demonize women and minorities it is undermining rather than enhancing capability. We need to define the true meaning of teamwork to embrace a band of brothers and sisters."*

Lieutenant General David Morrison, AO, Chief of Army

The international members of the CSW audience were stunned by a military leader's speech such as David's. Here was the Chief of Army, one of the nation's most powerful individuals, and that's in any nation, delivering a message on the international stage about the unacceptability of unequal treatment and violence against women and what he will do to stamp it out. The speech went on to talk about a range of innovative strategies that the Army is adopting. It wasn't just a nice "grab bag" of words and motherhood statements. From working with the Australian Defence Force over the last 18 months, I know behind the words is a deep and demonstrable commitment. Not just by David, but I believe from all the ADF senior leaders. Each of the Service Chiefs - and it's terrific to have them attending this Conference yesterday and today.

This demonstration of support to serving women by each of the Chiefs has significance for the ADF - it indicates the Defence Organisation will address sexual abuse, that it will enhance women's status across the whole of the military. With the Chiefs possessing a deep understanding that women's progress will increase capability, it ensures that Australia has a military capable of delivering into the future.

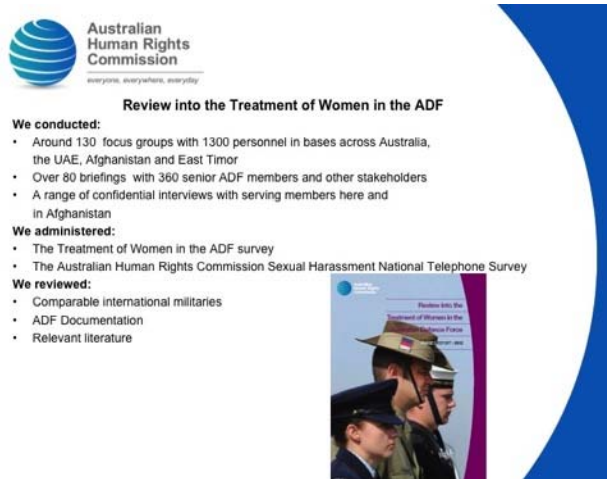
As most of you will be aware, I led the review into the treatment of women at ADFA and also into the ADF over the last 18 months. Our ADFA report was tabled in the parliament in November 2011. The report about the treatment of women in the ADF was released in August last year.

The challenge was really to work with the ADF, to work to evolve the culture, what many would say is the most hyper-masculine culture in Australia, the warrior culture, into a more inclusive culture. One that did not lose the essence of warrior, but one in which both men and women serve as equal partners. And so began a fascinating 18 month examination of the place of women in Australia's military.

As we can see from the representation across the world from the UK, from Canada, from the US, this issue is not just about the Australian military; it's about all Western militaries. All of them are concerned about lifting the representation of women in the armed forces. So why do they care? Is it just about being nice to women? Or is it something more than that? Well, at the heart of this issue, is the very future of militaries themselves. Without a sustainable workforce strategy, one that embraces 100% of its talent, without a wider range of skills to engage future theatres of war, such as cyber war, such as urban warfare, counter insurgency; over time, our security forces will become less and less effective.

Today's defence force demands a range of skills. It demands adaptability, strategic thinking, working in small teams with minimal direction, remote work, intelligence collecting, and outreach to local populations. It requires both men and women, and as I said, it's not just true for Australia but for other nations as well.

Our review was extensive. We visited over 36 military bases across Australia, including Naval, Air Force, and Army. We went to training colleges and recruit schools. We observed exercises and demonstrations, spent time underwater in submarines and above water on warships, travelled in tanks and armoured vehicles, flew in Black Hawk helicopters and C130s. And we visited offshore military bases, including forward operating bases beyond the wire in Uruzgan province in Afghanistan, as well as Al-Minhad in the Middle East. We spoke directly to over 2,000 Australian Defence Force personnel and it was these members' own words and experiences, women's and men's, that helped shape our recommendations.



As I said at the beginning, leading the review was both a privilege and a priority. It's been a priority because the equal treatment of women should be fundamental to any Australian workplace. But it's also been a great privilege. To engage with the unique nature of the Defence Force, to hear first-hand the fierce commitment of members to service and their determination to perform at their best for the security and wellbeing of the nation has been a privilege.

Listening to ADF members share their experiences early on convinced me that actually it was the process of the review that would be more important than the outcome document that would be tabled in the parliament. In particular, as we travelled around and women knew that we were coming to bases, increasingly, they would ask for one-on-one interviews with me and my team. For many of those women, they had never disclosed the issues they disclosed in meetings. Some about sexual assault, instances of bullying, sexual harassment. The review provided a secure, safe and private forum to start to discuss some of these matters.

It was during some of those interviews early on that it occurred to me that while it was important that the review team and I heard some of these issues, it was even more important that those who had the power to create change in the system, and that is senior men, heard first hand these personal narratives - that they would both hear and feel the case for change.

Armed with this intent and aided by courageous women with compelling stories, I spoke to each of the chiefs about their willingness to

participate in what was a strategy that was really sitting off to the sides - but it was a strategy where they would each spend time standing in the shoes of the most vulnerable to listen deeply to people who loved the ADF as much as they but for whom service had come at an unacceptable personal cost.

With the chiefs' avid support, I flew women in from all across Australia, many with their mothers, so that the chiefs could feel and hear some of the issues they had to address: what extreme exclusion feels like, what it's like to be on exercise for two months when no one speaks to you, what it's like to be sexually assaulted by your instructor, the very person you go to for advice, what it's like to face your perpetrator each day at work, even though you've reported his assault to your superiors, or what it's like to have your career ruined because you chose to speak out.

I needed the chiefs, the very men with the power to create change in the system, to listen deeply, to build a personal commitment. But the question is: Would it work? Military and emotion may not be words that fit easily side by side. I remember that first face-to-face session. The service chief and I sitting very uncomfortably in our chairs, the mother nervously escorting her daughter to the chair beside with a box of tissues in the middle. Where to begin? And then that courageous young woman, turning to the chief and saying, Sir, I am so very nervous. And the chief replying, believe me, I'm scared too. In that moment, I knew we had a chance at change because it takes an authentic and compassionate military leader to admit that he fears what it is that he's about to be told.

And the chief heard the pain of mothers. Mothers who had encouraged their daughters into the service, who believed that the enemy lay outside, not within; as one mother said, I gave you the person I love most in the world, and this is how you've treated her. And at the end of the day, to hear each of the chiefs say, "look, if I could stand in your shoes and take away your pain every day, I would choose to do that. What happened to you should never have happened in



Australia's military. I will do everything I can to make sure that this never happens again."

You may have heard the CDF talk about this, that these are some of the defining moments of the review. They are the moments that helped all of us understand exactly what needed to change and that built a commitment not just an intellectual commitment but an engagement of both the head and the heart to drive this change forward.

I want to emphasize that I heard so many positive stories also from women and men about their experiences in the ADF, women who were amongst some of the most impressive women that I've met across this country every day. I'd like to share some of those comments as well.



Australian Human Rights Commission  
everyone, everywhere, every day

*"My friends in the civilian industry are amazed by the flexibility offered by my organisation, the excellent benefits, my ability to attend school swimming carnivals and undertake occasional school drop offs, our maternity benefits and option to work part time, and wish their employers were as magnanimous and trusting."*



One woman told us, "my friends in the civilian industry are amazed by the flexibility offered by my organisation, the excellent benefits, my ability to attend school swimming carnivals, undertake occasional school drop-offs, and maternity benefits and options to work part time. And they wish their employers were as magnanimous and trusting."

Another woman said: "I've been in the army 17 years and started as a soldier and I'm proud to be working in a mature, progressive, and inclusive organisation."

Or this one: "I have three sisters, all in civilian employment, and the way they're treated by their male colleagues and bosses, I would never put up with that. I've never been treated disrespectfully in all my time in defence."

And then this woman on deployment said: "every single deployment I've had and every single job I've had has been excellent. I've had such good jobs. I've had so many command positions and in the area I'm in, I'm nearly always one of very, very few females."



Australian Human Rights Commission  
everyone, everywhere, every day

*"Every single deployment I've had and every single job I've done has been excellent. I've had such good jobs. I've had so many command positions and in the area I'm in, I'm nearly always one of very, very few females."*



But like any organisation, not just the ADF, good stories are often tempered by not so good. Stories that tell a less positive and rewarding experience. So many members highlighted structural impediments and entrenched practices, which showed that in some of the workplaces across the ADF, and by no means the majority, but in some of those workplaces, it's still difficult for women to flourish. I'd like to give you a snap shot of just some of the major issues that your people told us about.

Firstly, occupational segregation. There is stark occupational segregation in the ADF, which narrows the opportunities for women for promotion. As you well know, women are heavily concentrated in nontechnical roles and support roles. They're very underrepresented in technical and war fighting roles. Those are the roles that lead to greatest promotional opportunities.

The ADF senior leaders are overwhelmingly male and mostly drawn from male-dominated categories. This also applies to developmental opportunities, such as unit command and deployment. So in relation to one obstacle, a member told us, "women are significantly underrepresented in certain occupations (especially those fields that remain inherently masculine, war fighting roles) and still face a



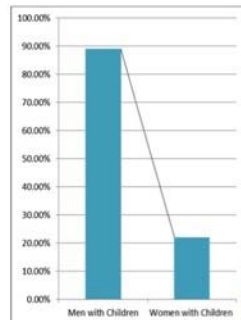
range of gender-based barriers that limit their progress, impact their inclination to remain in the ADF and in the worst cases, destroy souls.”



88.9% of men in the star ranks have children, compared to only 22% of women.

*"You are stagnant in your progression in your career when you have kids."*

*"If you have children at major level, you can pretty much write your career off."*



Secondly there is an issue around the need to make a choice between work and family. There is a widespread belief in the ADF that women need to choose between career and family. This is starkly demonstrated in this slide before you: The fact that 90% of men in the star ranks have children compared to only 23% of women. So that sends a strong cultural message that if you're a mother, your opportunities to progress to the top of this organisation are very limited.

One woman who was considering starting a family told us, "I've done all this hard work to get where I am, and I had to make a choice. Do I take this next step and move forward with my peers? Or do I take a break, knowing that I will never catch up with them and knowing that the opportunity to progress might be gone forever."

Others said, "you're stagnating your progression in your career when you have kids or if you have children at major level, you can pretty much write your career off." Flexible work is part of the key, and I know Air Force, Navy, and Army are doing some really good work in this area. But there's a strong view that there is limited access to flexible work, that structural and cultural constraints impede people's access to flexible work practices.

In most organisations, flexible work is seen as an absolute part of a contemporary workplace in Australia in 2013. In fact, most workplaces you look at, and of course I'm not coaxing the

military here, have between 20 to 80% of their workforce working flexibly. In the military, it's around 2.5%. We were told: "if the supervisor has kids, they're more sympathetic than the ones who don't have kids. "And from another woman, "it appears to be who you know and if this is not the case, you have to prove your worth in applications for flexible work practices."

Working flexibly has an impact on career progression. One woman told us, "I was on part-time leave without pay when I was coming to board for promotion, and my career manager rang me and said, you can just come back to full time just in the lead up to the board. I had to be full time to go to boards to be seen as committed and the real deal."

A fourth obstacle and one which perhaps underpins all the others, is that women in the ADF still face entrenched cultural impediments because of their gender. This will inhibit their ability to thrive in the ADF. Many members told me, and this is a really prevailing view, that it doesn't matter whether you're male or female, if you do your job well, you will be respected and given opportunities to progress. But there were so many others who said that rather than feeling the bonds of mateship, they felt they were treated as "the other".

These women spoke of risks associated with trying to fit in, with some women describing it as a no-win proposition; with some who tried to be friendly and really engage, accused of always being on their back, while those who did not try to fit in accused of being a bitch. This perception was particularly pronounced for women working in male dominated units or work teams.

There was a view that women should bear the responsibility for fitting in and for making mixed-gender teams work. One woman said, "you have to work harder as a woman to prove yourself in every male-dominated area, and I'm sure the men would say that's BS because they don't have to do it."

We also heard from another woman... "I was doing the pilot's course and was given such a hard time by the boys, who were the majority in the course, that I self-scrubbed. I'm now in an

area with a better balance between boys and girls in a working environment. It's so much better."



**WOMEN AS THE "OTHER"**

*"You do have to work harder as a woman to prove yourself in every male dominated area, and I'm sure the men would say that's b\*\*\*s\*\*t, because they don't have to do it."*

*"I was doing pilots course and was given such a hard time by the boys who were the majority in the course that I self-scrubbed. I am now in an area with a better balance between boys and girls and the working environment is so much better."*



The fourth area then that I want to focus on, the final area is sexual harassment and abuse. I'm loathe to call it an obstacle because it's so much more than that.

Our overriding finding in this area is clear, and that is that gender-based harassment and abuse ruins lives, divides teams, and it damages operational effectiveness.

Many women, by far the vast majority of women, told us that they had never suffered sexual harassment or violence in the Australian Defence Force, that their experiences in the ADF had been positive and rewarding and that they were always treated with respect. But others recounted stories of extreme exclusion, of harassment, of victimization, and sexual assault, and for many of these, lodging a complaint was just not an option. I recognize that these experiences do not represent, by any means, the majority of the ADF, but it's important to acknowledge that these incidents do happen on occasion across the Services. They are not just a thing of the past. They are not just an historic phenomenon. They are contemporary and, as I'm sure you'll agree, they have no place in Australia's Defence Force in 2013.

So just to give you insight into a couple of things that we heard: "When I was at (a particular training school), I was sexually harassed by an instructor who would place his hands on my legs under the table when we were in training." Or

another: "I was sexually harassed on four occasions over a weekend by the corps commandant, a warrant officer, and a male corporal, who told me we would 'f...' before I left the unit."

Or another one: "I would go on specific work trips and the boys would bash on my door at 2am going, let us in, we just want to hug. It was really pretty scary." In fact, I hear a lot of similar things from fly in-fly out mining companies.

We also heard of stalking, of dissemination by phone of sexually explicit images without the consent of women involved, and the persecution and intimidation by groups of men against women, whose only crime was to be the only female in the group.



**DON'T COMPLAIN**

*"No work unit or base would want me as the girl who made a complaint. Have a career or complain were my only options."*

*"I'd be very reluctant to complain because I know for a fact it would be the end of my career... You just get a name, a label for yourself as a trouble maker, as a whinger, as someone that you can't then put on operations with other men, that type of thing."*



Early on, we heard that, there's a good complaint system here in the ADF. Why is it that you don't step up and make a complaint? Well, this is the reason: "No work unit or base would want me as a girl who made a complaint." "Have a career or complain: These were my only options." And another woman said, "I'd be very reluctant to complain because I know for a fact that it would be the end of my career. You just get a name, a label for yourself as a trouble maker, a whinger, as someone who you can't then put on operations with other men, that type of thing."

So, I tell you these stories to illustrate that they still exist in some areas; instances of exclusion and instances of violence against women, and in certain areas, there's a culture of silence, one that disempowers people and prevents them from coming forward to seek support. But as alarming

or distressing as some of these experiences are, I have truly been heartened by the genuine steadfast commitment of senior leadership in the Australian Defence Force, who initiate change. As well as the Chief of Army address at the UN, one only has to look at the front page of the defence website to see the CDF's and the Chiefs talking in Estimates about the work they're doing to progress gender equality. I sense there is a readiness for real reform and progress. I sense that the window of about 18 months and that we need to embed these cultural reforms over the next 18 months.

A practical demonstration of the commitment I think has been the acceleration of a number of key initiatives and the swift action of Australia's Defence Force, through the Chief of the Defence Force, David Hurley, in accepting the recommendations of the report.

I do want to say that the team charged with working with each of the Services to implement the report is doing a magnificent job at ensuring that the recommendations are implemented in a way that's meaningful and sustainable.

Over the last few months in particular, there's been acceleration of targeted and innovative initiatives around, for example, Army setting targets for the number of new recruits, in Navy, really thinking about workforce planning to allow for greater flexibility, in Air Force, a policy directive from the Director General of Personnel regarding the implementation of targets for the number of women in non-traditional employment roles. All these things have all been critical steps along the journey to progress women's leadership within the ADF. But I think one of the most significant responses has been the establishment of the Sexual Misconduct Prevention Office or what we refer to as SeMPRO and that was a key recommendation of my report. SeMPRO was established very soon after our report was released, and it's headed by one-star General Air Commodore Kathryn Dunn who I know you'll hear from this afternoon, who's doing a very impressive job in that role. SeMPRO will provide 24 hours a day, 7 day a week telephone hotline services and an online service-call, click, or text access. I should acknowledge the great

information we got from the US military in the design of this.

Yes, it's changed a bit for local variation, but I have to say we were so impressed when we were up in deployed environments and seeing just the ease with which people can access the US SAPRO organisation so that's similar in the design.



### SeMPRO

- 24 hour/7 day a week telephone hotline and online service, with call, click or text access
- Collaborate with expert independent educators to provide recruits and trainees with education ON respectful and healthy relationships, sexual ethics
- Outreach service to all ADF establishments
- Enter into appropriate arrangements with expert external service providers so as to offer complainants an alternative avenue for support and advice
- Be the single point of data collection, analysis and mapping of all sexual misconduct and abuse matters

The second thing SeMPRO will do will be to collaborate with the independent expert educators to provide recruits and trainees with sexual-ethics training. It will provide an outreach service to all ADF establishments, including a program of regular visits and discussions. It will enter into appropriate arrangements with external service providers, so as to offer complainants alternative avenues of support, such as to the Rape Crisis Centre, and it will be the single point of data collection, analysis, and mapping of all sexual misconduct and abuse matters, so that for the very first time, we really understand the total ADF picture in this area.



### RESTRICTED REPORTING

- A victims' focussed approach to dealing with sexual harassment and sexual assault.
- Allows the complainant to register their incident, access support, without going through the entire reporting and investigative process, which can be re-traumatizing.



Restricted reporting will allow the complainant to move outside the chain of command to register their incidents, access support, but not have to go through the entire reporting process. They can say, I don't want anything done. That might sound difficult at the beginning, but the research is clear, when you offer people restricted reporting regimes, the level of reports and complaints increases and that's what we want to do. We've got to unpack this culture of silence.

So these changes and the changes that I've talked about are really ground-breaking. They're about having a victim-focused approach to unacceptable behaviour and ensuring that whatever options a victim takes, restricted or unrestricted, they will get appropriate and sensitive support.

The reforms proposed in my review, plus the reforms contained in *Pathway to Change*, and the path that the ADF itself has already embarked on, is about necessary and sustainable change. Change is never easy. It takes courage to set aside the status quo. There will be push back. I'm already hearing on a regular basis about the backlash that is coming around implementing some of the key recommendations. And you know what? It won't just be from men. There are many women who are equally resistant to acknowledging that the paths for men and women are very different. That to achieve a culture where both men and women can thrive equally will require on occasion men and women to be treated differently. As I said before, there will be a waxing and waning of commitment to this cultural reform agenda, but what I would ask you to do is to take the time to see the reforms develop, that's number one. The second thing I would ask you to do is to look outside your own experience to recognize that the experience that you have had may not be everyone else's experience. Those women, whose voices you have heard today, those quotes that are peppered throughout our report are the voices of your members. They're different voices possibly from your voices, but they are voices that must be acknowledged if there is to be change.

Finally, I ask you to ask yourself if these are the experiences of someone who loves the ADF as

much as I do. Should we be happy with the status quo? Whether these changes are successful or not depends directly on you. The challenge is to make sure that the commitment of your chiefs, the robust and great discussions that I've had over the last 18 months and the commitment to cultural change works its way right across and down the organisation, and that its benefits are understood by all members but it's not just seen as a "nice to have", but that it's seen as a critical juncture point for Australia's Defence Force. Without this progress, we will not move forward and be a viable defence force into the future. Continuing the past of cultural reform will allow the ADF to enjoy a stronger, sustainable future and secure a position as a first class high performing organisation: An organisation which enables all its members to thrive, to feel valued for their contributions and to be acknowledged as the valuable individuals that they are.



Australian  
Human Rights  
Commission

everyone, everywhere, every day

## CONCLUSION

*Continuing the path of cultural reform will allow the ADF to enjoy a strong and sustainable future and secure a position as a first class, high performing organisation - an organisation which enables all its members to seize opportunities to thrive, to feel valued for their contributions, and to be acknowledged as individuals.*



### Biography:

**Ms Elizabeth Broderick** is Australia's Federal Sex Discrimination Commissioner. She has overall responsibility for advancing gender equality in Australia. Commissioner Broderick has been a key advocate for Australia's first national paid parental leave scheme, increasing women's workforce participation and recognition of domestic violence as a workplace issue. She has promoted changes to the Australian Stock Exchange Corporate Governance regime requiring all publicly listed companies to set targets for women at board and senior executive level. She has brought together Australia's senior male leaders from business, government and the military to form the Male Champions of Change Group. Elizabeth completed her *Review into the Treatment of Women at the Australia Defence Force Academy* in 2011 and her *Review into the Treatment of Women in the Australian Defence Force* in 2012. She is a member of the Defence Gender Equality Advisory Board.



## Gender in Defence and Security Leadership: Question and Answers - Session 1, Day Two



### *Speaker Key:*

<i>Ms Dianne Harris (Moderator)</i>	<i>(DH)</i>
<i>Ms Elizabeth Broderick</i>	<i>(EB)</i>
<i>Dr Margot McCarthy</i>	<i>(MM)</i>
<i>Ms Julie McKay</i>	<i>(JM)</i>
<i>Ms Rosemary Ganly</i>	<i>(RG)</i>
<i>Brigadier Simone Wilkie AM</i>	<i>(SW)</i>
<i>Ms Karen Radford</i>	<i>(KR)</i>
<i>Unknown female speaker</i>	<i>(UFS)</i>

DH Simone, would you like to start with the first question?

SW Liz, I've been fascinated with all the work that you've done over the last 18 months and I suspect there are a bunch of women in this room wanting to know what challenges you personally have faced in your career and how you have managed to succeed to the point where you are today?

EB Thanks very much, Simone. I suppose I've experienced challenges similar to Margot or probably to all of those here. I have to say when I started out in my working career... I should start off by saying, actually, I'm an identical twin, I've got a younger sister as well. I grew up in a highly feminised household; even the dog was female. So I never for a minute imagined, as Margot was saying, that women couldn't do anything that we chose to do. And actually it was only, I think, when I was about 18, because I went to a single sex school as well, which I think

reinforced that message, but my parents, and my father was a doctor, and they ran a number of small medical practices. And my job at 18, because I'd just got my license, was to ferry the patients from the hospital to my parents' medical practice. I mean why they got me to do that with a licence one month old I'm not sure, but that's what I used to do, and I remember one day picking this woman up who had a suspected pulmonary embolism, she had all the drips and everything up. We're driving along, and she says oh, so, have you got any brothers? And I said no, actually, I've got an identical twin sister and a younger sister. She looked at me, she said, oh, my God, your poor father, who's going to carry on the family name? And it was like, stop the car; dump her out with all the drips, and everything else, but the idea that women and men weren't equal and wouldn't possibly have an equal career was something that never occurred to me.

But then I suppose I went into quite a male dominated area and I did a computer science degree with my law degree. And I remember being probably the only woman in computer science at that time and then going up and working in a major, large law firm, where we had quite a lot of women at junior level, but not at the more senior level.

And I remember when I had my first child and my son's nearly 17 now, but I remember thinking there's no way I'll ever be able to be a partner and also have a child, how I can balance that work and family. And I had a day, which started like any other day except that one of my lawyers came in to tell me that she was pregnant, and said, terrific, when are we having maternity leave? And she told me when and then that afternoon another of my lawyers came in to tell me she was pregnant. And when the third lawyer came the next day, and what they didn't know was that I was also pregnant, we had a serious issue in our business at the law firm. And I think it was because of that situation that we were actually able to create an environment which

allowed lawyers in that organisation to start to balance work and family. And in fact I was just down there last week and now 25% of their organisation works in that flexible work arrangement. But at that point I very much sought that if I wasn't able to balance career and family then I just had to leave and go somewhere else. And it's a refrain that I heard with a lot of ADF women as I travelled around, this choice between work and family, and an inability to see that people with caring responsibilities continue to build their career particularly in male dominated organisations.

I have to do so when I travel around Australia and speak to women across Australia one of my key messages is to stay attached to the labour market. A man is not a financial plan; it's about having economic security for women. And as I look back on my time in the workforce, while raising a young family with flexible work arrangements, staying in the workforce was probably one of the best decisions I ever made.

So in terms of overt discrimination, you know, I sit often on boards where I'm the only woman and sometimes I feel like I just dropped in from Mars. But having said that, I suppose, just like you Simone and you're such a pioneer, and trailblazer, you just keep on keeping on, and I tried to use humour to point out sexist remarks, or to really push back on some of the sexist things I hear.

RG My name is Rosemary Ganly and I'm a Vice-President and member of USI of the ACT. But I really would like to ask the three of you, you've all now spent time in and around the ADF, taking an image of an aggressive senior committee, do you ever see the time when that aggression won't be there at the senior level, or that there will be a number of women at that senior committee table?

JM I think in my experience the hope is there as well. I think conferences like this and the other events that have happened in the three Services to promote and empower women are really positive steps. I also think it's interesting, as a complete outsider, being invited in to give

feedback and to share your experiences, and to make linkages with the corporate sector, with the NGO sector, demonstrates courage that many companies out there aren't demonstrating. It's very forward thinking to think, actually, we're going to go out and find some individuals who inherently disagree with us, and will inherently challenge us, and we're going to invite them in, and help them understand what we do, but also try to learn from them. And I think that gives me real hope that there is change.

EB I agree both with Margot and Julie. I have to say at one of my very first meetings I was told that my review and gender equity was [as obvious as] 'dog's balls', and I quote, which was an interesting conversation, so, yes, there has been some robust discussions. Or speaking to Super Hornet fighter jet pilots about flexible work arrangements, I have to say, was another reasonably robust conversation, or infantry up in Afghanistan, about introducing women into infantry. So there have been moments of intense aggression as I've travelled around the ADF over the last 18 months, but I have to say none of them have been as significant as the meeting I had about three days ago with the CEO of a Wall Street large investment bank. I mean that takes the cake. I said to David Morrison where do I sign for Army, because I'm definitely not signing for this bank.

So it's all about degrees I think, I am very optimistic just from the work that I've done and the levels of engagement, and often it's someone who could be very threatened by the work I'm doing, and that we can have a good conversation. So I feel very positive about, firstly, the interactions always being respectful, but also that we will see women at the most senior levels of this organisation. We've got outstanding women in the pipeline, what we need to do is to, firstly, support those women into senior roles and show younger women that there is a career path here in the ADF.

DH Do we have a question perhaps from this side of the room?



KR I am Karen Radford from CIO group. You're three very impressive women sitting on the stage there, I'm just wondering if you could talk a little bit about mentors throughout your careers, both in the past and present mentors?

JM In terms of mentors, I think in my very short career mentors have played a very big role in. I started my career in banking, in finance, and that was not a world that was at the time dominated by women, and it was not a world that was particularly welcoming to women who held similar values to me.

But in that time I guess what I realised was I needed to find some mentors. I didn't successfully do that until I actually left the sector. One of the key things I did in my first year with UN Women, Australia, was everyone I met just about I asked to mentor me. And so there was a period of time where I had about 50 mentors, but...

EB And I thought I was the only one.

JM Sorry, Liz. Devastated. But learning from each of those women and men about their experiences, about their expectations meant that, I think, I had a really broad range of advisers and mentors. So I didn't have a situation where as a young woman in a leadership role in a very small NGO I had a whole lot of people surrounding me that agreed with me. And I think that's the biggest thing I say to young women now, actively surround yourself with people who disagree with you, because they're the ones that will actually really challenge you to build positions that are based on evidence, and based on values and actually important. So they played

EB And I agree with all that. The research, actually, around men, shows that here in Australia, that mentoring is very important for the reasons that both Margot and Julie were talking about and also that building of personal relationships. But what is as important, and I suppose I'm speaking here to the men in the room, is sponsorship of women.

So that is not just giving advice but also actually identifying opportunities, putting names on the slate, or on the radar, doing things like that, which hopefully will lead to women's promotion. But taking a more active role than just mentoring.

And I think that's the focus in the ADF when, yes, there are some good mentoring programs in the ADF. What I haven't seen so much is sponsorship and I think that's where we need to work towards.



DH Perhaps time for one more question, yes, here in the middle?

UFS Good afternoon, my question is for Julie and it relates to UNSCR 1325. I think it presents a particular challenge for the ADF and it's around the disconnection between the political challenge of women empowerment and participation versus achieving our national security objective, and our military operations on the ground. So I'm just really interested in your thoughts around, for example, what's the end-state for women in Afghanistan after we leave and that nexus between the military and the political? Thank you.

JM Thank you for your question. I think it's a consistent issue that we've perceived the two things to be quite separate, and I guess the first thing I would say is I don't actually think they're separate. I think military success has got to be at one level defined by the stability of peace and without implementation of the 1325, and subsequent resolutions, there won't actually be those, you know, that process won't take place. I think in a country like Afghanistan it's going to

be very tricky to measure success, and when we talk about success factors people want tangible things they can take photos of. And people they can stand with, and say, look, here is success, but I think it's the measures that UN Women uses across the world around women's political participation.

So the number of women in parliament, the number of women in local councils, the number of women candidates, economic security, women's access to employment, woman's access to land, woman's access to economic opportunity. And violence against women both as a result of conflict, but also as a result of home-based, and relationship-based violence, and in each of those three areas there's a range of indicators that can be used to determine whether or not women are equal. I think the key thing is, as we look at our own withdrawal militarily, the maintenance, and increase the funding to the aid in development programmes going on there. To the agencies working on the ground, but also to the maintenance of peace, and that's where I guess relief and recovery, the prevention part of 1325, and also the participation and empowerment components come in. And I do think the ADF has an ongoing responsibility in those areas.

EB Can I just make one comment, I think, because I absolutely agree with everything Julie said, but just to link the importance of having more women at senior levels in the military to a form of women's economic empowerment in Afghanistan. I know when I was up in Kabul and was working with Simone up there, just for a couple of days, I was very keen to catch up with the woman who has my role in Afghanistan. So she's the Women's Rights Commissioner in Afghanistan and you can imagine how popular that particular role is.

But I know Simone knew that I was keen to meet with her and on the day that we were to go and meet was Mujahadeen Day, which is a very dangerous day in the Afghanistan calendar. So the armoured plated vehicles weren't going to work and most other, I think, senior military commanders probably would have just blown me

off at that point, and said, look, Liz, nice idea, but unfortunately we can't get you to meet with Soraya Sobhrang. But, not Simone, no, she made sure that we brought in the Black Hawk, we went four streets that way, dropped down where she had Soraya brought in.

And I think it was an understanding that if two Women's Rights Commissioners got together from respective countries, countries that were committed to helping each other, then that would be an opportunity for us. And for me also to take back the message of the Afghanistan Human Rights Commission back to Australia, back into the Australian military, and other organisations. Because, while it's one thing for me to stand up here in Australia and advocate for women's rights, it's a different thing to do in Afghanistan.

And that became really clear when Soraya's predecessor was killed by a suicide bomber, together with her four kids and husband a few months earlier. So I just think having had you there Simone, and understanding just how important it was for me to at least connect with her, and now we regularly Skype each other, that was something that was so terrific.

DH Okay, I think that's all we've got time for now although clearly we could keep this conversation going. The three ladies we have here today have all come from diverse backgrounds, they've presented very different stories, but I think we have all learned things from each and every presentation.

Not only have we learned things but we've probably been challenged to think again about some of our ideas, to think about what we're doing, and thinking about what we're not doing, to think about what we accept, and what perhaps we should choose not to accept in terms of making a different future.

So if we all go away with those thoughts, again, I think we will all have a hand in a different future. We just don't quite know what that looks like yet, but it's still worth looking for it.

## **Gender in the ADF – the Australian Experience**

*Personal Perspective*

Air Commodore Kathryn Dunn AM, Head Sexual Misconduct Prevention and Response Office

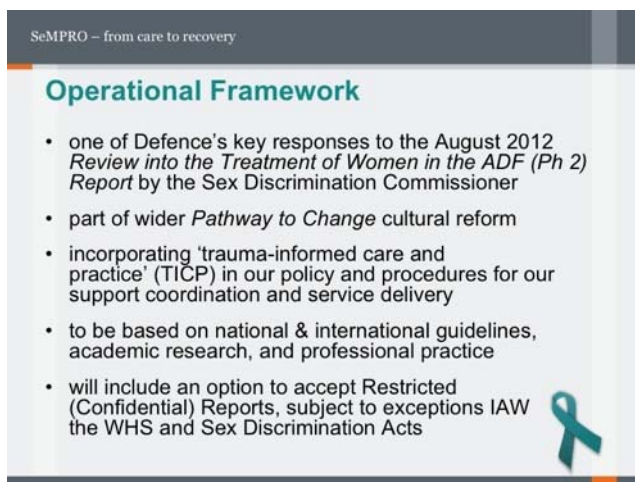


## Gender in Defence and Security Leadership: Personal Perspective

### Air Commodore Kathryn Dunn AM, Head of Sexual Misconduct Prevention and Response Office



Thank you, (MC) Di, and thank you to Mandy as well, because my presentation follows on from a lot of the practical examples she was able to provide. So we're taking a step down into the very tactical, practical levels within defence and what we're doing about a couple of the recommendations from the Broderick Review.



Good afternoon, ladies and gentlemen, Chief of Army, General Morrison, and our Deputy Secretary of Defence People Group, Carmel McGregor. Distinguished guests, fellow presenters, ladies and gentlemen, as introduced my name is Kathryn Dunn, and I head the newly established Sexual Misconduct Prevention and Response Office, or SeMPRO for short. The SeMPRO office has perhaps been lauded a little bit, and we're on our way to being able to make

a big difference in defence. So before Brigadier Wilkie and Captain Miller join me, I'm very pleased to be invited to present an overview of the progress we're making, in implementing a victim focused response to the management and reporting of sexual misconduct in defence.

I'm particularly delighted to have Catherine Fox here today, as well, because she's a member of our Defence Gender Equality Advisory Board, and we'll be presenting to that board on the progress we're making. SeMPRO has been established as a result of one of defence's key responses to the recent *Review into the Treatment of Women in the ADF* by Australia's Federal Sex Discrimination Commissioner Ms Liz Broderick. Liz has already spoken, so I'll address how we are progressing in implementing two of her key recommendations, the establishment of the office, and the implementation of a restricted reporting mechanism.

SeMPRO functions also form part of defence's wider, *Pathway to Change* cultural reform, and I say it slowly because Air Commodore Ehlers<sup>13</sup> would be proud that I say pathway without an 's'. There's only one way forward! In terms of our operational framework, the office will be incorporating trauma informed care principles in our policy and procedures.


Our support coordination and service delivery is being based on national and international guidelines, academic research, and professional practice. Importantly, the victim reporting mechanisms will include an option to accept restricted or confidential reports, subject to exceptions in accordance with the Work Health and Safety and Sex Discrimination Acts.

<sup>13</sup> Air Commodore Ehlers is responsible for the *Pathway to Change* program in Defence.

SeMPRO – from care to recovery

### Quick Response

- **Aug 12:** RTW Ph 2 Report released and accepted by Government
- **Oct 12:** Head SeMPRO appointed
- **Mar 13:** SeMPRO fully staffed (four ADF and ten Public Service)
- **Jun 13:** Operational Launch
- **Aug 13:** Broderick Review Team Audit planned

ACK generous support of US DOD SAPRO staff 

As you can see on this slide, defence's response has been quick. The Review into the Treatment of Women report was released and accepted by government in August last year.

I was appointed in October 2012, and the office will be fully staffed by the end of this month, with a mix of ADF and APS (Australian Public Service) members. We are a small, dynamic team, with a close working relationship between the three directorates.


There will be a Directorate of Prevention and Education, Policy Systems and Reporting, and as the service delivery piece, the Directorate of Critical Response and Recovery. Our operational launch is being planned for June this year, and Liz Broderick and her team plan to return in August to commence the audit of the review of all recommendations. Our progress has been marked by the generous support from a number of specialists, and I'm particularly grateful to the US Department of Defence Sexual Assault Prevention and Response Office, their staff, and their valuable website.

Before proceeding further, I'd like to explain the use of the word misconduct, rather than offence or assault, and the use of the word victim. We are basing our operations on the criminal end of the incident spectrum, along with serious incidents of a sexual nature that can cause trauma. We are a trauma support and coordination office. We are not investigators, or specialist medical health counsellors.

SeMPRO – from care to recovery

### Description of 'sexual misconduct'

- includes sexual offences and serious incidents of a sexual nature which can cause **trauma**, including:
  - repeated demeaning behaviours of a sexual nature
  - extreme exclusion based on gender, sexual orientation, or gender identification
  - persistent unwanted/unwarranted attention of a sexual nature
  - recording, photographing or transmitting incidents of sexual misconduct without consent.
- Existing Values, Behaviours and Resolutions Branch manages the unacceptable behaviour complaints on the lower end of behaviour/incident spectrum (ie: harassment, discrimination, bullying ...)



Additionally, we do not engage in the he said, she said complaints, because we are providing trauma support and coordination services. People report to us as a victim, and it's through our care and recovery they become survivors. Bear in mind that victimology is a legitimate field of study.

The term misconduct is difficult to define, but includes the situations as listed. Importantly, SeMPRO is being established at a time when the gender restrictions have been lifted on all ADF employment groups. However, I stress that we are providing support to men and women who are victims of sexual misconduct. Gender in defence is not a women's issue, as exclusion and demeaning behaviour can be directed to men, especially where there are differences in sexual orientation and identification.

As I said, SeMPRO is managing the higher end of the spectrum. We are collocated with the existing Values Behaviours and Resolutions Branch, in Defence, who manage the unacceptable behaviour complaints on the lower end of the behaviour incidents spectrum, including the harassment, discrimination and bullying piece.


So we are addressing a gap. It's a new piece in Defence's service delivery. We will work closely with the Values Behaviours and Resolutions Branch to ensure all callers are assisted as appropriate for their needs, and not turned away.



SeMPRO – from care to recovery

### TICP - a relatively new area of research

- last 20 years, research has established a substantive evidence base in relation to trauma
- wide gap between what is now known through research and translating these insights to treatment programs & organisation of service delivery
- Implementation of 'trauma-informed care and practice' (TICP) in general health, mental health, and specialist services being argued strongly by many professional bodies & organisations, both nationally & internationally
- Current research suggests 'creating a trauma-informed culture' in and of itself helps clients (victims) make better recoveries than previously possible.
- **Defence is establishing its response to sexual assault from a trauma-informed principle approach, which aligns with the research and national guidelines.**



I mentioned at the start that we are incorporating trauma informed care principles. This is a relatively new area of research. Surprisingly, it's only been in the last 20 years that research has established a substantive evidence base in relation to trauma. There is a wide gap between what is now known through research, and translating these insights into treatment programs, and the organisation of service delivery.

Implementation of trauma informed care and practices in general health, mental health, and specialist services is being argued strongly by many professional bodies and organisations, both nationally and internationally.

SeMPRO – from care to recovery

### Current challenges in the Australian context

- Trauma and its effects are often unrecognised, misdiagnosed and unaddressed
- People impacted by trauma present to multiple services over a long period of time; care is often fragmented with poor referral and follow-up pathways
- A 'merry go round' of un-integrated care risks re-traumatisation & compounding of unrecognised trauma
- Escalation and entrenchment of symptoms is psychologically, financially and systemically costly
- The most complex trauma is **adults who are surviving child abuse**



Current research suggests, creating a trauma informed culture, in and of itself, helps victims, or clients, make better recoveries than previously possible. Defence is establishing our response to sexual misconduct from a trauma informed care approach, which aligns with the research and national guidelines.

In terms of the current challenges in the Australian context, trauma and its effects are often unrecognised, misdiagnosed and not addressed. People impacted by trauma present to multiple services over a long period of time, and care is often fragmented, with poor referral and follow-up pathways. A merry-go-round of non-integrated care, risks re-traumatisation and compounding of unrecognised trauma. Such escalation and an entrenchment of symptoms is psychologically, financially and systemically costly.

One of the most common trauma in adults is in those who are surviving child abuse. In Australia we actually have a body within our Department of Health and Ageing called Adults Surviving Child Abuse.

SeMPRO – from care to recovery


### New Australian Guidelines

Practice guidelines published in 2012 for trauma informed care and service provision:

*'The Last Frontier' Practice Guidelines For Treatment of Complex Trauma and Trauma Informed Care and Service Delivery.*

Department of Health and Ageing  
Adults Surviving Child Abuse (ACSA), NSW, 2012.


Authors: Dr Cathy Kezelman & Dr Pam Stavropoulos



SeMPRO – from care to recovery

### Purpose of the AS Guidelines

- inform a diverse audience about new ways of conceptualising and responding to trauma in clinical practice and in human service delivery
- highlight the need for service and practitioner cultures and practice to be sensitive to the needs of people affected by trauma and complex trauma
- enable new possibilities for recovery for survivors of trauma and their families (**esp impt in a military context**)




Late last year, Doctor Kezelman and Doctor Stavropoulos published Australian guidelines called the Last Frontier, Practice Guidelines for Treatment of Complex Trauma, and Trauma Informed Care and Service Delivery. The

purpose of the Australian guidelines is as listed, and the third point is especially important in the military context, where family support is critical to an ADF member's service.

SeMPRO – from care to recovery

### Need for organisational/cultural change

- Quote from the AS Guidelines:**  
 Individuals who have been deeply hurt by traumatising, silencing, non-validating and blaming responses need access to systems of care, protection and justice that are knowledgeable, understanding, accepting and validating and which can offer interventions that become part of the solution, rather than part of the problem


• Professor Warwick Middleton, 2012 

In terms of the need for organisational and cultural change, the quote on this slide from Professor Middleton in the Australian guidelines is very clear. This was a quote that I raised with Justice Roberts-Smith<sup>14</sup> who is chairing the Defence Abuse Response Task Force, and this quote resonated quite strongly with him. So, Defence is working with the five trauma informed principles of safety, trustworthiness, choice, collaboration, and empowerment. That's what takes a victim through to a survivor.

SeMPRO – from care to recovery

### Five core principles


Defence is working within the trauma-informed principles of:

- Safety** – ensure physical and emotional safety
- Trustworthiness** – maximise trust with clarity and consistency and sound interpersonal boundaries
- Choice** – maximise client choice and control
- Collaboration** – maximise collaboration and sharing of power
- Empowerment** – prioritise empowerment and skill-building. 

Defence needs to change, so for SeMPRO services to be recovery oriented requires a major shift from the pre trauma informed era of service delivery. Defence will change by shifting from care-taking to collaborative ways of working.

SeMPRO – from care to recovery

### How Defence will change


- For SeMPRO services to be recovery oriented requires major shifts from the 'pre trauma-informed' era of service delivery.
  - a shift from 'caretaking' to 'collaborative' ways of working
  - movement from an illness/symptom-based model to one of skills acquisition and 'strengths-based' choice and empowerment
  - replacement of the question, "What's wrong with you?" with "What happened to you?" 

This means moving from an illness or symptoms based model to one of skills acquisition, and strength based choice and empowerment. We summarise this as replacing the question, 'what's wrong with you?' with the question, 'what happened to you?' There is far more belief and empathy in the latter, albeit simple question.

SeMPRO's role is to ensure that a victim focused approach is taken in responding to sexual misconduct. Our responsibilities include those listed, and I note that Liz Broderick had a slide with them on as well.

SeMPRO – from care to recovery

### SeMPRO role and responsibilities

- Role:** to ensure that a victim-focussed approach is taken in responding to sexual misconduct.
- Responsibilities:**
  - provide a timely response and support to victims;
  - provide advice and guidance to commanders and managers;
  - implement education and prevention strategies;
  - be the single point of contact for reporting to analyse prevalence data and trends; and
  - develop policies, practices, procedures and monitor compliance. 

The operational launch [of SeMPRO] is being planned for June this year, when the service delivery model and procedures have been finalised, the underpinning policies have been amended, and the recording database and case management system are developed. We also need to ensure that staff are trained, and that vicarious trauma prevention mechanisms for staff are also in place.

<sup>14</sup> The Honourable Leonard William Roberts-Smith, RFD, QC



SeMPRO – from care to recovery

### Operational launch planned June 2013

- the Service Delivery Model and procedures have been finalised
- underpinning policy has been amended
- the reporting database and case management system are developed
- staff training has been conducted and the vicarious trauma prevention mechanisms for staff are in place
- the Liaison Officer Network in the regions has been established in key locations.



SeMPRO – from care to recovery

### Sexual offence/misconduct is happening

- in AS society
- in Defence and the ADF
- the crime is underreported -- 80% of victims never come forward
- infrequency of reporting may mislead leadership into believing the crime is not widespread
- offenders thrive on such uninformed leadership and permissive environments
- **sexual harassment is a key indicator**



Additionally, we are establishing a liaison officer network in the regions for face-to-face support for clients, or victims. That's a quick run-through on what we're doing, and I'd like to leave you with three key messages. Firstly, sexual misconduct, abuse, assault, offences, whatever label you want to put on it, is happening. It's happening in Australian society, and in Defence, and in the ADF. Sexual offences are crimes that are underreported. Up to 80% of victims never come forward. This figure is based on the New South Wales Police statistics of reported sexual assaults, which is some 80% less than the instances reported in public surveys conducted by a number of government bodies.


There is no reason why the unreported rate of sexual assaults in wider society should be less in Defence. While many of the reasons why victims do not come forward are universal, ADF victims are even less likely to report, because of their fear of retribution, and career impact. This infrequency of reporting may mislead leadership into believing the crime is not widespread. Of

great concern is that male sexual assault is a particularly dark figure. Regrettably, offenders thrive on such uninformed leadership and permissive environments. What we also know is that sexual harassment is a key indicator.

SeMPRO – from care to recovery

### A readiness issue

- RTW (PI2) Report Principle 5: **Sexual misconduct ruins lives, divides teams, and damages operational effectiveness**
- keeps the victim, alleged offender & bystanders/witnesses from their duties
- distracts the unit (management & all personnel)
- diverts scarce time and money away from tasking
- **one act can forever impact Defence's reputation**




My second message is that sexual misconduct is a capability issue. People are our most valued asset, and even more so in lean organisations. As stated in the Review into the Treatment of Women in the Australian Defence Force report, and as Liz Broderick stressed herself, sexual misconduct ruins lives, divides teams and damages operational effectiveness. The victim, alleged offender, bystanders, and witnesses, are all kept from their duties. Unit management and many personnel are distracted, and scarce time and money is diverted away from tasking. No one deserves to be assaulted, yet one act can forever impact Defence's reputation is what we're seeing.

SeMPRO – from care to recovery

### Commanders & managers: key to improved prevention & response (& thus to holding offenders accountable)

- the leadership team sets the tone for dignity, respect, and workplace behaviour in a unit
- prevention that interrupts an offender's ability to commit the crime is the only effective means
- prevention efforts begin with first-line supervisors of junior troops, reinforced by senior leadership
- more victims will come forward once they sense they will be treated fairly
- more victim reports mean command has a better chance at holding offenders accountable



That's why we're working very closely with the Defence Abuse Response Task Force that has been set up by the government.

My third and final message is that commanders and managers are the key to improving prevention and response. The leadership team sets the tone for dignity, respect, and workplace behaviour in a unit. Prevention strategies that interrupt an offender's ability to commit the crime is the only effective means. The strategies are expected to involve modules around sexual ethics, the meaning of consent, bystander responsibilities, and offender characteristics. These prevention efforts begin with first line supervisors of junior troops, reinforced by senior leadership.

Our aim is that more victims will come forward once they sense they will be treated fairly. The more reports received means that command has a better chance of supporting victims and holding offenders accountable. Our policy is not zero occurrence. Our policy is zero tolerance.

**Biography:**



**Air Commodore Dunn** is Head Sexual Misconduct Prevention and Response Office (SeMPRO), with effect October 2012. This position was established as part of Defence's response to the Review of the Treatment of Women in the ADF Report, released by the Federal Sex Discrimination Commissioner. The role of the Office is to take a victim-focussed approach, from care to recovery, in responding to Defence members experiencing trauma as a result of sexual misconduct.

## **The Way Forward**

### *Summary of Outcomes*

Ms Carmel McGregor PSM, Deputy Secretary Defence People Group

### *CDF's Closing Statement*

General David Hurley AC DSC, Chief of the Defence Force





## Gender in Defence and Security Leadership: Summary of Day Two

**Ms Carmel McGregor PSM, Deputy Secretary Defence People Group**



It's my task to try and give a bit of a sense of the outcomes from things we've heard over the last couple of days. From everyone I've spoken with in the coffee breaks, here in the auditorium and in corridors, the central outcome is that there is a really positive reaction and a real sense that this has been a terrific moment to be part of.

It was an initiative of the Chief of the Defence Force, General David Hurley to do this conference. So, congratulations, well done, CDF and your team. I think people very much appreciate the fact that you insisted that this gathering be put together and that the agenda be as rich and challenging for everyone as it has been.

In terms of a few takeaways from both days of the conference, I guess we started at the top – the leadership. Everyone has said how critical that is to the success of initiatives such as this. So, hearing firstly from our own CDF and then from Admiral Mark Ferguson, Vice Chief of Naval Operations, United States Navy, about the partnership that we are forming in helping one another on the same journey, was a great start.

The other thing that all of the speakers reinforced was that this is not a journey that we're facing alone; that the issues of change and the gender agenda, in Australia and internationally is a critical one. It's about capability.

It's one that industry and the political scene are facing as well. And, in fact, where women are 51% of the population, 60% of graduates, 40 'something' percent of the labour force participation; it just doesn't seem that we're making the inroads that we need to. And we heard a lot of lessons and suggestions on how we could tackle that. I guess, the other thing was, and it was very compelling I thought, from Anna Bligh herself, that change is a long journey. There's nothing quick. If it was a quick fix, we'd have done that quite some time ago.

But we're also not going to settle for the natural rhythms of time, as noted by Lindsay MacDuff and a few other speakers yesterday. We're not going to wait the hundred and something years, so we're on the journey, but we know that the change journey is a tough one. I will mention that the issue that always comes up when you have a conference like this is one of measurement; targets, quotas.

I think the fact that you can have a robust debate about it is what's so important. It's very interesting to hear people who've changed their mind on this issue and, I think, again, that's something that we, in the Defence Organisation, will be grappling with as a result of this conference.

I mentioned the senior leadership. And it doesn't stop with General Hurley; the commitment by the Service Chiefs and the Secretary are absolutely vital components of our success on the path we're on. I thought the vignette from the Senate Estimates was a really powerful reminder that the Australian community was afforded the opportunity of hearing what's going on inside the Defence Organisation, and that we should be very proud of the initiatives that we are taking there. I was the one at the end of that screen, looking bewildered up at the table as they spoke so eloquently about the journey and the initiatives that they are undertaking. And each has a

different component to it but, in totality, this will make our institution a much richer one. We also had a momentary visit by our Commander-In-Chief, the Governor-General, Ms Quentin Bryce. What wonderful support she offers and what a wonderful inspiration she is.

This morning I heard Liz Broderick, the Sex Discrimination Commissioner talk about her review and I still tear up when she goes through some of those stories. You can almost hear a pin drop when Liz tells what she discovered. But I really think that's been a ground breaking review. It's set us on the path we're on, it's built the case for change, and she's given us a road map. And so, on the anniversary of *Pathway to Change*, as the CDF reminded us, this has been a good time to reflect. And let's not get complacent about what Liz discovered and helped us learn about ourselves and what we need to do to really continue to make this a highly capable, successful organisation.

Just a couple of acknowledgements for our international speakers, in particular Admiral Nora Tyson. I don't think there's been any bit of luck about your career progression. It was certainly your talent, hard work, and clear passion for the Navy that brought the success. Lieutenant Colonel Melissa Cunningham - you pointed out that you experienced absolutely no gender differences between yourself and your male colleagues right up until that point when you were pregnant with twins. So, motherhood certainly is a game changer and we, as an organisation need to work out how to deal with those life changing events to ensure that women can participate to their full potential, with flexible re-entry into the workplace.

To the UK contingent, Commander Eleanor Ablett and Colonel Lindsay MacDuff. Thank you both for your honest accounts of the challenges facing the UK Navy and Army. Having passionate diversity champions, such as you, in positions of influence will certainly bring some positive change in both Services.

Lieutenant Colonel Krista Brodie, our pioneer in the Canadian Army, your stories of parachuting in pretty precarious situations amazed us, but I think what everyone is talking about is your

wonderful sense of humour and the sorts of accomplishments that you shared with us in helping women understand how they can overcome the barriers that are put in their way.

Commander Melissa Ross, from New Zealand, spoke so honestly about the real challenges of being the first women at sea and the harassment that damaged working relations between men and women in the New Zealand Navy for some time. So, very honest, and those stories are very powerful and very necessary for us to hear.

I've heard Assistant Commissioner Mandy Newton a few times and the stories from the Australian Federal Police again reinforce the similarities in the journeys between women in the Police Forces and women in the Defence Force. Everyone can take something from that presentation.

I think what was really compelling was the fact that we heard the personal stories. You learn so much from what people have experienced for themselves. Again, hearing from our own ADF women, pretty much closer-to-home stories and through the questions there, we got an insight to some challenges they faced; not just the upside perspectives. I think it is important that those authentic real stories are heard, so that it's not just a rosy picture. People need to understand that there are difficulties they will face but we want to create a workplace, an environment, where they feel supported to do their best.

The reflections were vital. Margot McCarthy reminded us of the review I undertook in 2011, which prompted a question from one of the audience: "When will the gender diversity in the top committee change?" Well, when I agreed to come to Defence, I said to the former Secretary at the time, there's a few conditions on me showing up, and one is a recommendation I made that there be better diversity at the top table. I started out saying leadership is vital; and if you haven't got a better balance at the top table and a better diversity of experience among all the other things, it falls short. So, we are working on that, and there has been some movement in terms of the top committees.

I'll be a year in Defence on the 19<sup>th</sup> of March and I'm going to just remind people on this - I'm still passionate about that one. Our external speakers and members of our gender equality advisory board; Catherine Fox, Liz Broderick and Julie McKay, were brilliant. They've been wonderful supporters of gender equality, both in Australia, internationally, and helping us in Defence. They have a real understanding of our challenges and we look forward to their continuing contribution through the Gender Equality Advisory Board, which the CDF set up.

In conclusion, I think the dialogue has been of great value. Again, I can't but emphasise the power of a story; the power of experience, and I think the fact that we've had men and women at this conference... I know, traditionally, it's been a pretty heavily female dominated conference when these have been held internationally... but I think it's been a great idea to increase male

attendance because the issue is for men and for women. As Liz Broderick said, men's role as sponsors is absolutely vital; more so than being mentors, and she made that point. I think Brigadier Simone Wilkie was talking about this in terms of the support that women must give one another. I was reminded, this morning at a breakfast, of the quote Madeleine Albright made when she said: "There's a special place in hell for women who don't support other women". So, there's a message for men here today and for women. But I think we'd all agree that the CDF's idea for this conference was great.

#### **Biography:**



**Ms McGregor** joined the Department of Defence as the Deputy Secretary Defence People Group in March 2012. During her previous position as Deputy Australian Public Service Commissioner, she was a member of the Advisory Group on Reform of Australian Government Administration (Blueprint). She led a review of *Pathways for APS Women in Defence* in 2011.



## Gender in Defence and Security Leadership: CDF Conference Closing Comments

**General David Hurley AC DSC, Chief of the Defence Force**



Ladies and gentlemen, thank you very much for your great participation over the last couple of days. My apology, that I've been diving in and out of the proceedings, but tonight is a meeting of the National Security Committee of Cabinet and also the Expenditure Review Committee meeting, which sets the budget for next year. There's much preparation on my part for that as you appreciate, I can't do anything here if I can't get the money. Well, that's not entirely true, but, anyway: my apologies.

Could I just first of all start with some thanks, first of all to the Royal United Services Institute of Australia - RUSI - and to Vice Admiral Chris Ritchie, President of the Institute. I thank you for your support over the last two days, and for your attending State representatives and local USI Committee members who have given their time to once again support Defence. Nearly all of you, I know, are people who have served in uniform, and it's a real privilege and honour to have you here and to see the ex-Service community still supporting those in uniform. We do thank you very much for co-hosting and for what you'll do subsequently to produce the conference papers in electronic and hard copy formats so that others can also obtain benefit from these proceedings.

Could I join Carmel McGregor, Deputy Secretary Defence People Group, in thanking our overseas guests across the board - you enriched the proceedings for us because we don't want to be navel gazing, sorry, that's with an 'e'. We want to be aware of what's happening, and we want to share our experiences. We started that journey last year with a number of people coming from Sweden, Canada and so forth just to go around the organisation, and particularly the Canadian group, for example, we had (last year) three women all in combat positions in Afghanistan, going and talking to our soldiers in infantry battalions about being a woman in a combat unit at a time we had made that decision also. We will build on that, we do appreciate it and could you pass on my thanks to each of your chiefs for allowing you to come.

To our speakers, who are non-defence, coming from a wide range of backgrounds, again we thank you, because some of the conversation that was going on here towards the end can become a bit introspective. We need to be shaken up and we need to be reminded both about how organisations other than ours deal with these issues. You can tell us, yes, you've made some progress but you've still got a long way to go, and those messages are really critical so we don't flop back and say, hey, enough's enough, because enough is not enough at the present time. Could I ask also all of you to acknowledge Rachel Noble and her team who have helped make the conference a reality over the last couple of days.

I made a joke yesterday about the work life balance, and when I got home last night I fell flat on my face with that because I got the rounds of the kitchen table from the only five-Star in the ADF, my wife. This was for failing to update her about some of our social life and things that we're supposed to go on, we had double booked a couple of things. So work life balance for all

of us can be like that, so I had a bit of unwinding to do. But that's part of the reason we're here, we'll all have to deal with those sorts of things, but on a macro level in this organisation we've got to create that organisational space for particularly women and 'carers' for a Defence career to work successfully. Can I congratulate Brigadier Simone Wilkie again on her promotion to Major General - an outstanding achievement - and I'm looking forward to you joining me around the Chiefs of Staff table as the next female representative.

When I try to sum up where we're at as an organisation in our gender equality journey - I used this comparison earlier on today with someone outside having a cup of tea - that we're a bit like a university student preparing for an exam. One day (and that's for the last study period before the exam), you're on top of the world; you've got it all under control saying, "I'm easily going to get through all these exams, it's not a problem" then you wake up the next morning in a cold sweat thinking, "When am I ever going to learn all I've got to learn to pass these exams?" And I think some days we experience that dilemma, we're a bit high at this period and then we look again, and oh boy, we haven't really tackled some of the hard issues, and that's the nature of the journey we'll need to adapt to as we move on.

I made some comments on Day One and other people, I think, subsequently reinforced those in different ways. Let me just go through five or six points that I think are important from events this week, and try to address Liz Broderick's comment about where to from here because that's important. "Gravity" doesn't work, okay. Our issues will not be addressed by just admiring them and moving along over time - we are going to have to take some hard decisions. So the issue about quotas, or as Elizabeth called them in her report, 'temporary special measures', is something demanding attention. It's in the recommendations, we've agreed to consider them and have a hard look at them, and see how we put them in place, we have to take one more step. I think that's an important decision that the senior leadership is going to have to engage with. We need to work out how we convince our organisation of the importance of quotas. And I

think that links to a couple of speakers' points about 'what's the business case for change'. We're not doing this because 'it's nice to be good to women', it's because we as an organisation are a fighting organisation. We have a combat capability, a responsibility in American terms to 'fight and win our nations' wars', and we need the best possible organisation this country can put together to do that, and women are a vital part of that. I think we need to be clear in that message about what our business case is.

Conviction to see these through, again I'm sure Elizabeth mentioned this today. When we were working on *Pathway to Change* and looking at the nature or the culture of this organisation, we had to ask the question, "Were we an abusive organisation or not, and what role in this organisation is there for women?" There was a sort of cathartic experience I think for all of us when the three Service Chiefs met with women who were subject to harassment or abuse in the Defence Organisation. Sometimes you can walk along and events walk beside you but you don't see them. It's a bit like a shadow, but every now and again you've really got to come up and confront realities front on, and say this is not what we want. I don't think we were ever in the position of saying, "No, it doesn't exist and we can work around it". But I think the personal experiences for those three men - the Service Chiefs were absolutely fundamental to the deep conviction you see today in your senior leadership to see this through.

The point that Avril Henry made last night: attraction first, then recruitment and then retention. If we don't correct any negative image out there in the public about the Defence Organisation, we will not attract people of the right quality into the organisation. You've heard me say many, many times, the ADF is not an abusive organisation, but there *are* elements, there *are* issues in the organisation that must be addressed. We look at advertising and our recruiting numbers this year. The application volume is down for the first time in many years. Now can we make a direct link between the two? I don't know, but I think there must be something there, we have to turn that around. Exceptional women should not be the exception



in the organisation, that's one of the messages I take out of this, every woman, every person must be able to share their experience. So, Liz, in terms of things we've done at the senior leadership level to try to create the space at the top for women. What I've told the three Service Chiefs, when we come to do our Star plot, (which is our senior officer posting plan), if we're going to have a Service chief, female, within the next ten to 15 years, then I need a strong pool of Two Star women from across the board, and to have that, the Services must establish women in that Two Star pool. That's from where the recommendation will arise and from that pool the recommendation will then go to, and be approved by Government. To establish that pool, you've really got to reach down early. So the real challenge for the Service chiefs at the moment is to get a very, very strong mix of men and women up to the Two Star level, and we've started that journey.

Another point is where I think the Defence organisation is today in terms of gender equality. Yes, we've got the will, I think we've got the energy, we certainly have the policies, but I think the next big step we've got to address is at the lieutenant colonel or equivalent level in the organisation. That's where interpretation of policy and people's lives merge. Those commanding officers out there, who make the decisions on a day-to-day basis about work relationships, flexibility, career direction and so forth. I think that currently, we've left them out there with a responsibility that we haven't fully resourced them to deliver and to be held responsible for, or accountable against. That's the next level that we need to focus on.

We need to do some work over the next 12 months with those actually in command currently, and to get into the pre-command courses across the three Services and work with those people to prepare the future commanders. We'll need to do some more work in Carmel McGregor's area, and General Fogarty's area, to look at our work, our structure, to create the flexibility for some of the things we need to do. That I think is a very important thing to be done.

I might be 'pale, male and stale', or 'a thick male in a level of thick males'. I'm not sure, but

certainly when I leave the organisation, I hope that is a joke that people talk about the ADF of the past, and not an ADF of then, or of the future. I love the term, and I've now got a challenge for you, as I said, Catherine, I want a book now called 'The Seven Myths of Working With Women in Defence', because I think that and our business case would be a big seller in the organisation and make the discussion with our people so much richer. Thank you for that comment today and there's your challenge, and I'll talk to your editor.

As for next year, I've had a number of people come up and say: "Can we do this again next year?" I will talk to those who organised it to see how much energy they've got, but I think there's a point in the future, in the not too distant future, in 12 to 18 months or so, where we should come back again and take stock, and see, and listen, and look a bit differently at the mixture. So if in terms of any thoughts you take away that you want to give back to us, just have a look around. Ask: have we got the right grouping of people here across the board? Who is missing? What needs to be represented? And if you've got any suggestions for content, speakers, approach, please, I'm happy to take them all on board.

So thank you very much everyone for your contribution, we certainly go away richer for the experience I believe, both personally and as an organisation, and I do thank you very much, all of you, for your contribution. And now I say we're done - farewell to our guests, we're delighted to have had you with us over these couple of days. I hope you'll take away fond memories of Canberra, even if it's only the views of this room, and thank you for joining us on our 100<sup>th</sup> birthday of Canberra as a site for the National Capital.

#### Biography:



**General Hurley AC DSC** is the Chief of the Defence Force (see elsewhere for full biography).

