

**TŪ AROMATAWAI**  
***INDEPENDENT REVIEW***

# **Military Women**

A stocktake of recommendations

## **About Tū Aromatawai *Independent Review***

Tū Aromatawai *Independent Review* is a division of the Ministry of Defence. Tū Aromatawai provides assurance to the Minister of Defence by reviewing performance of the Defence system and identifying opportunities for improvement. The reviews take the form of assessments or audits as set out in section 24(2)(e) of the Defence Act 1990.

## **Military Women: A stocktake of recommendations**

Report Number: 421

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# Snapshot of the recommendations

11 Recommendations	Completed
13 Recommendations	In progress
1 Recommendation	Superseded
25 Recommendations in total	

## What is a stocktake of recommendations?

A stocktake of recommendations is an analysis of the progress of the recommendations made in an earlier review. Tū Aromatawai Independent Review periodically carries out these stocktakes.

## What review is the focus of this stocktake?

This stocktake focuses on the 2014 review of military women in the New Zealand Defence Force (NZDF) which was published as *Maximising opportunities for Military Women in the NZDF* (“Military Women”).

## When was this stocktake done?

The stocktake provides a snapshot of progress as at June 2018.

## How did we do this stocktake?

We analysed NZDF governance reports on implementation of the recommendations, and interviewed recommendation owners when we needed further information. We have relied on NZDF reporting as accurate for the purposes of this stocktake.

A full description of the methodology is provided at the end of this report.



Image © New Zealand Defence Force

# Overall comment about progress made so far

By June 2018, the NZDF had completed 11 of the 25 original recommendations. One has been superseded, and the remaining 13 are “in progress”, with some planned but not started, some progressing, and some in the final embedding and implementation stages.

Implementation of the *Military Women* review recommendations has progressed more slowly than expected. For that reason, we have provided the following observations on how progress could be expedited.

## What can NZDF do to expedite progress on the recommendations?

We suggest NZDF now focus on the following:

- using the Military Women report and recommendations to focus on shifting the culture
- building the organisational stamina required to shift culture by:
  - providing consistent and adequate resources
  - supporting middle managers to implement and embed change
  - adopting a whole of organisation focus

### 1. Use the recommendations to shift culture

The positive culture proposed to be achieved by the recommendations in *Military Women* is one that is genuinely inclusive. Achieving such a culture shift in a geographically-dispersed organisation that continues to be heavily male-dominated will be difficult. It will require a concerted and ongoing effort by NZDF senior leadership.

A renewed focus on implementing the remaining recommendations is an important step towards creating a genuinely inclusive culture. Proactive and positive leadership should, over time, have the ripple effect necessary to reach all areas of the organisation.

### 2. Develop organisational stamina to achieve long-term outcomes

Some of the Military Women recommendations concern long-term outcomes and will require organisational stamina to achieve them. For example, recommendations 2.3 (developing family-friendly policies) and 3.1.1 (training senior leaders in unconscious bias) will require a long-term focus. Other recommendations will take some time to implement because they require a change to the way NZDF operates.

A focus on the means of achieving long-term outcomes, discussed below, will help NZDF to achieve genuine inclusiveness.

#### a. Provide consistent and adequate resourcing

NZDF has been able to resource most of the recommendations as ‘business-as-usual’. This has been moderately successful in some areas, but unsuccessful in others. We also note that there have been a number of changes in those personnel responsible for leading the response due to postings. NZDF will need to reduce the impact of posting cycles in this context if it wants to achieve a culture shift over time.

We understand that the NZDF Organisation Committee has agreed in principle to resource the *Military Women* programme with a team of four people, who will report to the Director of Diversity

and Inclusion. Selecting the right people, and minimising the impact of posting cycles, will be important to ensuring traction.

NZDF will also need to be responsive to committing more resources to the task if required.

## **b. Ensure support for middle management**

Where a recommendation has reached implementation stage, NZDF will need to ensure that appropriate and ongoing support is provided to middle managers. We note that the Diversity and Inclusion Strategic Blueprint has planned for such support.

Consistent, positive, and clear support will help ensure that the changes made at senior levels of NZDF permeate through all ranks. If it is not clear to middle managers how to implement and embed changes, they may not follow through as the organisation intends. Uncertainty about how to implement change, particularly where it is culture-related, may cause delays or less than whole-hearted adoption.

## **c. Adopt a whole-of-organisation focus**

While the report is focussed on “Military” women, we suggest NZDF adopt a whole-of-organisation focus when implementing the remaining recommendations, where possible.

A whole-of-organisation focus establishes and maintains a ‘pipeline’ of female leadership candidates. This should work particularly well within a hierarchical structure. An experience and education framework has been developed for Brigadier (E)<sup>1</sup> and Colonel (E) roles, and work on Lieutenant Colonel (E) roles is under way. The whole-of-organisation approach will ensure that all female personnel, not just senior women, benefit from the recommendations. Further, the approach will encourage change across all services and throughout all NZDF ranks, including Portfolios, Joint, and Joint Enablers.

For an organisation arranged into “services”, and with a military/civilian split, a focus on implementing recommendations across the whole organisation will be important to avoid varying degrees of adoption. The risk is that pockets of excellence will be attained, but other areas will be left behind.

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<sup>1</sup> (E) refers to “equivalent”

# Recommendations completed

We acknowledge the progress that NZDF has made since the *Military Women* review's publication. This section sets out the completed recommendations.

## Eleven recommendations completed

Theme of the recommendation	Number	Recommendation
Recruit the best personnel, by focusing on a broader potential candidate pool.	1.1	Based on outcomes of research currently being conducted, develop and implement an active attraction strategy for female applicants.
	1.2	Establish measures of success prior to implementation, set baselines, tracking, and plan for review.
	1.3	Review marketing and attraction materials for appeal to women, with specific attention to trades where women are under-represented and make any necessary changes.
	1.4	Increase resources for engagement with prospects, girls' schools, sporting events, and influencers of women, including continuing Women's Defence Careers Experience.
	1.5	Conduct research to systematically explore barriers for women in the recruitment selection process, and implement any necessary changes based on findings.
	1.6	Assess physical fitness standards and testing including entry requirements and regular fitness tests, with consideration for organisational need to gain and retain skills as well as operational requirements. Adjust entry fitness requirements as needed based on findings.
Expand systems for increasing retention.	2.6	Implement an organisation-wide exit survey built on existing Navy model, use the results of this survey to develop a retention plan.
Improve pathways for women to senior leadership.	3.1.1	Train senior leaders in unconscious bias and methods to combat it.
	3.1.2	Require unconscious bias training for all members of promotion boards.
	3.3.1	Support the continued leadership of the Women's Development Steering Group through proper resourcing of staff.

Further reduce discrimination.	4.5	Conduct a systematic review of the recruit training period for all Services with a focus on bullying, harassment, discrimination, use of remedials, training for trainers, information given to recruits prior to training, and injuries.
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### Comment

Recommendation 4.5 was completed by work completed by the Evaluation Division (now Tū Aromatawai Independent Review) in October 2015. See *Recruit Training: Assessing the quality of recruit training in the New Zealand Defence Force*. This review is available for download from the [Ministry of Defence website](#).

Tū Aromatawai is currently conducting a stocktake review of the *Recruit Training* report, to be published in 2018.

## One recommendation superseded

Theme of the recommendation	Number	Recommendation
Expand systems for increasing retention	2.2	NZDF “progress Total Defence Workforce and reenlistment initiatives”.

### Comment

Total Defence Workforce was an NZDF policy initiative aimed at retaining skills in NZDF by improving the transition of personnel into, out of, and between Services. It has since been superseded.

Its philosophy has largely been incorporated into NZDF’s People 25 strategy. This philosophy is to encourage flexibility of service, and of role, within NZDF. Improved flexibility would give all NZDF personnel more options to balance their personal and professional lives.

The Directorate of Career & Talent Management, and the single services, continue to encourage reenlistment. They are working towards smoother transitions between regular and reserve service. The policy development work in this area has been effective.

Improving career flexibility is a theme among the *Military Women* review recommendations. If NZDF makes good progress on the other recommendations, particularly those under Theme 2, the intent of this recommendation will also be achieved.



# Recommendations in progress

## Thirteen recommendations are in progress

We have divided the thirteen partly implemented recommendations into three stages: planned, but not started; progressing; and being implemented.

### Three recommendations planned, but not started

Theme of the recommendation	Number	Recommendation
Expand systems for increasing retention	2.4	Provisions to increase personnel numbers in key trades easing pressure on those currently serving, eg an additional buffer of personnel allowed above the cap in the Navy.
Further reduce discrimination	4.1	Build a centralised monitoring system for reports, investigations, and convictions of assaults, bullying, harassment, and discrimination.
	4.4	Develop a working environment in which women feel welcome and included as much as men.
<b>Comment</b>		
For all of these recommendations, NZDF knows what needs to be done and has planned next steps. However, work has not significantly progressed beyond this stage.		

### Seven recommendations progressing

Theme of the recommendation	Number	Recommendation	Action taken so far
Expand systems for increasing retention	2.1	Institute a flexible occupational progression system, particularly in the areas of expected timing of postings, deployments, and training.	Currently being completed, and expected to deliver results by the end of 2018.
Improve pathways for women to senior leadership	3.1.3	Implement advertised posting/training opportunities for postings for Navy and Army personnel following the example of the Air Force.	All 'purple posts'—roles placed outside of the single services (such as NZDF Headquarters, Joint Services, and overseas delegations) - are now advertised.

	3.1.4	Assess what is needed for progression, particularly in senior ranks, and identify how personnel can satisfy the criteria.	An experience and education framework has been developed for the Brigadier (E) and Colonel (E) ranks, and work is in progress for Lieutenant Colonel (E) <sup>2</sup> .
	3.2.1	Increase women's representation in branches that have the highest promotion potential through active and long-term recruitment strategies.	Directorate of Career & Talent Management is currently working to ensure that Career Management's thinking and practice is aligned with this recommendation.
	3.2.2	Set goals for the gender balance of deployments for commitment to UNSCR 1325.	NZDF's current gender ratio for deployments is roughly proportionate with the Force's overall gender ratio.
Further reduce discrimination	4.1	Track patterns, including severity and frequency of discrimination, harassment, assault, and bullying through regular surveys across Services, with particular attention to the recruit training period. Target interventions based on findings.	NZDF has implemented a survey for recruits. This includes a measure of success for interventions.
	4.3	Increase resources for prevention and training such as regionally located Equity and Diversity Advisors who can support Anti-harassment Advisor as well as provide additional equity and diversity training.	Currently being completed, and expected to deliver results by the end of 2018.

### Comment

While it is good to see so many recommendations in progress, we note that over four years have passed since the original report was published and more could reasonably be expected to have been completed by now.

<sup>2</sup> (E) refers to "equivalent"

### Three recommendations in the final stages of being implemented

Theme of the recommendation	Number	Recommendation
Expand systems for increasing retention	2.3	Further develop family-friendly policies, practice, and resources to help all Service members to balance work and family needs e.g. more childcare support, 'pooling' of family leave for dual military couples, and encouraging part-time work.
	2.5	Update the Diversity and Inclusion strategy and embed in organisational culture.
Improve pathways for women to senior leadership	3.3.2	Implement mentoring programme for all services and both genders.

# Analysing the in-progress recommendations by theme

This section describes each in-progress recommendation in detail: the progress made, and possible further steps to usefully progress the recommendation. This section is intended to assist NZDF governance and those who are tasked with implementing the recommendations, by providing more detail.

The recommendations are grouped by four themes:

- Theme 1: Recruit the best personnel, by focusing on a broader potential candidate pool
- Theme 2: Expand systems to increase retention
- Theme 3: Improve pathways for women to attain senior leadership
- Theme 4: Further reduce discrimination, harassment and bullying, particularly in recruit training

## Theme 1: Recruit the best personnel, by focusing on a broader potential candidate pool

### Overview of progress made so far

Strong progress has been made under the recruitment theme, with all recommendations completed.

## Theme 2: Expand systems to increase retention

### Overview of progress made so far

While many policy developments under this theme have been positive, more support is needed to implement these policies.

### In-progress recommendations

2.1	Institute a flexible occupational progression system, particularly in the areas of expected timing of postings, deployments, and training.
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1. NZDF acknowledges the flexible occupational progression system is one of its high-priority projects.
2. In February 2018, the Executive Committee agreed that the Directorate of Career and Talent Management would assume technical control of Career and Talent Management philosophy, practice, process, and tools.
3. As part of this transition, the Directorate of Career & Talent Management has identified the flexible occupational progression system as a key workstream. It is now working across all NZDF trades and branches to review and align the approach the difference Services take to career progression. This work is expected to continue until the end of 2018.
4. A flexible occupational progression system will benefit all NZDF personnel. We note that for this recommendation to achieve its full potential, NZDF must complete other recommendations to maximise flexibility and opportunities—for instance recommendations 2.3 and 2.4.

## 2.2 Progress Total Defence Workforce and re-enlistment incentives.

1. Total Defence Workforce was an NZDF policy initiative aimed at retaining skills in NZDF by improving the transition of personnel in to, out of, and between Services.
2. Although the Total Defence Workforce initiative no longer exists, its philosophy has largely been incorporated into the People 25 strategy. This philosophy is to encourage flexibility of service, and of role, within NZDF. Improved flexibility would give all NZDF personnel more options to balance their personal and professional lives.
3. The Directorate of Career & Talent Management, and the single services, continue to encourage re-enlistment. They are working towards smoother transitions between regular and reserve service. The policy development work in this area has been effective.
4. Improving career flexibility is a theme among the *Military Women* recommendations. If NZDF makes good progress on the other recommendations, particularly those under Theme 2, the intent of this recommendation will also be achieved.

## 2.3 Further develop family-friendly policies, practice, and resources to help all Service members balance their work and family needs (eg, more childcare support, 'pooling' of family leave for dual military couples, encouraging part-time work).

1. Family-friendly policies have been reviewed as part of business as usual. Recent policy development work includes a breastfeeding policy, enhancements to parental leave policy, and enhancements to the flexible working policy.
2. While these developments are positive, some policy gaps remain. For instance, more work is needed to improve policies for couples who are both NZDF personnel, and around broader definitions of 'family'.
3. Work is still needed to improve the implementation of NZDF's family-friendly policies. Managers and personnel will need continued support and encouragement if all NZDF is to use these policies effectively. NZDF acknowledges that this work needs to happen. We encourage it to investigate how it might do this, including how the single services could take more active ownership of the policies.

## 2.4 Provisions to increase personnel numbers in key trades, easing pressure on those currently serving (eg an additional buffer of personnel allowed above the cap for Navy).

1. The intention of this recommendation is to ease pressure on those currently serving, for instance in some key Navy trades. NZDF personnel have noted that robust workforce planning will be critical to delivering NZDF's outputs in the future.
2. NZDF has planned to implement this recommendation, but has not yet taken action. NZDF personnel commented that implementing this recommendation would be a strategic departure from its current personnel funding model, where personnel funding is tied directly to output delivery.
3. We acknowledge that this recommendation is particularly difficult to tackle. The limited number of personnel in particular trades creates pressure, regardless of the personnel's gender. We

acknowledge the challenge of meeting both operational needs and personnel’s need for flexible work arrangements.

4. Even so, we strongly encourage NZDF to give further thought to the intent of this recommendation and consider the ways in which it might achieve flexible working opportunities for trades. It is important to address the problem that certain trades cannot benefit from flexible working patterns because they have limited personnel.

## 2.5 Update the Diversity and Inclusion strategy and embed it in the organisational culture.

1. The new Diversity and Inclusion strategy is complete and has been approved. NZDF is now working to embed the strategy in its organisational culture.
2. Completion of the strategy update is a success. It is now essential that the strategy is effectively embedded.
3. This strategy has the potential to be a key enabler of culture change within NZDF. We expect that successfully implementing this recommendation will have a positive flow-on effect to many other recommendations and we strongly encourage NZDF to prioritise it.

## Theme 3: Improve pathways for women to attain senior leadership

### Overview of progress made so far

Three recommendations under this theme have been completed and all of the recommendations have been progressed in some way, with plans set out for next steps. Yet, overall, more tangible action is needed. It is also important to maintain a ‘pipeline’ of senior women candidates by ensuring the effect of the recommendations are felt at the lower ranks.

### In-progress recommendations

#### 3.2 Provide women with the experiences needed to move up in rank.

##### 3.2.1 Increase women’s representation in branches that have highest promotion potential through active and long-term recruitment strategies.

1. NZDF is working on flexible progression models that do not favour particular branches or trades, rather than trying to move women into branches with higher ‘promotion potential’. It is working on ways to recognise the experience gained in non-‘warfighting’ roles as sufficient for promotion.
2. NZDF identified providing talented women with important command, branch, and development experiences as a ‘key focus’ of its appointment boards. This is intended to continue. NZDF also notes that women are being actively appointed into key senior roles.
3. It is intended that NZDF’s 2018 refresh of the *Military Women* recommendations will address the existing gender imbalance across NZDF trades, ranks, and branches.
4. NZDF acknowledges that it will still take some time for these changes to be seen at senior levels of the organisation. That said, a cohort of Colonel (E)<sup>3</sup> is coming through that will improve women’s

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<sup>3</sup> (E) refers to “equivalent”

representation rates. It is good that NZDF is conscious of effecting change down through the organisation to promote future cohorts of senior women. It is essential that NZDF ensures its women have the opportunities they need to reach the highest levels of leadership.

5. We consider recommendation 3.2.1 a key priority for NZDF, with full implementation requiring a long-term process and commitment.

<b>3.2</b>	<b>Provide women with the experiences needed to move up in rank.</b>
3.2.2	Set goals for the gender-balance of deployments to commitment to UNSCR 1325.

1. UNSCR 1325 stands for United Nations Security Council Resolution 1325. UNSCR 1325 was adopted in 2000. The resolution “urges all actors to increase the participation of women and incorporate gender perspectives into all United Nations peace and security efforts.”<sup>4</sup>
2. About 15 to 20 percent of deployed NZDF personnel are women. This percentage aligns with the overall proportion of women in the NZDF.
3. NZDF reports that sometimes not enough women are nominated for deployment. Also, overall, the number of positions to fill outnumbers the women nominated. So NZDF find it hard to achieve gender-balanced deployments.
4. We agree that NZDF’s small size limits its ability to fill these positions. We also note that NZDF women should not be asked to bear an unfair deployment burden compared to their male colleagues. We encourage NZDF to continue to ensure that the proportion of women deployed is equivalent to the proportion of women in NZDF overall.

<b>3.3</b>	<b>Increase role models.</b>
3.3.2	Implement mentorship programme available to all Services for both genders.

1. The presence of viable role models is linked to the ability of women to progress. This is particularly important when trying to lift women’s representation in trades and branches that offer the potential for high promotion.
2. It was reported that women in the NZDF find it more difficult to get a mentor. A plan was put in place to improve this area in 2017/18. We await the results of this plan.
3. NZDF has made positive progress in establishing the senior mentoring programme and being responsive to the need to better support women into mentorship. It is now focusing on encouraging women to become mentors and mentees.

<b>3.1</b>	<b>Eliminate hidden barriers to women’s progression.</b>
3.1.3	Implement advertised posting/training opportunities for postings for Navy and Army personnel following the example of the Air Force.

1. NZDF reports that the launch of its intranet has greatly helped this recommendation’s progress.

<sup>4</sup> [www.un.org/womenwatch/osagi/wps/](http://www.un.org/womenwatch/osagi/wps/)

2. All ‘purple posts’—roles placed outside of the single services (such as NZDF Headquarters, Joint Services, and overseas delegations)—are now advertised. Navy and Army are working with the Directorate of Career & Talent Management to improve the visibility of their service roles.
3. A plan is in place to complete this recommendation. Once implemented, this recommendation will broaden opportunities for all members of NZDF, not just women.

<b>3.1</b>	<b>Eliminate hidden barriers to women’s progression.</b>
3.1.4	Assess what is needed for progression, particularly in senior ranks, and identify how personnel can satisfy the criteria.

1. An experience and education framework has been developed for the Brigadier (E) and Colonel (E) ranks, and work is in progress for Lieutenant Colonel (E)<sup>5</sup>.
2. This recommendation has already received significant support and work. The newly developed framework promotes transparency and allows personnel to better plan their careers. It particularly benefits women who want to plan the timings of their careers and families.

## Theme 4: Further reduce discrimination, harassment and bullying, particularly in recruit training

### Overview of progress made so far

The work currently under way collecting data in this area is positive. The observations below acknowledge the work in progress and encourage continued progress.

### In-progress recommendations

4.1	Track patterns, including severity and frequency of discrimination, harassment, assault, and bullying, through regular surveys across Services, with particular attention to the recruit training period. Target interventions based on the findings.
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1. NZDF has a discrimination, harassment, and bullying survey for new recruits. This survey is set for review, to ensure that it is fit for purpose.
2. A yearly survey is being planned as part of OPERATION RESPECT. This survey is intended to capture a mix of NZDF perceptions and experiences of discrimination, bullying, and harassment.
3. NZDF’s survey data collection is good. Creating a more consistent approach for gathering data across NZDF and its career stages would improve its usefulness.
4. To make full use of the survey data it collects, NZDF can consider how it can better manage its data.

4.2	Build a centralised monitoring system for reports, investigations, and convictions of assaults, bullying, harassment, and discrimination.
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<sup>5</sup> (E) refers to “equivalent”



1. NZDF recognises that its current system for capturing data about discrimination, harassment, and bullying is immature. It acknowledges that information is captured in different ways and places, and that some information is not captured reliably.
2. NZDF is planning how it will change its processes to connect all the different channels that engage with discrimination, harassment, and bullying. These connections are intended to create a 'no wrong door' result for any person seeking help.
3. Once the processes discussed above are embedded, NZDF expects to develop a centralised system for data capture.
4. NZDF is very aware of the importance of this recommendation, and has planned accordingly. We agree with NZDF's assessment that more work is needed to coordinate and centralise data collection.

4.3	Increase resources for prevention and training, such as regionally located Equity and Diversity Advisors who can support Anti-harassment Advisor as well as provide additional equity and diversity training.
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1. "Sexual ethics and respectful relationships" training is being delivered across NZDF, with 8,000 participants to date. This training is part of OPERATION RESPECT.
2. NZDF's diversity and inclusion training is being reviewed. Delivery of updated training is expected in 2018.
3. NZDF has employed regional Sexual Assault and Prevention Advisors. They provide support to all NZDF personnel.
4. As this recommendation moves into the more long-term prevention phase, NZDF must keep the momentum towards implementing the recommendation.

4.4	Develop a working environment in which women feel welcome and included as much as men.
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1. This recommendation has been incorporated as a key element of both the Diversity and Inclusion Strategy and the OPERATION RESPECT prevention plan.
2. NZDF has planned a diversity and inclusion audit.
3. Now that planning is complete, following through with action is critical. Implementing the Diversity and Inclusion Strategy is central to this happening.

# Snapshot of the stocktake

## Who carries out these stocktakes, and how often?

Tū Aromatawai Independent Review periodically carries out these stocktakes.

## Why was *Maximising opportunities for Military Women in the NZDF* selected for a stocktake?

In 2014 the Evaluation Division (now known as Tū Aromatawai Independent Review) published *Maximising opportunities for Military Women in the New Zealand Defence Force*. That published review was chosen for this stocktake because:

- how women are treated in the NZDF represents an important strategic risk for NZDF
- the review explored the degree to which women in the Regular Force are treated equitably, able to achieve their full potential, and are safe from harassment, bullying, and assault
- the review was conducted in 2014, so the four years since provide sufficient evidence for this stocktake.

## What primary question did that review ask?

The *Military Women* review asked the question: “What is NZDF doing to ensure women are treated equitably and are able to achieve their full potential, and how can the treatment of women be improved?”

## What primary question does this stocktake ask in response to the review’s primary question?

This stocktake asks the question “What is the extent of uptake of the recommendations from the review *Maximising opportunities for Military Women in the New Zealand Defence Force* (NZDF)?

## How did we assess the review’s recommendations?

This stocktake is current as at 30 June 2018.

We analysed the content of those NZDF reports to the Organisation Committee that covered the implementation of recommendations from the *Military Women* review. If we were unclear about some of the content or needed more information, we interviewed the owners of the recommendations. Even so, we accepted NZDF self-reporting as accurate, and did not seek to verify each implemented recommendation.

[Analysing the recommendations under four themes](#) describes each recommendation in detail: the progress made, and possible further steps to usefully progress the recommendation.

We also note that four years have passed since these recommendations were made. In some cases, NZDF and its context have changed significantly in this time. We have not sought to test or amend the original recommendations, but do acknowledge that some have been superseded or are no longer as pertinent as they once were.

## How did we categorise themes and recommendations?

The four main recommendations in the review captured themes. Measuring their uptake was not easy. So we assessed the progress of all 25 ‘strategy detail’ recommendations.

To avoid confusion, this stocktake refers to the four main recommendations as 'themes' (see [Analysing the recommendations under four themes](#)) and the 'strategy detail' recommendations as 'recommendations'.

## What is the relationship between this stocktake and OPERATION RESPECT?

The Chief of the Defence Force launched OPERATION RESPECT on 15 March 2016. The strategy is designed to eradicate unacceptable and unwanted behaviours from NZDF and its personnel. Six actions are contained in its action plan (as explained further in the [NZDF Human Resources toolkit](#)). These are noted below:

1. Establish a strategy to change the culture and behaviours within NZDF to challenge persistent sexism and better integrate women into the NZDF.
2. Increase training, including a sexual ethics and healthy relationships training package, and hold 'town halls' across camps and bases to discuss inappropriate sexual behaviour
3. Implement a restricted/confidential disclosure system by 30 June 2016, to offer an alternative way to report sexual assault.
4. Introduce a dedicated, professional sexual assault response team.
5. Address the issues associated with specific risk factors, including facilities and alcohol.
6. Increase the percentage of women in the NZDF, and the representation of women in senior leadership roles.

We acknowledge some overlays between OPERATION RESPECT goals and the recommendations made by the *Military Women* review. Indeed, OPERATION RESPECT and the *Military Women* review have been represented as connected programmes of work.

We expect NZDF will ensure that both sets of recommendations (or action points) are pursued, as some recommendations do not overlap.