

## Denmark - National Report

### **Introduction**

All initiatives by the Danish Armed Forces (DAF) in connection with new policies, recruitment, training and career development are based on all personnel being given equal opportunities. All personnel - regardless of gender, race, colour of skin, religion, political views, sexual orientation, national, social and ethnical origin – should have equal opportunities for employment, education, promotion and working conditions. This implies that you sometimes have to treat different people differently to give them equal opportunities.

### **Policy**

In 2001 a committee in DAF that focuses on equal opportunities issues prepared a Chief of Defence Action Plan describing initiatives to promote up to the year 2004. The long-term purpose of the Action Plan is to create an organisation that is capable of drawing on many different people with varied resources and different qualifications. This implies that the resources women bring with them into the DAF are considered as possibilities rather than limitations. DAF will have more possibilities and improve the quality of the work when the organisation is capable to take advantage of the fact that the organisation consists of different people with different resources. This Action Plan is describing the basis for all policies and initiatives concerning equal opportunities. The Action Plan will be evaluated by the end of 2004.

### **Organization**

The statistics below are statistics from April 2004. Personnel employed in civilian jobs are not included in the statistics.

#### **Distribution of men and women on ranks**

<b>Ranks</b>	<b>Distribution of men and women expressed in figures</b>		<b>Distribution of men and women expressed in percentages</b>	
	<b>Men</b>	<b>Women</b>	<b>Men</b>	<b>Women</b>
<b>Senior Officers<sup>1</sup></b>	469	5	98,9%	1,1%
<b>Officers<sup>2</sup></b>	6.008	284	95,5%	4,5%
<b>Non-commissioned officers</b>	6.386	210	97%	3%
<b>Regulars</b>	8.701	555	94%	6%
<b>Total</b>	<b>21.564</b>	<b>1054</b>	<b>95%</b>	<b>5%</b>

<sup>1</sup> Lieutenant Colonel/Commander Senior Grade up to General/Admiral

<sup>2</sup> Second Lieutenant/Sub Lieutenant up to Major/Commander

	Distribution of men and women expressed in figures		Distribution of men and women expressed in percentages	
	Men	Women	Men	Women
Conscripts/Women serving on similar terms as conscripts	7.005	257	96%	4%

### Distribution of men and women related to services (April 2004)

April 2004 percentage of women: 3% in the Army, 6% in the Navy, 7% in the Air Force, 15% in the Medical corps and 10% in others.

#### Employment

Women are integrated in the services under the command of the Chief of Defence. They work and train with their male counterparts, and are subject to the same chains of command, standards of performance and discipline.

Women can serve within all branches. However as yet, no women have served as fighter pilot, or within the Special Forces. However change is under way. In 2002 the first woman completed the training at the Danish Air Force College as part of a coming career as fighter pilot. At present, she is completing basic officers training at the Danish Air Force Academy. This training will go on until summer 2005. Thereafter she is going to USA or Canada for training as fighter pilot. Providing everything goes without a hitch, it is expected she is ready to fly the Danish F-16 in 2007.

There is no compulsory service for women in Denmark, but since 1998 women have had the possibility to serve on the same terms as conscripts.

#### Recruitment

In 2001 a long-term strategy for the recruitment of women was introduced. The strategy has been developed on the basis of knowledge and experience gathered from the Danish police, from Sweden and from the Danish Conscript & Recruitment Agency. The strategy focuses on the communication of the recruitment process, on specific recruitment activities and on collection of knowledge in order to qualify the recruitment of women. So far this strategy has led to the following actions:

- The Conscript and Recruitment Agency has engaged two young women who among other things participate in information meetings for young students.
- At the examination for military service DAF prepare women who want to serve on the same terms as conscripts for the demands they have to respond to and for the conditions in a male dominated organization.
- Women as a target group for recruitment are integrated more deliberately into the recruitment campaigns.
- In 2004 the Conscript and Recruitment Agency has had a report made, that research into factors that are of importance to the ability of the armed forces to recruit and retain young women. The purpose of the report is to support a more mainstreamed recruiting practice.

In addition to this, in the beginning of 2004 it has been decided to carry out interviews with all women who stop their voluntary compulsory service prematurely. The drop-out rate among these women is relatively high, and there is a need to know more about why these women drop out. Incidentally, similar "drop-out interviews" are carried out when personnel from all other personnel groups drop out.

**The feminine part of the young people who are admitted to the officer's, reserve officer's, pilot's and privates education and training**

	<b>Officers</b>	<b>Reserve Officers</b>	<b>Pilots</b>	<b>Privates</b>
<b>2001</b>	9%	18%	2%	14%
<b>2002</b>	21%	20%	9%	6%
<b>2003</b>	9%	20%	0%	4%

In the period 2001 - 2003 the number of women who are admitted to do the voluntary compulsory service is:

	<b>2001</b>	<b>2002</b>	<b>2003</b>
<b>Women admitted to do the voluntary compulsory service</b>	174	283	180

It appears that 2002 was a good year. Women's share of the ones who were recruited to the officer's, the reserve officer's and pilot's education and training increased markedly compared to 2001. However, in the same period women's share of the ones who were admitted to the private's education and training decreased markedly. An explanation could be that the women's right to enrol on the same terms as conscripts was established in 1998. Before this, the private's training and education was the only possibility for women to familiarise themselves with the military environment and conditions for a shorter period. However, with the right to do voluntary compulsory service there was established a new possibility to do so. To this must be added, that voluntary compulsory service binds the women to the armed forces for a shorter period than duty as a private. That the number of women who chose to enrol on the same terms as conscripts increased from 2001 to 2002 supports this theory.

Unfortunately, it also appears that 2003 was a bad year. Women's share of the ones who were recruited to the officer's, pilot's, and private's education and training decreased markedly compared to 2002. Also, the number of women who chose to do voluntary compulsory service has decreased. An explanation of this tendency could be that it was on Mai 7th 2003 that the results of a survey concerning the scope and nature of gender-linked insulting behaviour in DAF were made public. The results told that gender-linked insulting behaviour is a problem in the Danish Armed Forces, and that offended personnel do not know where to go for help. The survey got great attention in the media, and this could have had an adverse effect on young women's desire to apply for admittance in the armed forces.

## Training

In 2000, new physical standards were implemented. These standards are still effective. The physical standards imply a distinction between basic requirements and physical requirements related to specific physical demanding functions. The basic requirements are differentiated regarding to sex and age while the physical requirements related to specific functions are the same irrespective of sex and age. In 2001 the entry standards were adjusted to the basic requirements.

## Deployment

These years DAF main activity is participation in international operations. Numbers from April 2004 show that women are involved in this activity.

Unit	Women	Men
SFOR	1 - 25%	4 - 75%
KFOR	22 - 6%	348 - 94%
DANCON IRAK	19 - 4%	494 - 96%
DANCON/ISAF	4 - 6%	65 - 94%
Monitors	0 - 0%	43 - 100%
<b>Total</b>	<b>46 - 5%</b>	<b>949 - 95%</b>

If you compare the distribution of men and women in the military staff with the distribution of men and women among the personnel who participate in international operations, it shows that the representation of women among the personnel who participate in international operations reflects the percentage of women among the military staff in general.

## Career Development

### - Mentoring program

Preparations for establishing a mentoring program for young male and female officers were taken in 2001. The mentors were trained and some meetings were held for the young officers who wanted to have a mentor. In the beginning of 2002 the mentors and the young officers were matched. The young female officers had the possibility to choose if they wanted a male or female mentor. The men did not have this possibility.

The mentoring program was a pilot scheme that ran until the end of 2003. The mentoring program was then evaluated. The evaluation told that the program was a success.

Therefore, it is decided to implement the mentoring program as a permanent arrangement.

### - Mainstreaming of DAF appraisal interview system

The Minister for Equal Opportunities plays a role as an external agent in relation to the integration effort in DAF. The Minister launched a cross-departmental mainstreaming project where each ministry is supposed to contribute with a pilot project. The Ministry of Defense's project is gender mainstreaming of the appraisal interview system called FOKUS. The system has a decisive influence on the personnel's career.

The competencies that are going to be evaluated in the system have been picked out and described. In this process steps were taken to ensure that the competences and the specification of the competences included in the system reflect what is considered

important to the quality of the armed forces' performance and to good leadership by both women and men.

There will be developed three different courses in relation to FOKUS. One course for the managers who are going to carry out and lead FOKUS-dialogues, one for the ones who are going to train the managers to carry out and lead these dialogues and one for the ones who are going to use FOKUS as an instrument for human resource management on an individual level. During the development of these courses, the gender perspective will be integrated.

It is expected that FOKUS will be fully implemented during 2006/2007

The gender mainstreamed appraisal system is expected to support women in the effort to make a career. It can also contribute to a change in the culture of DAF because the perspectives of women are integrated in the competencies considered important for the activities of the armed forces.

### **Special interest/Events**

- Tools and methods for handling and preventing insulting behaviour

As already mentioned a survey was carried out in the Danish Armed Forces concerning the scope and nature of gender-linked insulting behaviour during 2003. Defence Command Denmark considers the conclusions of the survey to be a result of an imbalance in the psychological working environment and as an indication that there has to be done an extra effort to prevent insulting behaviour in general – not just gender-linked insulting behaviour. Therefore, last Mai it was decided to implement a number of initiatives that will contribute to improving the psychological working environment in general.

### Communication

Generally, the survey has given rise to an uneasy feeling in the organization. The survey puts a tabooed subject into words. This increases the awareness of the taboo and it gets more difficult to ignore it in daily life. In some situations this can make people feel intimidated and that they lack tools to handle the situation. It is unpleasant and may be felt as a personal failure.

It is necessary to find ways in which it is possible to communicate about gender-linked behaviour without activating defensive reactions. A constructive and differentiated dialogue is needed. As a consequence of this, it has been decided to develop a video or CD-rom that will contribute to this process.

### Networking among women

Different tools that will support networking among women are also going to be developed. A group of 13 women, who either already are or are willing to be originators of networks, is established. These women have been asked to help developing the tools on the background of their experiences. In addition to this they have the possibility to use the manager of the project and each other as sparring partners in relation to their own networking activities. Presently, the group is writing an article about itself and its experiences. With this strategy, Defence Command Denmark hope that good stories and experiences will spread like ripples in a pond and various forms of networks will come into existence in the wake of this initiative.

### Diversity management training

The diversity management training is supposed to enable the Danish Armed Forces' employees to value human diversity in an organizational context and to take advantage of the possibilities that it brings about. The training will be carried out on all basic and advanced NCO and officers training as an integrated part of the subject "Leadership". This will happen from January 1th 2005.

### Organization of counsellors

During the autumn 2004 a number of persons - already employed - will be assigned and trained to be local counsellors. They will be ready to do their counselling job in spring 2005. The counsellors are available for both managers and employees. They will be trained to be professional listeners, and they will gain an insight into the ways insulting behaviour can be dealt with. The local counsellors will enter into a network with each other that will be coordinated and supported by a counsellor located in the Defence Command Denmark.

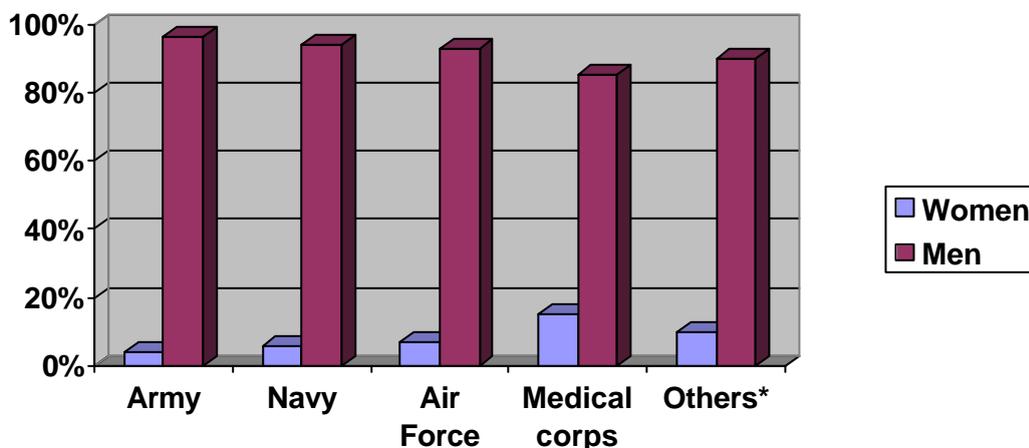
#### - Mainstreaming of uniforms

Among Danish military women the dissatisfaction with the uniforms are massive. Women experience to be given uniforms designed for men. This means that women often experience that the uniforms do not function as they were intended to -neither when it is supposed to protect them, nor when it is expected to contribute to their appearance as a worthy representative of DAF. Thus, the DAF Think Tank concerning Women in Uniform has recommended uniforms to be mainstreamed. The aim of the project is to ascertain that women and their needs are integrated into regulations and the general practice in the field. During 2003 the think tank has gathered information on the processes within the uniform area and on how the personnel within the area experience the way women present the problems within the area. The gathering of knowledge continues. The gathered knowledge will provide the background for formulation of suggestions to initiatives within the area.

#### **Conclusion – The challenges of the future**

This spring the Danish politicians are negotiating a new agreement on defence. Beyond doubt, the agreement will entail an extensive reorganization of the Danish Armed Forces. Among other things the government wants the armed forces to be able to set up and send twice as many units into international operations as today. And the armed forces must be ready to do this quicker and more flexibly.

The fact that more units probably in future will be sent into international operations will result in more soldiers abroad and shorter intervals between each time the individual soldier will be sent out. Many women may find this perspective hard to combine with their wish also to marry and have a family. We anticipate that the situation may have negative consequences for the armed forces ability to retain and recruit women.



**Distribution of men and women related to services (April 2004)**