
TABLE OF CONTENTS

Introduction	5
Legend to the list of Best Practices	7
I. Best Practices on the Integration of the Gender Perspective into Recruitment, Summary	8
1. The physical fitness criteria for the selection of female applicants for military service are regulated.....	9
2. Wide spread information campaigns outlining possibilities to develop military careers for women and to combine professional and family life by men and women.....	10
3. Promote equal opportunities between women and men.....	11
4. Minimum targets are established for recruitment and education selection for women.....	11
5. Special consideration is paid to women as a target group in Recruitment measures.....	12
6. All women eligible for military service are invited to participate in an information day at the Recruitment centre or sent a letter outlining the value of military service.....	12
7. Postponing physical tests scheduled in the enlistment call, due to pregnancy or childbirth.....	13
8. Balanced composition between men and women in the Recruitment and selection boards.....	13
II. Best Practices on the Integration of the Gender Perspective into Employment, Summary	14
1. Legal equality.....	15
2. Moderate quota system.....	16
3. Establishing an institution or committee responsible for issues regarding military and civilian women.....	16
4. Reassignment or restricted duty during the time of pregnancy or breastfeeding.....	17
5. Creation of a Gender adviser.....	17
6. Evaluation of measures and indicators on improving the Gender balance.....	18

7. National legislation regarding equal opportunities for female and male military personnel.....	18
8. Provide Gender awareness Training.....	19
9. Special recognition and awards.....	19
III. Best Practices on the Integration of the Gender Perspective into Operational Planning and Operations, Summary.....	20
1. Creation of action plans to implement UNSCR 1325.....	21
2. Gender mainstreaming checklist for Ops Planning and Operations.....	21
3. Including gender issues and UNSCR 1325 in all mission-specific pre deployment training.....	22
4. Utilization of official statistics disaggregated by sex.....	22
5. Implementation of a Gender advisor in all Operations.....	23
6. Encourage the participation of female personnel in Operations abroad.....	23
7. Increase Recruitment of female personnel.....	24
8. Assignment of female personnel.....	24
9. Attention to mixed composition of teams.....	25
10. Recognizing female personnel's body differences in the procurement of protective equipment and organizational clothing.....	25
11. Separate male and female accommodations and ablutions.....	26
IV. Best Practices on the Integration of the Gender Perspective into Quality of Life, Summary.	27
1. Family support initiatives.....	28
2. Work-Life balance initiatives.....	28
3. Ensure female personnel are recruited and assigned at reasonable numbers of representation.....	30
4. Diversity policy.....	30
5. Material and infrastructure adapted for female personnel.....	31

V. Best Practices on the Integration of the Gender Perspective into Education and Training, Summary.....	32
1. Gender Education.....	33
2. Gender Training.....	34
3. Integrated military Training.....	34
VI. Best Practices on the Integration of the Gender Perspective into Career Development, Summary.	35
1. Promote equal Career opportunities for female personnel through specific programs.....	36
2. Promote family friendly policies.....	37
3. Balanced gender composition in selection boards.....	37
Process to update the Best Practices.....	38
Previous Publications.....	39

INTRODUCTION

Background

Alongside their male counterparts, military service women have been proudly serving both their Nations and NATO during critical times of war and mobilisation. They are vital contributors to the worldwide spectrum of activities and operations of the individual nations and the Alliance.

In 1976 recognising the value of gender integration, NATO's Military Committee (MC) established the **Committee on Women in the NATO Forces (CWINF)**.

Composition of the Committee on Women in the NATO Forces (CWINF)

The CWINF comprises the Chairperson, three Deputy Chairpersons and one Delegate from each NATO nation having a representative in the MC. The national delegates are normally senior military personnel working on gender integration and diversity issues within their Armed Forces. Partnership for Peace (PfP) and Mediterranean Dialogue (MD) nations are normally invited to participate as Observers to the annual CWINF Conference.



CWINF Conference in 2008 at NATO HQ

CWINF Mission

The Committee's principal mission is to advise NATO's military leadership and member nations on critical issues and policies affecting service women in the NATO Forces. It is a consultative body that aims at promoting the most effective utilisation of the capability of service women in the Armed Forces throughout the Alliance. Furthermore, it supports the Alliance nation's information requirements on gender integration by providing informed guidance on gender-related and diversity issues more specifically, operations-related lessons learned from service women.

CWINF Selected List of Best Practices to improve the Gender Balance

The United Nations Security Council Resolution 1325 (UNSCR 1325) recognises the urgent need to mainstream a gender perspective into peacekeeping operations as it will contribute to the maintenance and promotion of international peace and security. This resolution also calls for increased involvement of women at all levels, from early conflict prevention to post-conflict reconstruction.

In order to improve the gender balance, particularly during operations, and following extensive consultations with NATO's member nations, the following Best Practices have been selected as a result of the CWINF conference 2008. While it is recognized that not all best practices are supported by or implementable in all member nations, the CWINF's intent is to create a repository of essential best practices based on national lessons learned, from which nations can draw on the experience of their allies. While it is not an exhaustive list, the CWINF's intention is to continue updating the list as more best practices can be identified and included.



The Executive Committee and the Team of the Office on Women in the NATO Forces.

LEGEND TO THE LIST OF BEST PRACTICES

Implemented:

List of the NATO nations that have already implemented or partially implemented (implemented in part) this Best Practice in their national policy, legal regulations, procedures and practices as of June 2008.

To be implemented:

List of the NATO nations that have taken the decision to implement this Best Practice in their national policy, legal regulations, procedures and practices, but had not yet implemented as of June 2008.

Recommended:

List of the NATO nations that support the implementation of the Best Practice, but as of June 2008 have not implemented the best practice nor have any immediate plans to do so.

I. BEST PRACTICES ON THE INTEGRATION OF THE GENDER PERSPECTIVE INTO RECRUITMENT

Summary:

1. The physical fitness criteria for the selection of female applicants for military service are regulated. During fitness testing, the same tests are administered; however standards and scores are adjusted to recognize biological differences between women and men. All remaining selection tests are the same.
2. Wide spread information campaigns outlining possibilities to develop military careers for women and to combine professional and family life by men and women.
3. Promote equal opportunities between women and men.
4. Minimum targets are established for Recruitment and Education selection for women.
5. Special consideration is paid to women as a target group in Recruitment measures.
6. All women eligible for military service are invited to participate in an information day at the Recruitment centre or sent a letter outlining the value of military service.
7. Postponing physical tests scheduled in the enlistment call, due to pregnancy or childbirth.
8. Balanced composition between men and women in the Recruitment and selection boards.

-
- 1. The physical fitness criteria for the selection of female applicants for military service are regulated. During fitness testing, the same tests are administered; however standards and scores are adjusted to recognize biological differences between women and men. All remaining selection tests are the same.**

Description

The physical selection test measures the physical potential of the applicant taking into account biological differences between men and women. The score on this test is included in the overall score of the applicant. A ranking, of the applicants, based on this overall score is made up.

In the case of a limited number of vacancies, the best applicants are recruited.

Standards for physical tests related to certain functions (e.g. pilot, combat diver) are the same for men and women.

Advantage

- The test measuring the physical potential of men and women is no longer gender neutral.
- Women are no longer put at a disadvantage, so their chances to be recruited increase.
- Increase of the number of women recruited.
- Recruitment is seen to be fair and unbiased as the best candidates are recruited, regardless of their gender.

Challenges

Perception of unfairness and a double standard.

Implemented by

BEL, CAN, CZE, DEU, DNK, ESP, FRA, HUN, ITA, LTU, LVA, NLD, NOR, PRT, ROU, SLV, TUR, USA

In part: GBR

Recommended by

In part: POL

-
- 2. Wide spread information campaigns outlining possibilities to develop military careers for women and to combine professional and family life by men and women. For example: women are represented in Recruitment centers, campaigns, brochures, leaflets, community-based festivals, events and also on Recruitment websites.**

Description

By showing women in publicity campaigns, female personnel on the labor market can see that a career in the Armed Forces is a possibility.

The Services' recruiting organization includes female personnel to ensure a fair gender representation in recruiting activities.

School Presentation and Recruiting Teams visit schools, including girl-only schools. Recruitment advertising also appears in female oriented magazines.

The issues of female soldiers and their position may become an object of interest of a number of nationwide and regional media.

Community events are occasions in which to conduct positive outreach and to attract public interest. Military representation at these events should reflect the diversity of the population.

Advantage

- More women will apply for a job in the Armed Forces because they get the message that women can execute a job in the Armed Forces as well. (Visibility).
- Increase of number of women.
- Full spectrum of roles that female personnel can undertake is shown.
- High interest of women to apply for enlisting. The informal settings of Community-based events are ideal venues for engagement with the public. These events attract people who might otherwise show no interest in the military and provide them an opportunity to speak with someone in uniform.
- The work life experiences of female personnel in different positions provide young female personnel with a varied impression of women's employment

Challenges

- Unrealistic view of the Armed Forces: if the visibility of women in recruitment campaigns becomes too high, these campaigns might lose their credibility.
- Recruited women may be deceived when they join and realize that there aren't that many women in the Armed Forces at all.

Implemented by

BEL, BGR, CAN, DEU, DNK, ESP, GRC, LVA, NLD, NOR, POL, SLV, USA

In part: CZE, FRA, GBR, HUN, ITA, LTU, PRT, ROU, TUR

3. Promote equal opportunities between women and men.

Description

- Women enter the Armed Forces on a voluntary basis.
- Women can enter the Military academies equally after passing competitive examinations such as medical, psychological, physical fitness as well as a personal interview.
- In recruitment, attention is drawn to the fact that applications from women are welcomed.

Implemented by

BEL, BGR, CAN, CZE, DEU, DNK, ESP, GRC, HUN, ITA, LVA, NLD, NOR, POL, SLV, USA

In part: FRA, GBR, LTU, PRT, ROU, TUR

4. Minimum targets are established for Recruitment and Education selection for women.

Description

% of the available places is held for women that are qualified. Determine the percentage of women to recruit each year and aim to set yearly percentages.

Advantage

Effort made by the organization to obtain the goal that has been set.

Challenges

Perception of unfairness; the suspicion that less qualified women are let in Limiting factors such as racks at sea, rating restrictions, seats at training commands, propensity to serve, can make this a challenge.

Implemented by

CAN, NOR

5. Special consideration is paid to women as a target group in Recruitment measures.

Description

Targeted recruiting focuses on special groups. Specific efforts are made to communicate with eligible women to ensure they are aware of their career prospects in the Armed Forces.

Advantage

- Women are aware of the possibilities and may then choose military service.
- Increase of awareness regarding the possibility of professional service by women. Increase the number of women in the military.
- The personnel invitation to the young women has proven to be an active instrument of recruitment.

Implemented by

CAN, DEU, DNK, ESP, NLD, NOR

Recommended by

BEL, GRC, SLV

6. All women eligible for military service are invited to participate in an information day at the Recruitment centre or sent a letter outlining the value of military service. Invitations are sent to qualified candidates.

Advantage

- Unique possibility to increase the number of women and the recruitment-base for officer schools and the war academy.
- Increase of awareness of society regarding the possibility of professional service by women.
- Increase the number of women in the military.

Implemented by

DNK, NOR, PRT

Recommended by

BEL, CAN, CZE, DEU, ESP, ITA, POL, SLV

7. Postponing physical tests scheduled in the enlistment call, due to pregnancy or childbirth.

Description

The assignment will remain open and conditional upon successful completion of the other tests.

Advantage

It does not hinder motherhood. Thus, motherhood does not become an obstacle for those women performing the tests.

Challenges

The final results of the tests may experience some delays. Recruiting files are held open for a longer period of time and therefore applicants may lose interest in military service.

Implemented by

DEU, ESP

Recommended by

GRB, HUN

8. Balanced composition between men and women in the Recruitment and selection boards.

Description

Incorporating women to these bodies or, at least, integrating some feminine presence in them.

Advantage

It provides the female point of view and perspective and gives a positive perception that the boards are fair and representative.

Challenges

It is difficult to find enough women to sit on the boards so it is very time consuming for serving women because of the small numbers of women from which to choose.

Implemented by

ESP, TUR, USA

In part: BEL, CAN, GBR, NOR

Recommended by

BGR, CZE, DEU, DNK, ITA, LTU, NLD, POL, PRT, ROU, SLV

II. BEST PRACTICES ON THE INTEGRATION OF THE GENDER PERSPECTIVE INTO EMPLOYMENT

Summary:

- 1. Legal equality.**
- 2. Moderate quota system.**
- 3. Establishing an institution or committee responsible for issues regarding military and civilian women.**
- 4. Reassignment or restricted duty during the time of pregnancy or breastfeeding.**
- 5. Creation of a Gender adviser.**
- 6. Evaluation of measures and indicators on improving the Gender balance.**
- 7. National legislation regarding Equal Opportunities for female and male military personnel.**
- 8. Provide Gender awareness Training.**
- 9. Special recognition and awards.**

1. Legal equality.

Description

Male and female personnel have the same rights and duties.

They receive equal pay to their male counterparts. Women can join the military forces both as civilian employees or military personnel.

In most countries, the majority of posts in most Armed Forces are open to women. In the countries where posts are restricted, these are legally justified.

The equality and diversity policy is to treat all people fairly, irrespective of gender. A soldier is appointed to a service position according to the necessary qualifications; however measures may be adapted to promote equality of women and men.

Advantage

- It helps to convince women to choose a career in the Armed Forces.
- Fairness perception. Increasing numbers of military female personnel in all areas proves that the military profession is an attractive option for those women who have the necessary skills and the right personal attitude to take up the challenge.

Challenges

- Equal rights are a necessary condition but not sufficient to obtain equal chances.
- The contribution of women to the combat effectiveness of the Armed Forces may not be valued as highly as that of men.
- Physical strength of women may be a barrier for female soldiers to apply for specific functions.
- Some artificial barriers and prejudices regarding women in military may still exist.

Implemented by

BEL, BGR, CAN, CZE, DEU, DNK, ESP, FRA, GBR, GRC, HUN, ITA, LTU, LVA, NLD, NOR, PRT, ROU, SLV, TUR, USA

In part: POL

2. Moderate quota system.

Description

When the gender are equally qualified, the under represented gender is given preference.

Advantage

Improved gender balance

Challenges

Perception of unfairness

Implemented by

DEU, NOR

In part: BEL, BGR, CAN, NLD

Recommended by

HUN, LTU

3. Establishing an institution or committee responsible for issues regarding military and civilian women.

Description

Assistance for women to identify gender specific issues, concerns and equality in the Armed Forces.

Advantage

- Better treatment of female personnel in the military which improves their effectiveness and commitment.
- This keeps gender on the agenda.
- Positive results may be published in annual reports.

Challenges

Establish legitimacy and to communicate the messages/importance to those who are serving.

Implemented by

CAN, CZE, DEU, DNK, ESP, GRC, NLD, NOR, USA

In part: BEL, HUN, POL, PRT

Recommended by

TUR

4. Reassignment or restricted duty during the time of pregnancy or breastfeeding.

Description

After medical assessment, duties are modified without risk of losing their assignment.

Advantage

Civilian Laws with regard to protection of female personnel during pregnancy, maternity leave and post maternity rights are applicable to all members.

Implemented by

BEL, CAN, CZE, DEU, DNK, ESP, GRC, ITA, NLD, NOR, POL, SLV, USA

In part: GBR, HUN, PRT, ROU, TUR

5. Creation of a Gender adviser advisor.

Description

Provides a focal point in which gender issues may be raised by serving female members and also acts as an adviser for senior leadership within the Armed Forces.

Implemented by

CAN, ESP & NLD

In part: BEL, PRT, USA

Recommended by

CZE, DNK, HUN, ITA, LTU, NOR, ROU, SLV

In part: GBR

6. Evaluation of measures and indicators on improving the Gender balance.

Description

The assessment of these measures throughout the year provides a measurement of the improvement in achieving gender balance.

Advantage

Feedback on fulfillment of these measures provides status report and lessons learned.

Implemented by

BGR, CAN, CZE, DEU, ESP, GRC

Recommended by

BEL, DNK, HUN, ITA, LTU, NLD, NOR, POL, PRT, SLV

7. National legislation regarding equal opportunities for female and male military personnel.

Description

The legislation serves to establish equal opportunities for female and male military personnel and to eliminate or prevent gender discrimination. This serves to improve the compatibility of family life and military service.

Advantage

Under this legislation, female military personnel receive special support as a means of reducing the disadvantages.

A key aspect is the long-term aim to eliminate their under-representation in the sectors specified by law.

Implemented by

BEL, BGR, CAN, DEU, ESP, FRA, HUN, ITA, NLD, NOR, PRT, ROU, SLV, USA

Recommended by

POL

8. Provide Gender awareness Training.

Description

All male and female personnel attend Sexual Harassment, Equal Opportunity, and other appropriate gender mainstreaming training.

Coordinate briefings and seminars with other organizations such as other government departments and NGO's.

Advantage

Provides a consistent message within the military and other organizations.

Implemented by

BGR, CAN, ESP, GBR, GRC, NLD, NOR, POL, ROU, USA

In part: BEL, DEU

Recommended by

CZE, DNK, HUN, ITA, LTU, LVA, PRT, SLV, TUR

9. Special recognition and awards.

Description

High level recognition for significant contributions to the promotion of gender equality.

Advantage

Improves awareness of gender equality.

Challenges

Implemented by

BEL, ESP, GBR, NOR

Recommended by

CAN, DNK, POL, PRT, ROU

III. BEST PRACTICES ON THE INTEGRATION OF THE GENDER PERSPECTIVE INTO OPERATIONAL PLANNING & OPERATIONS

Summary:

- 1. Creation of action plans to implement UNSCR 1325.**
- 2. Gender mainstreaming checklist for Ops Planning and Operations.**
- 3. Including Gender issues and UNSCR 1325 in all mission-specific pre deployment Training.**
- 4. Utilization of official statistics disaggregated by sex.**
- 5. Implementation of a Gender advisor in all Operations.**
- 6. Encourage the participation of female personnel in Operations abroad.**
- 7. Increase Recruitment of female personnel.**
- 8. Assignment of female personnel.**
- 9. Attention to mixed composition of teams.**
- 10. Recognizing female personnel's body differences in the procurement of protective equipment and organizational clothing.**
- 11. Separate male and female accommodations and ablutions.**

1. Creation of action plans to implement UNSCR 1325.

Description

The Ministry of Defense actively participated in the elaboration of a National Action Plan for the Application of UNSC Resolution 1325.

Advantage

This National Action Plan will coordinate the efforts of different ministries in the application of UNSCR 1325.

Implemented by

CZE, ESP, NLD, NOR

In part: GBR, GRC

To be implemented by: BEL, DNK

Recommended by

BGR, CAN, HUN, ITA, POL, PRT, SLV, TUR, USA

2. Gender mainstreaming checklist for Ops Planning and Operations.

Description

J3 has developed a checklist based on the UNSCR1325 and EU checklist to assess the implications for male and female personnel of any planned action in all areas and at all levels.

Advantage

This is the concrete implementation of UNSCR 1325 during operations. The list enables identification in the early stages of all actions that need to be taken to implement gender mainstreaming in operations.

Challenges

Senior leadership must be aware of the benefits of the checklist and must endorse, promote and apply the implementation.

Implemented by

BEL, NLD, USA

Recommended by

CAN, DEU, DNK, ESP, HUN, ITA, LTU, POL, PRT, SLV

3. Including Gender issues and UNSCR 1325 in all mission-specific pre-deployment Training.

Description

Planning and training for international operations must contain appropriate and necessary gender-considerations. Gender-based violence and harassment issues also are to be included. This applies to gender issues within own Forces as well as to the local population in the AO.

Advantage

All military personnel in the operation will have improved awareness about the gender implications of their actions. This will contribute to the development of skills which help military personnel recognize the different needs, capabilities and expectations of male and female personnel in the local population. In turn this will improve soldiers' confidence in their ability to read situations correctly, respond appropriately, thereby contributing to a safe and secure environment.

Implemented by

CAN, CZE, ESP, NLD, NOR, ROU, TUR, USA

In part: BEL, ITA

Recommended by

DEU, DNK, GBR, GRC, HUN, POL, PRT, SLV

4. Utilization of official statistics disaggregated by sex.

Description

During the evaluation process the Ministry of Defense gathers official statistics disaggregated by sex.

Advantage

It allows the Military Command to have the adequate information on composition and distribution of female personnel in the armed forces.

Implemented by

BGR, CAN, CZE, DEU, DNK, ESP, GBR, HUN, POL, PRT, SLV, TUR, USA

In part: BEL

Recommended by

GRC, ITA, NLD

5. Implementation of a Gender advisor in all Operations.

Description

The gender advisor, in close cooperation with the acting commander implements UNSCR 1325 on the operational level.

Advantage

Strengths and abilities of female service personnel are fully employed.

Implemented by

In part: ESP, NLD

Recommended by

BEL, CAN, DEU, DNK, ITA, HUN, NOR, PRT, SLV

6. Encourage the participation of female personnel in Operations abroad.

Description

In order to increase the number of female personnel that participate in operations abroad, priority is given to female personnel in case of equal competencies.

Advantage

In operation 50 % of the population is female. By sending out more female personnel in operations the local female population will be contacted more and better. More information will be gathered. It is also likely that the military presence will be more accepted by the local population when both male and female locals are being approached.

Challenges

Because of the limited number of female personnel in a position or function where it is likely to be sent out, the pressure on available female personnel will increase. To give priority to female personnel is not conducive to good understanding with male colleagues.

Implemented by

BEL

Recommended by

NOR

7. Increase the Recruitment of female personnel.

Description

Higher proportion of females in the Forces would ultimately result in an increase in female personnel deployed on operations. This would comply with the spirit of UNSCR 1325 without resulting to discrimination, whether positive or negative.

Advantage

The inclusion of female personnel constitutes a tactical advantage as it allows better relationship with the local population and greater rapport with influential members of the community. The presence of female personnel encourages appropriate behavior amongst deployed troops and fosters good camaraderie.

Implemented by

BGR, CAN, ESP, GBR, SLV, USA

Recommended by

BEL, ITA, LTU, POL, PRT, ROU, TUR

8. Assignment of female personnel.

Description

Assign groups of female personnel vice individual females.
When assigning junior enlisted female personnel, ensure female officers and senior enlisted are also assigned.

Advantage

- The presence of groups of female personnel makes gender integration a more positive experience of all.
- Senior female personnel act as counselors / advisors / mentors to junior female personnel.

Challenges

It can be difficult to have enough junior and senior female personnel to send in groups.

Implemented by

In part: ITA, TUR, USA

Recommended by

BEL, BGR, NLD

9. Attention to mixed composition of teams.

Description

Every information gathering, social patrol, check points, CIMIC, PsyOps, team should be composed of male and female personnel.

Advantage

- Better understanding of local populations special needs, especially women's. Very often men can't or may not contact women.
- Better contact with women's organizations or networks: more information will be obtained.
- Men "behave better" in the company of women.

Challenges

Not always feasible due to the limited number of female personnel.

Implemented by

BEL, BGR, CAN, NOR, USA

In part: CZE, DEU, NLD

Recommended by

DNK, HUN, ITA, LTU, POL, PRT, TUR

In part: ESP, GBR

10. Recognizing female personnel's body differences in the procurement of protective equipment and organizational clothing.

Description

Life / safety vests, uniforms etc. must fit the female body to ensure maximum protection and functionality.

Advantage

Integral part of force protection and operational success

Challenges

Additional costs.

Implemented by

CAN, FRA, GBR, GRC, USA

In part: BGR, DNK, ESP, HUN, ITA, NOR, PRT, TUR

Recommended by

BEL, CZE, DEU, ITA, LVA, NLD, POL, ROU, SLV

11. Separate male and female accommodations and ablutions.

Description

Male and female accommodations and ablutions are physically separate. For officers, small facilities can be shared with the use of a flip sign or time-shared schedule.

Advantage

Preserves privacy and decreases risk of inappropriate sexual behavior.

Challenges

If female personnel are a minority, the ratio of toilets, sinks, and showers available for male and female personnel may not be equal. More male personnel will most likely be sharing a smaller number of facilities.

Implemented by

BEL, CZE, DEU, GRC, HUN, ITA, NLD, PRT, SLV, TUR, USA

In part: CAN, ESP, FRA, GBR, LTU, NOR

Recommended by

DNK, POL

IV. BEST PRACTICES ON THE INTEGRATION OF THE GENDER PERSPECTIVE INTO QUALITY OF LIFE

Summary:

- 1. Family support initiatives.**
- 2. Work-Life balance initiatives.**
- 3. Ensure female personnel are recruited and assigned at reasonable numbers of representation.**
- 4. Diversity policy.**
- 5. Material and infrastructure adapted for female personnel.**

1. Family support initiatives.

Description

The internal legislation of many member states provides a multitude of initiatives to make family assistance available during normal garrison work or deployed operations. Such examples are:

- Maternity Leave and benefits;
- Paternity leave and benefits;
- Available daycare (for children);
- Emergency daycare (unplanned deployment);
- Palliative Care;
- Emergency deployment childcare reimbursement;
- Service couple co-location;
- Married quarters;
- Employment restrictions/ protection for young mothers.

Advantage

The availability of family assistance programs is an advantage for recruitment and retention of both male and female personnel. For deployed operations, the peace of mind of having a support network available is paramount.

Challenges

- Costs for the organization;
- Extended Parental leave may hinder career progression;
- Some programs may cause human resources challenges. The number of personnel available for deployed operations is reduced.

Implemented by

BEL, CAN, CZE, DEU, DNK, ESP, FRA, GBR, GRC, HUN, ITA, LTU, LVA, NLD, NOR POL, PRT, ROU, SLV, TUR, USA

(these listed nations not necessarily implement all of the given examples)

2. Work-Life balance initiatives.

Description

The internal legislation of many member states provides a multitude of initiatives to make possible a better balance between personal life and work. Such examples are:

- Flexi-time;
- 4 day working week;
- Compressed work schedule;
- Leave without pay (career break);
- Tele-working;
- Modular career course;
- Compassionate location assignment;
- Transition in/out from active/reserve forces;
- Facilitate re-enrolment.

Advantage

These measures improve the reconciliation of private and professional life. Providing these possibilities removes barriers and increases the number of female applicants in the Armed Forces. Furthermore, it improves the retention of all personnel.

Challenges

These measures offer flexibility to personnel, but complicate organization of work in the unit and limit personnel available for deployed operations.

- May hinder career progression.
- Could create a negative perception by superiors.

Implemented by

BEL, CAN, CZE, DEU, DNK, ESP, GBR, HUN, NLD, NOR, SLV, TUR, USA

(these listed nations not necessarily implement all of the given examples).

Recommended by

POL, LTU

3. Ensure female personnel are recruited and assigned at reasonable numbers of representation.

Description

Bring in large enough numbers to feel comfortable (“critical mass”).

Advantage

Female personnel are usually perceived as a minority in the Forces. Therefore, when assigned in groups, they integrate and perform better than if assigned individually.

Challenges

If the aggregate of female personnel is a minority it becomes difficult to both keep female personnel assigned together in large numbers and also at every unit.

Implemented by

In part: ESP, ITA, USA

Recommended by

BEL, NLD, TUR

4. Diversity policy.

Description

Maintain a diversity policy in order to create an environment where everybody has the same opportunities and is encouraged to develop a career with maximum professional satisfaction. This policy also aims to create an environment free of any form of harassment (sexual, moral, violence).

Advantage

Such an environment increases the retention of all personnel in the armed forces. It gives clear guidelines on behavior.

Challenges

To reach the mentioned goal, a mental change among all personnel is necessary. This will be a long term process. Further it is difficult to assess the specific impact of the policy.

Implemented by

BEL, CAN, DNK, FRA, GBR, GRC, ITA, NLD, NOR, PRT, SLV, TUR & USA

Recommended by

ESP, HUN, POL

5. Material and infrastructure adapted for female personnel.

Description

Material managers do think of gender while writing Tech Spec's of Material, including deployable facilities and infrastructure during purchasing procedure. They take into account male/female personnel characteristics for usage/wear. All civilian rules and regulations are taken into account.

Advantage

Female personnel are equipped with adapted material and housed in adequate accommodations.

Challenges

Since the numbers of female personnel present are quite low, the logistical statistics don't apply. Costs may increase.

Implemented by

CAN, TUR, USA

In part: BEL, ESP, GBR, HUN, ITA, NLD, NOR, PRT, SLV

Recommended by

POL

V. BEST PRACTICES ON THE INTEGRATION OF THE GENDER PERSPECTIVE INTO EDUCATION AND TRAINING

Summary:

1. Gender Education.
2. Gender Training.
3. Integrated military Training.

1. Gender Education.

Description

All military personnel have access to gender education such as:

- Principles of gender equality;
- Applicable legal regulations;
- Leader responsibilities;
- train the trainer programs;
- Publicity of gender rights regulations.

Advantage

- Leads towards a foundation of equal treatment regardless of gender.
- Increases the awareness of individual responsibility for gender equality.
- Trainer expertise.

Challenges

If not compulsory, could be perceived as less important than compulsory requirements.

Implemented by:

CAN, ROU

Within diversity education: BEL, ESP, GBR, NLD, NOR

Included in equal opportunity training: GRC & USA

Included in training "relationship between equal partners?" DEU

To be implemented: DNK, POL

Recommended by

BGR, CZE, HUN, ITA, LTU, LVA, PRT, SLV and TUR

2. Gender Training.

Description

Pre-deployment training for all personnel includes gender awareness and cultural considerations with regard to gender.

Advantage

- Creates an environment where all personnel respect each other.
- Increases unit cohesiveness.
- Enhances operational effectiveness.
- Builds respect for NATO missions.

Challenges

May create resource challenges such as time and qualified trainers.

Implemented by

BEL, CAN, CZE, DEU, ESP, FRA, GBR, ITA, LTU, NLD, NOR, POL, ROU, TUR, USA

In part: BGR (except submarines and Marine Corps)

To be implemented: DNK

Recommended by

GRC, HUN, PRT, SLV

3. Integrated military Training.

Description

Ensure integrated training for all male and female personnel from entry into the service throughout one's career.

Advantage

- Builds solidarity and unity between personnel.
- Establishes gender equality from entry into military service.

Implemented by

BEL, BGR, CAN, DEU, DNK, ESP, GRC, HUN, ITA, LTU, LVA, NOR, POL, ROU, SLV

In part:

FRA, GBR, NLD, TUR: except submarine and selected combat arms

USA: except USMC basic training and selected combat arms

PRT: except submarines and Marine Corps

VI. BEST PRACTICES ON THE INTEGRATION OF THE GENDER PERSPECTIVE INTO CAREER DEVELOPEMENT

S u m m a r y :

- 1. Promote equal Career opportunities for female personnel through specific programs.**
- 2. Promote family friendly policies.**
- 3. Balanced Gender composition in selection boards.**

1. Promote equal Career opportunities for female personnel through specific programs.

Description

Preparing female personnel for career success through:

- Official websites;
- Networks of women;
- mentoring programs;
- Positive role modeling;
- coaching programs.

Advantage

- Female personnel build confidence that they can achieve and succeed in military careers.
- Increases retention of female personnel.
- Increases operational effectiveness.

Challenges

Singling out female personnel may be perceived as being unfair by men. Equally some female personnel do not want to be singled out as having the need for attending special programs.

Implemented by

CAN, ESP, NLD, NOR

In part: DNK, GBR, HUN, TUR, USA

Recommended by

BGR, GRC, LTU, POL

In part: DEU

2. Promote family friendly policies.

Description

Ensure that family does not disadvantage female personnel's career development with policies such as:

- Maternity leave;
- Paternity leave;
- Child care programs;
- Flexible assignment policies and job duties during and after pregnancy;
- Deployment delay after birth;
- Flexible working patterns.

Advantage

- Increases retention of female personnel.
- Increases the presence of female personnel in higher ranks.
- Increases family stability.

Challenges

Could affect operational effectiveness.

Implemented by

BEL, BRG, CAN, CZE, DEU, DNK, ESP, FRA, GBR, GRC, HUN, ITA, LTU, LVA, NLD, NOR, POL, PRT, ROU, SLV, TUR, USA

(these listed nations not necessarily implement all of the given examples)

3. Balanced Gender composition in selection boards.

Description

Ensure the presence of both sexes in the decision boards which can affect career development when possible.

Advantage

Balances decision making process.

Implemented by

ESP, NOR, USA

In part: BEL, CAN

Recommended by

DEU, ITA, NLD, POL, SLV

PROCESS TO UPDATE THE LIST OF BEST PRACTICES

Each year countries will be asked to submit in conjunction with their annual reports an updated status with respect to the best practices already identified.

New Best Practices will be required to be submitted to the OWINF by 01 January every second year, commencing in January 2010.

Once received, the EC will compile and recommend these new Best Practices to the national Delegates during the annual CWINF Conference.

PREVIOUS PUBLICATIONS

- **CWINF Guidance for NATO Gender Mainstreaming**
published in 2007,
available on the official web site of the CWINF:
http://www.nato.int/issues/women_nato/index.html



More information related to the Committee on Women in the NATO Forces can be found on the web page:

http://www.nato.int/issues/women_nato/index.html