

Appendix G

Chapter 4: The ADF Workforce Pipeline: Women's representation and critical issues – Section 4.2 Recruitment

Appendix G.1 – ADF Recruitment Figures

Table 1: All enlistment categories for 2010-11⁴⁴

Gender	Officer (O) or Other Ranks (E)	Ab initio	Transfer from the Reserve	Transfer from Gap Year	Re-enlistment	Service Transfer	Overseas transfer
F	E	493	40	33	11	2	0
F	O	156	22	3	2	4	0
M	E	3065	145	64	101	35	23
M	O	568	80	9	17	36	10
Total =		4282	287	109	131	77	33
4919		(87%)	(5.8%)	(2.2%)	(2.7%)	(1.6%)	(0.7%)

Table 2: Women as a percentage of all enlistment categories for 2010-11⁴⁵

Gender	All categories	Ab initio	Transfer from the Reserve	Transfer from Gap Year	Re-enlistment	Service Transfer	Overseas transfer
% of F Officer and Other Ranks)	15.6%	15.2%	21.6%	33.0%	9.9%	7.8%	0%
% of F (Officers)	20.6%	21.5%	21.6%	25.0%	10.5%	10.0%	0%
% of F (Other ranks)	14.4%	13.9%	21.6%	34.0%	9.8%	5.4%	0%

Table 3: Women as a percentage of ab initio enlistments from financial year 2002-03 to 2010-11⁴⁶

Total ADF ab initio enlistments FY 2002-03 to 2010-11							
FY	Gender	Officer (O) or Other Ranks (E)	ab initio	Total F	Total M	Total	%F
FY2002/2003	F	E	566	708	3501	4209	16.8%
FY2002/2003	F	O	142				
FY2002/2003	M	E	2924				
FY2002/2003	M	O	577				

Total ADF ab initio enlistments FY 2002-03 to 2010-11							
FY	Gender	Officer (O) or Other Ranks (E)	ab initio	Total F	Total M	Total	%F
FY2003/2004	F	E	590	741	3870	4611	16.1%
FY2003/2004	F	O	151				
FY2003/2004	M	E	3296				
FY2003/2004	M	O	574				
FY2004/2005	F	E	402	542	3470	4012	13.5%
FY2004/2005	F	O	140				
FY2004/2005	M	E	2965				
FY2004/2005	M	O	505				
FY2005/2006	F	E	476	636	3790	4426	14.4%
FY2005/2006	F	O	160				
FY2005/2006	M	E	3247				
FY2005/2006	M	O	543				
FY2006/2007	F	E	526	718	4231	4949	14.5%
FY2006/2007	F	O	192				
FY2006/2007	M	E	3606				
FY2006/2007	M	O	625				
FY2007/2008	F	E	659	855	4816	5670	15.1%
FY2007/2008	F	O	196				
FY2007/2008	M	E	4205				
FY2007/2008	M	O	610				
FY2008/2009	F	E	566	724	4723	5447	13.3%
FY2008/2009	F	O	158				
FY2008/2009	M	E	4118				
FY2008/2009	M	O	605				

Total ADF ab initio enlistments FY 2002-03 to 2010-11							
FY	Gender	Officer (O) or Other Ranks (E)	ab initio	Total F	Total M	Total	%F
FY2009/2010	F	E	619	796	4693	5489	14.5%
FY2009/2010	F	O	177				
FY2009/2010	M	E	4094				
FY2009/2010	M	O	599				
FY2010/2011	F	E	486	649	3633	4282	15.2%
FY2010/2011	F	O	156				
FY2010/2011	M	E	3071				
FY2010/2011	M	O	568				

Table 4: Number of enquiries to DFR – Financial Year 2006-07 to 2010-11

The following table shows the number of enquiries received across each of the Services since 2006/07:⁴⁷

	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12**
RAN						
F	911	3463	4575	5670	3989	1010
M	2403	6426	10848	11354	7740	2320
Blank	5131	414	17	0	0	0
Total	8445	10303	15440	17024	11729	3330
ARA						
F	3165	8859	10522	13720	10827	2866
M	16008	32901	45991	50286	39997	10935
Blank	21220	1350	16	0	0	0
Total	40393	43110	56529	64006	50824	13801

	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12**
RAAF						
F	1362	4610	6817	6779	5245	1345
M	3312	10042	16638	17203	12347	3186
Blank	10227	686	16	0	0	0
Total	14901	15338	23471	23982	17592	4531
Service not specified						
F	823	2170	4885	3218	1903	357
M	2141	5377	8232	3984	2494	571
Blank	9238	881	39	0	0	0
Total	12202	8428	13156	7202	4397	928
Total ADF						
F	6261	19102	26799	29387	21964	5578
M	23864	54746	81709	82827	62578	17012
Blank	45816	3331	88	0	0	0
Total	75941	77179	108596	112214	84542	22590
Women as a percentage of total ADF enquiries						
	8.24%*	24.75%	24.68%	26.19%	25.99%	24.69%

* This figure is not considered due to the high number of 'blank' gender counts.

** Figures up to October 2011.

Table 5: Applications to join ADF and Annual Targets – Financial Year 2003-04 to 2010-11

The table below shows the number of applications to join the ADF in each financial year since 2003/04, as well as the recruiting targets set for those years.⁴⁸

	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12**
RAN									
F	1085	775	694	922	1007	1115	1103	920	242
M	3213	2442	2279	2906	2391	3046	3693	2602	748
Total	4298	3217	2973	3828	3398	4161	4796	3522	990

	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12**
ARA									
F	2073	1761	1754	1692	1643	1835	2171	1862	598
M	12094	10650	9921	10843	9736	11883	13372	10574	3886
Total	14167	12411	11675	12535	11379	13718	15543	12436	4484
RAAF									
F	1031	811	926	1060	965	1133	786	579	193
M	3262	2599	2905	2908	2742	3461	3201	2173	654
Total	4293	3410	3831	3968	3707	4594	3987	2752	847
Service not specified									
F					4				
M	1				12				
Total	1	0	0	0	16	0	0	0	0
Total ADF									
F	4189	3347	3374	3674	3619	4083	4060	3361	1033
M	18570	15691	15105	16657	14881	18390	20266	15349	5288
Total	22759	19038	18479	20331	18500	22473	24326	18710	6321
TARGET	8656	8441	8739	9166	10715	11017	9907	7358	2015
Women as a percentage of total ADF enquiries									
	18.40%	17.58%	18.25%	18.07%	19.56%	18.17%	16.69%	17.96%	16.34%

** Figures up to October 2011.

Appendix G.2 – Recruiting Expenditure

Table 1: Total DFR Expenditure 2001-02 to 2010-11⁴⁹

	2001-02 \$m	2002-03 \$m	2003-04 \$m	2004-05 \$m	2005-06 \$m	2006-07 \$m	2007-08 \$m	2008-09 \$m	2009-10 \$m	2010-11 \$m
Actual expenditure	61.338	58.471	90.668	89.996	91.004	110.809	154.178	156.934	153.318	142.111

Table 2: Breakdown of DFR Expenditure 2003-04 to 2010-11⁵⁰

	2003-04 \$m	2004-05 \$m	2005-06 \$m	2006-07 \$m	2007-08 \$m	2008-09 \$m	2009-10 \$m	2010-11 \$m
Employee Expenses	15.317	14.722	15.306	17.167	18.515	19.464	21.838	22.992
Recruiting Services Contract	46.697	46.695	44.288	52.440	78.104	78.717	80.293	72.963
Advertising and Marketing	26.944	26.367	27.193	36.896	49.931	50.512	38.614	33.978
Other	1.711	2.211	4.217	4.306	7.628	8.241	12.573	12.178
Total	90.668	89.996	91.004	110.809	154.178	156.934	153.318	142.111

Defence advised that the substantial increase in expenditure in 2007-08 of about \$26 million per year resulted from funding for the Recruiting Services Contract to implement the Reform of DFR initiatives and for Service Marketing and Branding (part of the R2 initiatives). This covered the cost of establishing and staffing the Candidate Relationship Management Centre, Specialist Recruiting Teams and Career Promotions Teams, additional facilities leases, facility enhancements and relocations, and increased enlistments.⁵¹ Over 2008-10, costs also included extra expenditure for 'contract transition'.

Table 3: Table showing enlistments, expenditure and costs per enlistment from 2000-02⁵²

Year	Reserve Men	Reserve Women	Total Reserve	Permanent Men	Permanent Women	Total Permanent	Gap Year Men	Gap Year Women	Total Gap Year	Grand Total	Recruiting spend*	Cost per enlistment using Grand Total
2000-2001			2,566			5,131				7,697		
2001-2002			2,870			5,836				8,706	61	7,007
2002-2003			3,065			4,322				7,387	58.5	7,919
2003-2004			2,494			4,747				7,241	90.7	12,526
2004-2005			2,372			4,145				6,517	90	13,810
2005-2006			2,432			4,677				7,109	91	12,801
2006-2007	2,384	516	2,900	4,468	761	5,229				8,129	110.8	13,630
2007-2008	2,071	469	2,540	5,169	975	6,144	398	102	500	9,184	154.2	16,790
2008-2009	1,969	401	2,370	4,894	741	5,635	392	231	623	8,628	156.9	18,185
2009-2010	2,253	375	2,628	4,871	804	5,675	458	210	668	8,971	153.3	17,088
2010-2011	1,469	202	1,671	3,771	659	4,430	258	146	404	6,505	142.1	21,845

Notes:
 DFR assumed national recruitment responsibility in FY 2003-04.
 Data between FY 2000-01 and 2005-06 is drawn from Recruiting Achievement Reports.
 Data between FY 2000-01 and 2005-06 lacks the granularity to effectively break recruiting achievement down by gender.
 Gap Year commenced in FY 2007-08.

* From Breakdown of DFR Expenditure table above.

Appendix G.3 – DFR Performance Against Effectiveness and Cost/Efficiency Targets

An audit report by the Australian National Audit Office (ANAO) noted that in December 2006, Defence proposed reforms to DFR to reduce the length of the recruitment process from enquiry to enlistment and improve the conversion ratio, with the aim of allowing Defence to meet its recruitment targets.⁵³ Defence commenced the introduction of the New DFR model with Manpower during 2007–08. The Table below shows 'performance against a number of effectiveness and cost/efficiency targets that Defence proposed to Government to measure the success of the new recruitment model'.⁵⁴

Table 1: DFR recruitment targets and actual achievement 2007-08 to 2009-10

Description	Target					
	2007-08		2008-09		2009-10 (Actual results are for first 6 months of the year only)	
	Target	Actual	Target	Actual	Target	Actual
Effectiveness measure						
Increasing the % of overall full-time enlistment targets achieved from 84% in Dec 2006	86%	81.6%	88%	78.9%	90%	90.0%
Improving the conversion ratio (enquiry to application to enlistment from 13:3:1 in Dec 2006)	12:3:1	12:3:1	11:3:1	12:3:1	11:3:1	12.9:2.5:1
Cost/efficiency measure						
Maintaining the cost per recruit at \$0.013m (same level as Dec 2006)	\$0.013m	\$0.017m	\$0.013m	\$0.018m	\$0.013m	\$0.013m
Reducing the time taken to process applications for general enlistment from an average 30 weeks (in Dec 2006)*	15 weeks	34 weeks	10 weeks	41 weeks	6 weeks**	49 weeks

* This efficiency measure relates to the total time taken from enquiry to enlistment.

** Defence informed the ANAO that: 'the 6 week target referred to was developed in 2006 when the environmental context was very different, and is based on an industry benchmark for time in process. Defence has dropped this industry benchmark target as unsuitable for ADF recruitment and it will not appear in the next ADF Recruiting Strategic Plan which is currently being developed.'⁵⁵

Appendix G.4 – ADF Recruiting Initiatives

R2 Recruitment Initiatives

Reforms to Defence Force Recruiting (DFR) under R2 included implementation of a 'New Recruitment Model' to improve 'recruitment achievement through a more candidate-focused, streamlined and efficient recruiting process.'⁵⁶ Although there was increased percentage achievement of recruiting targets, however, this initiative did not result in improvements in processing times or enquiry/enlistment ratios.⁵⁷

For example, the marketing and branding initiatives focused on extending Defence's marketing strategies and improving the branding of the Services, to reach to a wider pool of people and influence perceptions of the ADF as a career option within the community. Although brand platforms were launched for each Service, there is no indication that these have been gender-sensitive or that the ADF has taken into account appeal to specific groups, including women, in developing its 'brand oriented communications'.⁵⁸

Similarly, although the ADF Technical Trades Strategy encompasses programs open to young women and men equally, evaluation of the Strategy does not examine its gender impact or whether it has been successful in attracting young women into technical roles which are non-traditional.⁵⁹

Although the Cadets program is directed towards 'youth development', rather than recruitment, cadets are traditionally a strong source of ADF recruits. The R2 initiative was designed to support recruitment by expanding the Cadets program over a 10 year period. This expansion was ongoing at the time of the 2010 R2 evaluation. The report did note, however, that young people joining cadets may already be pre-disposed to an ADF career, rather than developing this interest as a result of participating in the program. It cautioned that the program's impact on increasing recruitment of a wider pool of people into the ADF might therefore be negligible.⁶⁰

A 2008 review of the Cadets scheme found that as well as contributing to the development of confidence, leadership and other skills, many young people found 'their cadet unit is a place where they feel welcome, valued and safe'.

RoWS Initiatives

A key priority of the *CDF Action Plan for the Recruitment and Retention of Women* is increasing the enlistment of women. The starting point of the Action Plan is that to retain women the ADF must attract them, and that within a competitive labour market, the ADF must position itself as an employer of choice. The RoWS predates the Action Plan and was established in 2007 when representation of women in annual ab initio recruit intakes was low at around 13.5%. The main focus of the CDF Action Plan initiatives around recruiting is on implementing the RoWS.

The RoWS was developed from the findings of a 2005 report around attraction of women,⁶¹ later confirmed in a 2010 report.⁶² The research indicated that women often viewed ADF advertising as heavily focused on recruiting men and that there was an overriding perception of the ADF as a 'male dominated' organisation, with few women in high-ranking positions. Media reports of sexual harassment, assault and victimisation, combined with a general lack of awareness about military lifestyle, contributed to this perception.⁶³

The 2005 report identified a need to demystify what daily life was like for women in the ADF. It also highlighted the role of the protracted application process as a barrier to enlistment of potential candidates. The 2010 report further recommended that there needed to be a balance between projecting an attractive image of life in the ADF and portraying a realistic view of a military career.

As one member of the CDF Action Plan Working Group commented:

The metrics around the number of women coming in and asking for a job and then that turning into someone we would employ, there was a massive disparity... I think the research was basically focussed on the fact that we poorly depicted what an ADF model career could be for a woman.⁶⁴

The research showed two major factors impacting on the low conversion rates of female candidates:

- Women second-guessing their decision to join based on lack of insight into realities of career in ADF, and influencers (e.g., parents, partners, friends and teachers) discouraging them.
- Women's perceptions of physical fitness, and fitness assessment failure rates, are a major barrier to enquiry.⁶⁵

Initiatives to generate enquiries and raise awareness of employment opportunities for women in the ADF include:

- an Alumni visits program (where servicewomen visit schools and community groups in their posted regions to share their experiences)
- a 'Women in the ADF' site within the DefenceJobs website
- development of promotional material highlighting jobs that women do in the ADF and how a career in the ADF helps others, makes a difference and allows an appropriate work-life balance.⁶⁶

RoWS initiatives to address these factors have included a Women's Mentoring Program to enable communication and networking between candidates and current serving members, and a 'fitness program to assist women to pass their pre-enlistment physical test', with the capacity to be used to support candidates throughout the recruiting pipeline.⁶⁷

Appendix G.5 – The Recruitment Process

Defence Force Recruiting (DFR) provides marketing and recruiting services to the ADF through a 'public sector/private sector collaboration between Defence and Manpower Services (Australia) Pty Ltd'⁶⁸ (Manpower). DFR's stated mission is to 'recruit the right people to sustain and enhance Defence capability'.

This arrangement replaces the previous system where each Service was responsible for its own recruitment.

Recently, the ADF has signed a five-year contract with ManpowerGroup, covering 'marketing, recruitment operations, medical and psychological assessments and the co-ordination of selection boards and employment offers'. It is reported that 'renewal of the contract will be subject to the ADF's outcome-based requirements, which fundamentally requires that the company delivers the numbers.'⁶⁹

There are 16 Defence Force Recruiting Centres around Australia, with the headquarters located in Canberra. DFR is staffed by Service personnel, APS personnel and Manpower staff, comprising:

- 221 full-time and 86 part-time ADF personnel
- 28 Defence APS personnel
- 365 contracted personnel (including psychology and medical personnel).⁷⁰

There is also a dedicated Candidate Relationship Management Centre (CRMC) staffed by Manpower to 'actively support candidates through the ADF recruiting process and improve the recruitment process by enabling regular contact between potential candidates, ADF personnel and DFR staff'.⁷¹

This is a significant reduction in personnel required to provide Defence's recruiting capability. In the mid-1990s, for example, approximately 1500 ADF and Defence APS personnel were involved in recruiting operations within the single Services.⁷²

A 2003 Defence Instruction sets out the roles and responsibilities involved at various stages of the recruiting process.⁷³ Defence has key responsibilities around recruitment planning and activities through DFR, including:

- Setting enlistment/appointment targets (each Service has the authority for setting its own targets)
- Setting recruiting entry standards and policy
- Monitoring Manpower's performance
- Providing 'embedded' ADF or Defence APS personnel within Manpower.

Manpower provides recruiting services to the ADF to present suitable candidates and achieve recruiting targets, as well as administrative support in managing candidates through the recruiting process. This includes responsibility for:

- processing times for candidates (from initial enquiry to the letter of offer)
- creating and providing Defence data relating to candidates and recruitment
- recruitment services (including psychological and medical testing and assessment) and marketing/advertising expertise
- other requirements as part of the contract with Defence, including achieving key performance indicators
- Manpower also runs a Candidate Relationship Management Centre (CRMC) to 'actively support candidates through the ADF recruiting process and improve the recruitment process by enabling regular contact between potential candidates, ADF personnel and DFR staff'.⁷⁴

A Defence Instruction broadly sets out these key performance indicators as including achievement of enlistment targets in each category and retaining enlistees for at least 12 months. Another KPI is to reduce advertising and marketing expenditure by 5% per year, without adverse impact upon enlistment targets and candidate quality.⁷⁵

Following unsatisfactory recruiting results and a review of the Defence recruiting system in 2006, the 'New DFR' was developed as a recruiting service delivery model to provide a more streamlined and 'candidate-focused' recruiting process.

An overview of the new Service Delivery Model which identifies several key stages of the recruiting process (diagram follows) includes:

- An interested individual makes a phone/online enquiry (or walks into a Recruiting Centre). Initial screening takes place to see if they comply with basic eligibility requirements (for e.g., age or citizenship status). Information is recorded on the candidate's 'PowerForce profile' (an electronic record of their progress through the recruiting pipeline).
- Following initial screening, candidates are booked into a YOU Session ('Your Opportunities Unlimited'), where candidates undergo an aptitude test, an initial medical screening and discuss suitable available job categories with a Careers Counsellor. Candidates are allocated a case manager to finalise their job preferences and help them prepare for assessment (ensuring documentation is collected or any additional testing required).⁷⁶
- The candidate attends an assessment session involving a medical examination, psychologist interview and the 'Defence Interview'.
- If successful, the candidate is allocated to an enlistment coordinator to be allocated a job (if a general entry candidate) or recommendation to Officer Selection Board (officer entry candidate).
- Where a candidate is matched to a recruiting target, they are allocated an enlistment/appointment date and sent a letter of offer. Preparation for enlistment/appointment involves a pathology test, security clearance and passing a Pre-enlistment Fitness Assessment (PFA).⁷⁷

Service Delivery Model – Overview

1

Candidate submits enquiry through DefenceJobs website (www.defencejobs.gov.au) Online Application Tool, 13 19 01 Recruiting Hotline or through a Defence Force Recruiting Centre / Careers Promotion Activity. Candidate initially screened for ADF basic eligibility requirements and booked to initial testing, a Your Opportunities Unlimited (YOU) Session.

2

Your Opportunities Unlimited (YOU) Session

Candidate sits an aptitude test to see what jobs they are eligible for. They see a Nurse for initial medical screening (BMI, Colour Perception, etc) and speak to a Career Counsellor regarding their interest in the ADF. At the end of the session candidates are provided a YOU pack, which will contain all the information to continue their application and identify which jobs the candidate can apply for. The candidate is handed over to their Case Manager who will finalise the candidates preferences and subsequent eligibility requirements.

3

Preparation for Assessment

To prepare candidates for Assessment Session, their Case Manager ensures all required documentation has been signed / collected, including consent to Criminal History Record Check and required education records. Candidate may also be required to undertake additional testing, depending on job preference. Finally, the Case Manager will complete a Checklist with the candidate to make sure they are ready to progress to their Assessment Session.

4

Assessment Session

Candidate's Assessment Session includes examination by Doctor and interview with Psychologist. Candidates will also be interviewed by a Defence Interviewer. Successful General Entry candidates will be allocated to an Enlistment Co-ordinator for job allocation. Officer Entry candidates will be recommended to attend an Officer Selection Board.

5

Preparation for Enlistment / Appointment

Candidates successful at their Assessment Session, and depending on job preferences their Selection Board are allocated a position pending availability. Candidate is required to undertake a pathology test, Pre-enlistment Fitness Assessment and complete a Security Pack, along with any additional forms that are required.

6

Enlistment / Appointment

Candidate completes a brief medical examination and finalises any documentation that is required. Family and friends are invited to attend Enlistment / Appointment ceremony. Candidate is then transported to their respective Services training establishment.

As part of this model, Manpower operates the 'Candidate Relationship Management Centre' ('CRMC'), a centralised call centre to provide for enhanced case management of candidates. This is intended to improve conversion rates and reduce 'wastage' in the recruiting pipeline.⁷⁸ The CRMC has responsibilities to:

- Develop a relationship with and provide some mentoring to candidates
- Confirm candidates' job preferences, understanding of the roles they are applying for and target availability in those areas
- Keep candidates 'warm' through regular contact through the process
- Help candidates with preparation for their interview.

The CRMC has also had some success on a confined scale with a series of specific campaigns to recruit candidates in particular focus areas:

- In 2010 concerns were identified that numbers of candidates in the recruiting pipeline, particularly for the Royal Military College (RMC) intakes, were low. The CRMC ran an outbound campaign contacting 158 ADFA candidates who had withdrawn their applications in 2008, resulting in 23 applications for entry being reactivated.
- In May 2011, all full time rifleman roles were filled, however, candidates continued to list this as their first job preference and were turned away. The CRMC contacted 183 candidates and successfully converted 58 to part-time rifleman positions in geographical areas where there were gaps (e.g. South Australia, Western Australia, Albury and Tasmania).
- In 2011, the applications for Gap Year far exceeded the number of available places. CRMC contacted candidates not shortlisted for Gap Year with the aim of converting them to apply for job categories with unfilled targets. 91 candidates were booked into YOU sessions, including in critical categories.⁷⁹

Appendix G.6 – Gap Year Programs

Navy Gap Year

The Navy Gap Year Program allowed participants to receive training alongside permanent Navy recruits and gain experience at sea. Navy Gap Year participants must undertake an 11-week general entry recruit training followed by a three week seamanship course for development of workplace skills. Training was managed according to the usual RAN training policies.⁸⁰

Following recruit and skills training, participants view officer training at ADFA and HMAS Creswell, and were posted to work experience opportunities, including within sea-going units and shore postings. The aim is to complete at least 22 weeks of service before discharge. The Navy Instruction provides that, where possible, postings will be targeted at vocational interests (e.g. HMAS Albatross for aviation related interests).

Army Gap Year

Army Gap Year service involved completion of an Army Recruit Course, an initial employment training course, and posting to a Land Command unit for at least 5 months. Army indicated that this 'full integration approach' had contributed to Army's high rate of transfers from the Gap Year to ongoing service.⁸¹

Army reported that the Gap Year target for the 2010-11 reporting year was 315. As at May 2010, there were:

- 1002 enquiries and 202 applications from women
- 2571 enquiries and 463 applications from men
- 127 Letters of Offer had been sent to women and 260 to men.

There were 80 female and 111 male enlistees (with a further 21 more females still scheduled to attend recruit training, totaling 85).

Air Force Gap Year

The Air Force Gap Year program consisted of training modules, work experience rotations at Air Force bases, and a visits program. Completion of this is equivalent to completing the Air Force Initial Officer Course and Recruit Training Course. Gap Year service may be terminated early if training is failed.

The Air Force Gap Year program differed from Navy and Army in that participants enlisted as Gap Year Cadets and were provided with a mix of Officer and Other Ranks training, separating them from general enlistment recruits. This was intended to provide participants with a broad experience of the Air Force.

Appendix G.7 – Example of Diversity and Inclusion Service Provider Principles

The National Australia Bank (NAB) has introduced ‘Diversity and Inclusion Service Provider Principles’ as part of its recruiting service provider agreements, which apply from 2012. These principles require recruitment service providers to provide NAB with information regarding their diversity strategy:

Areas to be covered include strategic actions, training and processes that will achieve the supplier’s stated diversity strategy. Reporting on the gender ratio along each step of the recruiting process must also be submitted, including the initial pool of candidates, screening, selection, and short-listing for all roles. There is also a requirement that at least one woman of sufficient quality will be recommended for interview.⁸²

Summary of expectations for search and recruiting firms	
<p>Supporting NAB’s aspirations</p> <p>Service providers will:</p> <ul style="list-style-type: none"> • Be true partners in supporting NAB’s aspirations by <ul style="list-style-type: none"> » Providing a written strategy to improve their own diversity in terms of gender, age, work flexibility, ethnicity, disability, sexual orientation, etc. » Reporting on gender diversity in their own organisations across all levels and any targets in place. • Providing evidence that they are able to support NAB’s diversity aspiration by utilising: <ul style="list-style-type: none"> » Inclusive language and imagery » Channels that target diverse labour pools » Validated short-listing processes that weed out biases » Objective interview processes. • Employ a robust approach to training recruitment consultants on diversity and inclusion, cultural awareness, non-English speaking background, bias in selection, EEO and anti-discrimination. This includes training provided to consultants on the service provider’s diversity policy, NAB’s Diversity and Inclusion Policy and unconscious bias. 	<p>Metrics to track success</p> <p>Service providers must also provide progress updates, including KPIs to NAB on a quarterly basis that cover:</p> <ul style="list-style-type: none"> • Gender metrics for all roles (successfully filled or not) which include the gender ratio for each phase of the process including: <ul style="list-style-type: none"> » Initial pool of candidates » Selected for Interview » Shortlist provided to NAB » Selected to interview by NAB. • In addition, shortlists for senior management roles must include at least one woman of sufficient quality/suitability recommended for interview. If such a candidate is not presented, a written explanation is required each time.