RECRUITING AUSTRALIANS

FROM DIVERSE CULTURAL BACKGROUNDS

TOWARDS A DEFENCE FORCE CAREER

BEYOND 2000

A REVIEW

PETER ADAMIS

DEDICATION

This is dedicated to the individuals who made this possible during an extremely difficult period. Their names, many of whom are unknown to me contributed to making this report possible.

1990 - 2025

PREFACE

In an increasingly multicultural society, the recruitment of Australians from diverse cultural backgrounds (ADC) into the Australian Defence Force (ADF) is a vital endeavour that reflects both the evolving nature of our nation and the strategic needs of our military. The report titled *Recruiting Australians from Diverse Cultural Backgrounds Towards a Defence Force Career Beyond 2000* emerges at a time when the imperative for inclusivity and representation within the ADF has never been more crucial.

This document serves as a comprehensive exploration of the challenges and opportunities associated with recruiting ADC individuals, aiming to provide insights that are both actionable and transformative. It is not merely a recounting of statistics or historical trends; rather, it draws upon personal experiences, community narratives, and evolving societal attitudes to shed light on the perceptions of diverse cultural communities toward military service.

The journey to this point has been informed by decades of research and dialogue, acknowledging the historical migration patterns that have shaped the Australian landscape. It recognizes the profound impact of migration on the lives of individuals and their descendants, emphasizing the importance of cultural sensitivity in recruitment efforts. By understanding the unique barriers these communities face, as well as the invaluable contributions they can make, the ADF can cultivate a more inclusive environment that truly reflects the rich diversity of Australia.

I would like to express my sincere gratitude to the many individuals and organizations whose insights and dedication have contributed to the development of this report. Their collaboration has been instrumental in enhancing our understanding of how best to engage with diverse cultural communities and encourage their participation in the ADF.

As we venture into the future, it is my hope that this report will serve as a catalyst for positive change within the ADF, fostering stronger connections with all Australians. Together, we can build a Defence Force that not only excels in capability but also embodies the values of diversity, unity, and shared purpose that are essential for the security and prosperity of our nation.

Peter Adamis

March 2025

FORWARD

As we navigate the complexities of the 21st century, the Australian Defence Force (ADF) faces an unprecedented opportunity to redefine its identity and strengthen its connection with the diverse fabric of Australian society. The report titled *Recruiting Australians from Diverse Cultural Backgrounds Towards a Defence Force Career Beyond 2000* serves as both a timely examination and a call to action, highlighting the importance of inclusivity in our military recruitment practices.

In a nation that prides itself on its multicultural identity, the ADF must reflect and embrace the rich tapestry of cultures that comprise our population. This document goes beyond mere statistics and policy discussions; it delves into the experiences and perspectives of Australians from diverse cultural backgrounds (ADC), illuminating the barriers they face and the potential contributions they can offer to our Defence Force.

The insights presented in this report are drawn from extensive research, personal narratives, and community engagement. It underscores the need for a nuanced approach to recruitment, recognizing that effective strategies must be culturally sensitive and tailored to resonate with the unique needs of various cultural communities. By fostering relationships with community leaders and actively listening to the voices of ADC individuals, the ADF can build trust and create an environment where all Australians feel empowered to serve their country.

Moreover, this report challenges us to confront the historical context of military recruitment in Australia—one that has traditionally favoured a narrow demographic. The evolving societal landscape calls for a Defence Force that not only welcomes but actively recruits from all segments of the population. It is a strategic imperative that enhances the ADF's operational effectiveness and enriches its community relations.

As we look forward, let this report serve as a catalyst for positive change within the ADF. The commitment to diversity is not merely a matter of representation; it is a crucial element in ensuring that the Defence Force remains relevant and effective in addressing contemporary security challenges.

I encourage all readers—policymakers, military leaders, and community members—to engage with this document wholeheartedly. Together, we can transform the ADF into a beacon of inclusivity, reflecting the true strength of our diverse society. Let us work collectively to build a Defence Force that stands as a testament to the values of unity, respect, and shared purpose that define us as Australians.

Peter Adamis

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INTRODUCTION

The recruitment of Australians from Diverse Cultural Backgrounds (ADC) into the Australian Defence Force (ADF) is not only a reflection of the evolving identity of our nation but also a strategic necessity for the future of military service. As Australia embraces its multicultural heritage, it becomes increasingly vital for the ADF to align its recruitment practices with the diverse tapestry of cultures that comprise our society. This report, *Recruiting Australians from Diverse Cultural Backgrounds Towards a Defence Force Career Beyond 2000*, aims to explore the pathways and strategies necessary for effectively engaging these communities in military service.

This document acknowledges the significant demographic shifts that have occurred in Australia since the post-war era, where traditional recruitment practices primarily drew from Anglo-Saxon and Celtic backgrounds. As waves of migrants from various regions—Europe, Asia, the Middle East, and beyond—have settled in Australia, the ADF has recognized the need to adapt its recruitment strategies to reflect this enriched cultural landscape. The insights presented herein not only highlight the challenges faced by ADC individuals in considering a career in the Defence Force but also illuminate the unique strengths they bring to the table.

The report is informed by extensive research, historical context, and personal narratives, providing a comprehensive overview of the attitudes and perceptions of ADC communities toward military service. It underscores the necessity for the ADF to approach recruitment with cultural sensitivity and to develop communication strategies that resonate with diverse cultural groups. By understanding the barriers these communities encounter and the potential contributions they can make, the ADF can cultivate a more inclusive environment that truly represents the diversity of Australia.

Additionally, this report serves as a call to action for the ADF to foster genuine relationships with community leaders and organizations, ensuring that the voices of ADC individuals are not only heard but actively integrated into recruitment strategies. The recommendations outlined aim to create meaningful pathways for engagement, encouraging all Australians to consider a career in the Defence Force while contributing to a more unified society. As we look toward the future, this report aspires to serve as a catalyst for change within the ADF, promoting a Defence Force that is as diverse as the nation it protects. By embracing inclusivity, the ADF can enhance its operational effectiveness and strengthen the bond between the military and the communities it serves. Together, we can build a Defence Force that exemplifies the values of diversity, unity, and shared purpose vital for the security and prosperity of our nation.

BACKGROUND

1. The migration of Australians from diverse cultural backgrounds (ADC) has occurred in waves, driven by factors such as famine, unemployment, poor living conditions, religious differences, civil unrest, political strife, and a lack of opportunities for growth in their home countries.

2. In the latter part of the nineteenth century, Australia saw an influx of migrants from Anglo/Saxon/Celtic and Nordic backgrounds, primarily from Ireland, Scotland, Wales, and Germany, in addition to the usual intake from England. The two World Wars changed the face of Australian society, enriching it in many ways. Following World War II, immigrants from Europe, the Middle East, and later, Asia, began to settle in Australia.

3. It was only after World War II, under the government of the time, that Australia opened its doors to larger numbers of migrants. The country needed workers to support its industries, and war-torn Europe provided a ready supply.

4. Many of these migrants endured long hours and often worked under poor conditions. Lacking proficiency in English, they relied on their foremen for guidance and assistance as they adapted. Children frequently helped interpret for their parents, taking care of younger siblings so both parents could work. Their fierce determination to achieve home ownership and provide for their families often led to health issues related to their work environments.

5. The hardships faced by parents during their early years in Australia had lasting effects on their children. Parents wielded significant influence over their kids, who inherited many of their fears and habits. Despite facing minor challenges with Australian peers, children generally assimilated well and many went on to pursue white-collar and professional careers, or started their own businesses, contributing to Australian society.

6. The average Australian in the post-war years lacked an understanding of the new Australians in their midst, with only those who had travelled or were well-educated grasping the complexities of a multicultural society. Yet, Australians have an inherent tolerance for getting along with various groups, a quality not found in many other nations. Newcomers often faced ribbing to gauge their resilience, and in most cases, mutual respect developed between the two cultures.

HISTORICAL RECRUITING

Traditionally, the Australian Armed Forces have drawn their manpower primarily from Anglo-Saxon and Celtic cultures, a trend that has been evident throughout the conflicts in which Australia has participated, including both World Wars and subsequent military engagements. This historical reliance is rooted in Australia's colonial past, where the majority of migrants to Australia were of British descent, leading to a predominantly homogenous military force during much of the 20th century (Australian War Memorial, 2022). Over time, however, the need for a more diverse and representative Defence Force has become increasingly recognized, particularly as Australia has evolved into a multicultural society.

While specific statistics detailing the cultural backgrounds of personnel may not always be readily available, service records indicate that individuals from a variety of cultural backgrounds have enlisted in the Australian Defence Force (ADF). This includes Australians of Aboriginal descent, as well as immigrants from Asian and European nations.

According to the ADF's 2020 Diversity and Inclusion strategy, there has been a concerted effort to increase representation from non-Anglo backgrounds within the military, acknowledging the valuable contributions that diversity brings to the Defence Force (Department of Defence, 2020). Studies have shown that a diverse military not only enhances operational effectiveness but also reflects the society it serves (Department of Defence, 2023).

Most enlistees have joined either voluntarily or through conscription, particularly during significant conflicts such as the Vietnam War. This era saw many soldiers from diverse cultural backgrounds (ADC) serve in all three branches of the Armed Forces: the Army, Navy, and Air Force. Notably, the introduction of conscription during the Vietnam War resulted in a broader cross-section of Australian society being represented within the military, which included individuals from various ethnic backgrounds.

Some of these soldiers continued their service in the ADF after fulfilling their National Service commitments, highlighting a shift in the perception of military service within diverse communities (National Archives of Australia, 2021). The participation of ADC individuals in the Defence Force during this period laid the groundwork for the ongoing evolution towards a more inclusive military.

AIM

Aim of the Report: Recruiting Australians from Diverse Cultural Backgrounds Towards a Defence Force Career Beyond 2000

The primary aim of this report is to explore and enhance the recruitment of Australians from diverse cultural backgrounds (ADC) into the Australian Defence Force (ADF) as we move beyond the year 2000. This report seeks to achieve the following objectives:

1. **Assess Attitudes:** To analyse and understand the attitudes of Australians from diverse cultural backgrounds in Victoria towards pursuing a career in the ADF. This includes examining their perceptions of military service, experiences with recruitment processes, and any barriers they may face.

2. **Develop a Recruitment Guide:** To create a comprehensive recruiting guide designed to effectively engage and influence ADC individuals, ensuring that recruitment strategies are culturally sensitive and relevant. This guide will serve as a resource for recruiters in their interactions with diverse communities.

3. **Effective Communication Strategies:** To identify and recommend methods for communicating the ADF's message to ADC communities. This will involve utilizing available resources within the current recruiting budget to effectively address the unique needs and concerns of these communities.

   By fulfilling these objectives, the report aims to facilitate a more inclusive recruitment approach, ensuring that the ADF reflects the rich diversity of Australian society and harnesses the strengths and contributions of all Australians. This engagement is vital for fostering a sense of belonging within the Defence Force and promoting a multicultural environment that benefits both the ADF and the wider community.

DEFINITIONS

The following definitions are used in this report:

1. Community - Cultures: Refers to communities and cultures that have not originated in Australia or Britain.

2. ADC (Australians from Diverse Cultural Backgrounds): This term relates to individuals whose heritage is not British.

3. New Australians: Members of the Australian community who have recently arrived and have not yet taken up Australian citizenship.

4. Field Recruiter: A Defence Force member trained to represent the ADF and influence the public toward a Defence career.

5. Anglo-Saxon and Celtic: This group includes the English (Angles), Irish, Scots, Welsh (Gauls), and French.

6. Nordic: Comprises Norwegians, Dutch, Swedes, Germans, Finns, Austrians, and Poles.

7. Balkans: Includes Slavs, Croatians, Serbians, Macedonians (FYROM), Bulgarians, Albanians, and Romanians.

8. Middle East: Encompasses Jews, Palestinians, Syrians, Persians, Iraqis, Arabs, Armenians, and Kurds.

9. African: Represents all countries in Africa.

10. Asian: Includes Chinese, Tibetans, Mongolians, Koreans, Japanese, Vietnamese, Cambodians, Malaysians, Burmese, and Thais.

11. Indian Subcontinent: Encompasses all cultures, religions, and states within India, including Pakistan, Afghanistan, Bangladesh, and Sri Lanka.

12. Pacific Island: Includes countries and islands such as Timor, Indonesia, Papua New Guinea, Vanuatu, New Caledonia, Fiji, Nauru, the Solomon Islands, the Philippines, and Hawaii.

13. Russian Continent: Comprises all Russian states as well as the countries of Estonia, Latvia, and Lithuania.

14. North and South American: Represents the USA, Canada, El Salvador, Peru, Brazil, Mexico, Chile, Argentina, Panama, and Guatemala.

15. Mediterranean: Encompasses Greece, Italy, Turkey, Cyprus, Portugal, Malta, Egypt, Libya, and Morocco.

CONDUCT

This paper is grounded in a comprehensive methodology that combines both qualitative and quantitative research approaches. It incorporates a wide array of sources, including verbal and written notes, magazine and newspaper articles, personal observations, and contributions from various stakeholders (see acknowledgments). This multifaceted research design ensures a rich and nuanced understanding of the subject matter, enabling a thorough exploration of the recruitment of Australians from diverse cultural backgrounds (ADC) into the Defence Force.

The research for this study involved extensive discussions with a diverse range of individuals, including recruiting staff based in Melbourne, respected elders from the ADC community, and local business leaders. Additionally, valuable insights were gathered from school career counsellors and educators, police officers, social workers, and family services within the Northcote area. Engagement with RSL (Returned and Services League) clubs and market managers further enriched the data collected.

Contributions from ADF Public Relations, particularly from Michael Marley, were instrumental, as were insights from workshops and personnel from the Navy, Army, and Air Force Reserve. Notably, a thorough analysis of 32,000 Army Recruiting Unit Prospect Cards spanning from 1970 to 1990 provided historical context and helped identify trends in recruitment practices over the decades.

The study encompassed a variety of locations across Melbourne, including culturally diverse suburbs such as Preston, Northcote, Footscray, Thornbury, Brunswick, Melton, Lalor, Greensborough, and Heidelberg. Additionally, the research extended to regional areas, including Geelong, Ballarat, Bendigo, Swan Hill, Mildura, Shepparton, and Seymour. Each of these locations was selected for their unique demographic characteristics and the presence of ADC communities, allowing for a comprehensive analysis of recruitment challenges and opportunities in both urban and rural settings. This geographic diversity not only enriches the findings but also ensures that the recommendations made are relevant and applicable across various contexts within Australia.

ADC COMMUNITY ATTITUDES TOWARD THE ADF

The attitudes of Australians from Diverse Cultural Backgrounds (ADC) toward the Australian Defence Force (ADF) are profoundly influenced by their personal experiences and historical context. Many ADC individuals come from countries that have experienced significant turmoil, including wars and civil conflicts, which shape their perceptions of military institutions.

For example, refugees from war-torn nations often carry with them a complex relationship with military forces, viewing them as either protectors or oppressors, depending on their experiences (Morris, 2019). Additionally, the legacy of the World Wars and the Vietnam War has left a lasting impact on how these communities view the ADF. Reports have indicated that negative experiences with Australian institutions—ranging from systemic discrimination to cultural misunderstandings—also contribute to a wariness regarding military service (Department of Defence, 2020).

Many ADC individuals lack a comprehensive understanding of military employment and the conditions of service within the ADF. Research has shown that misconceptions abound regarding pay, benefits, and career advancement opportunities in the Defence Force, which can deter potential recruits from pursuing a military career (Australian Defence Force Recruitment, 2021). Furthermore, a Field Recruiter's Guide tailored specifically for the ADC community is essential to bridge this knowledge gap. This guide aims to provide culturally relevant information that addresses common queries and concerns, thus fostering a more inclusive recruitment process (Department of Defence, 2022).

The attitudes towards the ADF that are prevalent among ADC communities, particularly those of European descent who settled in Australia from the 1950s to the 1970s, have undergone significant evolution over the years. Initially, these communities were often sceptical of military service due to historical prejudices and cultural differences. However, as generations have passed, younger members of these communities have begun to view military service as a viable career path, reflecting broader societal changes (Cultural Diversity Council, 2021).

Currently, the Asian community faces similar challenges to those once encountered by European migrants, sharing attitudes that echo those of their predecessors two or three decades ago. Understanding these evolving perspectives is crucial for developing effective recruitment strategies. Additionally, it is important to be aware of language and terms that may be considered derogatory within these communities, as highlighted in Enclosure 2, which can significantly impact the ADF's ability to connect with potential recruits.

ADC COMMUNITY CATCHMENT INFLUENCE AREAS

The following venues appear to be the most effective ADC recruiting catchment and influence areas:

1. Recruiting Centres
2. Public Schools
3. ADC Schools (similar to Catholic schools)
4. ADC Community Leaders
5. Parents
6. Teachers
7. ADC Community Festivals
8. Market/Shopping Centres in ADC Suburbs
9. Youth Clubs
10. Main streets of ADC suburbs
11. Internet and other electronic means
12. ADC Employment Community Agencies
13. Youth Access Centres (supported by CES)
14. Job Clubs (supported by CES)
15. RSL Sub Branches (Allied Sub Branches)
16. Migrant Resource Centres
17. Pool Halls
18. Discos
19. Cinemas
20. Bowling Alleys

RECRUITING PRESENTATIONS

Most ADC communities welcomed recruiters, but a more relaxed atmosphere prevailed when the recruiter had an ADC background. It was noted that it didn't matter what background the recruiter held, as long as they could articulate their message effectively. ADC Australians tended to inquire about the recruiter's experiences and employment within the Defence Force.

Interviewing the ADC Applicant

A survey conducted in 1990 of ADC applicants remains relevant today. Key findings from the survey include, the perception that the Australian Army only enlisted blond-haired, blue-eyed soldiers.

1. Feelings of isolation and unwelcomeness when interacting with field recruiters.
2. A belief that field recruiters were unhelpful or lacked an understanding of their needs.
3. Misinterpretation of body language from field recruiters that conveyed wrong "vibes."
4. A preference for face-to-face interviews over advertising campaigns or literature.
5. Positive impressions left on ADC applicants by ADF recruiters who demonstrated a basic understanding of diverse cultural backgrounds.
6. A view that recruiting centres were places where only Australians of British origin applied for entry.
7. The perception that visual materials (posters, videos, etc.) excluded ADC community members.

The survey analysis indicated that both recruiters and ADC applicants were often misreading each other's body language. Although field recruiters maintained a positive and professional demeanour, ADC applicants frequently felt uncomfortable, particularly when the recruiters were predominantly blond-haired and blue-eyed.

Use and Impact of Literature and Videos

When recruiters visit ADC communities, it may be beneficial to use literature and videos in their primary language, ensuring that the content features Australians from ADC backgrounds. However, displaying videos and literature in ADC languages at festivals may have the opposite effect, as ADC applicants prefer to be seen as members of the Australian community rather than feeling isolated.

Influence of ADC Community Leaders

As we approach the year 2000, the influence of community elders may diminish, making it essential for the Defence Force to fill that void by raising awareness of Defence Force careers. This is particularly relevant for recent arrivals in the Australian community, where the influence of parents and elders remains strong. Suggestions from various contributors regarding their experiences with the ADC community can be found in Enclosure 3.

ADC Regional Advisory Community Groups

Defence Force recruiting branches should engage with established ADC Regional Advisory Groups, such as the Victorian Ethnic Affairs Commission, or create their own within prominent ADC communities. These advisory groups could meet monthly to discuss campaigns and disseminate information that the recruiting branch wishes to share. Meetings would also provide valuable insights into the communities and help enhance the ADF's image.

ADC Community Schools

A growing number of ADC schools in Victoria, such as those serving the Greek and Jewish communities, are teaching students a second language while also educating them about Australian culture and life. Most of these schools are influenced or administered by prominent members of their respective ADC communities. Field recruiters knowledgeable about ADC customs should be utilized to increase awareness of the ADF.

Parents' Origins and Reasons for Their Influence

The average ADC parent takes pride in being the head of the household and dislikes relying on their children to interpret for them. They wish to guide and advise their children toward stable, secure careers, believing that the sacrifices they made were not in vain.

Many ADC Australians who arrived in Australia during the 1950s and 1960s worked tirelessly to provide for their families and do not want their children to experience the same hardships they faced in factories and unskilled jobs. This sentiment is particularly strong among those with fresh memories of war and conflict.

In their early years, ADC communities often faced verbal abuse from Australians, but it didn't take long for them to master enough English to get by. Older ADC individuals found it challenging to learn the language, especially if they were illiterate in their native tongues. Many relied on their children for translation. It often took years for elder migrants to gain a basic understanding of English.

Early on, ADC communities tended to stick together, as this provided security and fulfilled their daily needs for communication, belonging, and religious practices. However, over time, they gained confidence and began to engage more with the wider Australian community.

ADC individuals often did not realize until it was too late that they had adopted a culture that felt foreign to them. Those who sold their possessions to return to their homelands discovered that much had changed and frequently regretted leaving Australia. Many returned, finding that they had become integrated into the Australian way of life.

ADC individuals who have established their lives in Australia have benefited from it, and their contributions are evident in various sectors. Many ADC people are now represented in industries traditionally dominated by Australians, such as the police, fire brigade, and armed forces, although this trend is slowly evolving.

Many ADC individuals arriving in Australia held prior expectations based on information from their homelands. Disillusionment often arose from job dissatisfaction, feelings of isolation, and a lack of understanding. Their attitudes toward the Defence Force were often rooted in negative experiences. Below are three representative responses:

1. "How can you expect me to believe the Army will treat my son like any other soldier when I was abused when I first came to Australia?"

2. "If my children want to join the Australian Defence Force, I will support them, but don't expect me to push them into it."

3. "I see no reason why our children shouldn't join the Defence Force; I believe the advantages are numerous."

The low contribution rate of ADC communities to the Australian Defence Forces is believed to stem from several factors: A lack of understanding or misinformation regarding conditions of service.

1. Negative parental influence.
2. Teachers, academics, and community elders may not present the Defence Force positively.
3. Insufficient information from the Defence Force to effectively communicate with ADC communities.
4. A perception among ADC communities that a Defence Force career is a poor choice compared to civilian jobs; some may enlist in the RAN, Army, or RAAF Reserves to balance both worlds.
Despite unemployment, numerous distractions and temptations in the civilian sector make it challenging for individuals to commit to a disciplined career.

A perceived lack of commitment by the ADF.

Past recruitment attempts by the ADF have been half-hearted, leading ADC communities to believe the ADF is not serious about recruiting in their areas.

Notably, those who have served or are currently serving in the Defence Force have often received support from their families, which has influenced others in considering a career with the ADF. If ADC communities perceive the ADF as a viable career option, the ADF must take steps to educate and raise awareness within these communities.

Peter Metcalf from the Recruiting Branch in Victoria and Michael Marley from Defence Public Relations have made significant strides in engaging with the diverse cultural communities in Victoria. They participated in the Glendi, a Greek festival, a feat that had not been accomplished previously. They have also met with community leaders, fostering greater awareness of the ADF within these diverse cultural groups.

Another commendable initiative was undertaken by Mike Rawlinson, the previous Head of the Defence Centre in Melbourne, who invited community leaders to a function aimed at enhancing awareness of the ADF within their communities. Although scepticism regarding the ADF's commitment remains, this step represents progress, and Defence Recruiting and Public Relations are actively following up on these contacts.

SUMMARY

Australian society is predominantly Anglo/Saxon/Celtic, enriched by European and a small percentage of Asian peoples who have contributed significantly to the Australian way of life. While its roots lie in Anglo/Saxon/Celtic Australian society is predominantly rooted in Anglo-Saxon and Celtic origins, yet it is significantly enriched by the contributions of European and a growing percentage of Asian communities. According to the 2021 Census, approximately 31% of Australians were born overseas, reflecting the nation's multicultural fabric (Australian Bureau of Statistics, 2021). This diverse demographic landscape positions Australia uniquely; it is neither completely European, Asian, nor American, but rather a distinctive blend that showcases the potential for cultural integration and enrichment.

Australia's identity is shaped not only by its historical ties but also by its ability to absorb and incorporate new peoples and perspectives into its societal framework. This adaptability has been a hallmark of Australian society, fostering a sense of community that transcends ethnic boundaries. The Australian Defence Force (ADF) stands at a pivotal juncture, with a unique opportunity to engage with Australians from diverse cultural backgrounds. By actively encouraging these individuals to consider careers in the Defence Force, the ADF can reflect the multicultural nature of the nation it serves, thereby enhancing its operational effectiveness and community relations (Department of Defence, 2020).

Moreover, embracing diversity within the ADF is not merely a matter of representation; it is a strategic advantage. A diverse military force can better understand and respond to the complexities of modern warfare and peacekeeping missions, which often involve multinational coalitions and culturally sensitive operations (Australian Defence Force, 2022). As Australia continues to evolve in the 21st century, fostering inclusivity within the ADF will be vital in ensuring that the Defence Force remains relevant and effective in addressing the security needs of a multicultural society.

ENCLOSURE 1: THE FIELD RECRUITER GUIDE

1. Do not display discomfort or unease in their company; they will pick up on your non-verbal cues, such as body language.

2. Listen respectfully, especially to elders, even if they speak in their native language. Most will revert to English to include you in the conversation.

3. They expect efficiency and professionalism from the Armed Forces; it is crucial to present yourself as a representative of your service.

4. Parents want their children to join the Defence Force but hesitate to endorse it, fearing it may parallel their experiences in their home countries. Many are unaware of the conditions of service in the Defence Force.

5. Members of ADC communities are warm, friendly, emotional, loyal to their friends, and committed to the organizations they belong to.

6. Many migrants feel a strong bond with their home countries, which grows stronger the longer they remain there. Their children, however, typically lack this connection and gravitate toward the country of their birth.

7. Most ADC individuals prefer home interviews for their sense of security, so field recruiters should take advantage of this when possible.

8. Engage with local businesses and community members, such as shop owners and tram conductors; word of mouth is powerful.

9. Be patient; don't be overly aggressive; allow trust and confidence to build between both parties.

10. Elders in the community often wield more influence than committee members; be cautious not to disregard their importance.

11. Familiarize yourself with their customs and habits, as this knowledge will help you navigate interviews respectfully.

12. Understand their ideologies and religions without getting involved; having background knowledge will facilitate smoother interactions.

13. Be prepared for questions about your personal life; community members judge others based on family values.

14. Speak slowly and clearly; avoid using Defence jargon as they may not be familiar with it.

15. If you must use children to interpret, direct your questions to the head of the household to avoid undermining their authority.

16. Liaise with local church elders, as their influence can open doors and create opportunities within the community.

17. Seek advice from ADC teachers about the communities in your area; they are often committee members and can provide valuable assistance.

18. Identify cultural clubs or associations and understand who leads them; leverage their influence to spread your message.

19. Utilize ADC-speaking service personnel to your advantage.

20. Bring ADC-speaking servicemen to presentations or interviews to assist in communication.

21. Always follow up on inquiries, but avoid doing so too soon; it may come across as pushy.

22. Accept invitations to ADC functions for you and your family; this can foster goodwill and influence within the community.

23. Use body language effectively, as it can transcend verbal communication.

24. Attempt to see things from their perspective and understand their viewpoints.

25. Don't assume that a lack of eye contact indicates dishonesty; cultural factors may play a role.

26. Educated individuals with strong references may not want to join the Defence Force; explain how the ADF can utilize their skills and education.

27. Provide detailed information during interviews rather than general overviews.

28. Accept beverages if offered, as refusing may be seen as rude.

29. During discussions, listen to all participants; you are on unfamiliar ground and will be evaluated on your reactions.

30. Consider sponsoring or affiliating the Defence Force with cultural events, such as sporting achievements, to build rapport.

31. Focus on familiar communities and gradually expand your outreach to others; your positive efforts will ultimately resonate throughout various cultures.

32. Use ethnic newspapers to your advantage by gaining the confidence of their editors; explain the benefits of an interview for both parties.

33. Many ADC individuals have misconceptions about the ADF and little understanding of the conditions of service; use discretion and tact to communicate effectively.

34. Follow-up actions are essential for reinforcing recruitment strategies and maximizing influence.

35. Keep records of individuals who did not meet enlistment standards; they will appreciate occasional visits and may influence others in their circles.

36. Avoid using the term "ethnics," as it implies a lack of belonging; refer to them as Australians or by their country of origin, such as Italian or Greek. When addressing a group, use terms like "Diverse Cultural Background" or "Diverse Cultural Communities."

37. Recruiters should conduct thorough research before targeting the ADC community, including investigating their historical contributions to the ADF.

38. Recruiters must also be knowledgeable about the Reserves and their conditions of service to address concerns about full-time commitments.

39. Maintain profiles of ADC service members who have served in the Defence Force, with personal details available for applicants seeking advice.

40. Don't expect parents to speak fluent English.

41. Offer compliments as appropriate to their culture.

42. Be patient and reassuring when explaining details to parents.

43. Organize visits for community groups to Defence Force installations, showcasing living quarters and facilities.

44. Identify influential elders in the ADC community; they often hold more sway than committee members or club officials, making it crucial to recognize this distinction.

45. Engage with ADC Australian clubs as a patron, member, or through friends to build rapport.

46. Avoid dishonesty with applicants' parents or friends, as being caught out will damage your credibility.

47. Refrain from making groups or communities feel embarrassed; negative news travels fast.

48. Keep notes for future reference, remembering important dates of meetings, statements, birthdays, and other significant events.

49. Don't be disheartened if an applicant withdraws last minute due to pressure or doubt; focus on the positive impact you've made, even for future generations.

50. Acknowledge that many members of ADC communities may have experienced violence or war in their countries of origin; approach these topics with sensitivity and discretion.

51. All recruiters should undergo five days of training to understand the Non-English-Speaking Background (ADC) members of Australian society, fostering a greater understanding of the broader community.

52. Recruiting personnel should remain in the area for several years to build trust within the community, operating with minimal supervision while reporting to the Recruiting Officer or Commanding Officer. Regular contact with ADC communities will help monitor social and attitudinal changes toward the ADF.

53. The judgment of the Defence Force extends beyond the workplace; recruiters must also be seen in ADC areas during off-duty hours to foster better community relations.

54. Recruiters should adopt a more dynamic presentation style, being expressive and avoiding monotonous repetition in their messaging.

55. Utilize face-to-face home interviews wherever possible.

56. Leverage technology and the internet to maximize outreach.

57. Use electronic notebooks during recruiting drives to record information for later analysis.

58. Provide as much assistance as possible to alleviate potential recruits' fears, while avoiding revealing specific details of the testing procedures.

59. ADC communities prefer integration rather than assimilation, as the latter suggests losing cultural heritage. It is essential to allow time and successive generations to embrace the Australian way of life.

ENCLOSURE 2: NAMES TO AVOID

The following list should serve as a guide for field recruiters to avoid potential racial issues and identify problematic terms:

1. BOONGS (Aboriginals)
2. COONS (Aboriginals)
3. ROCK APES (Aboriginals/Torres Strait Islanders/Papuan New Guineans)
4. CHINGS (Asians)
5. CHINKS (Asians)
6. SLANT EYES (Asians)
7. WOGS (Italians/Greeks/Turks/Maltese)
8. DAGOS (Italians)
9. EYETIES (Italians)
10. MACO'S (Yugoslavs/FYROM and Greek Macedonians)
11. LEBO'S (Lebanese)
12. MOOZO'S (Muslims)
13. TURKS (Turkish)
14. JOCKS (Scottish)
15. ETHNICS (non-Australians)
16. SLOPE HEADS (Asians)
17. GOOKS (Asians)
18. NIGELS (Asians)
19. TAIGS (Irish Catholics)
20. FENIANS (Irish Catholics)
21. BROWNIES (Coloured Races)
22. DARKIES (Coloured Races)
23. SKIPS (Australians)
24. POWER POINTS (Asians)
25. CHOCO (Coloured Races)
26. AUSSIES (Australians)
27. FUZZY WUZZIES (Papuan New Guineans from WWII)
28. SAMBO (Coloured Races)
29. BRYL CREAM (Greeks/Italians)

ENCLOSURE 3: SUGGESTIONS FOR RECRUITERS

Note: Any misquotes, statements, or extracts that appear incorrect are solely those of the author and do not reflect the views of the original source. This document is not intended to misrepresent the originators of those statements.

1. AMP Research: The ADC community represents a significant and growing demographic that many companies overlook or deem "too difficult" to engage. While reaching them poses challenges, it is not impossible. The Australian Defence Force can learn valuable marketing strategies from companies like AMP. In 1995, AMP conducted a research study to measure brand awareness among Australians born overseas and was surprised by the results. [Neil Shoebridge - AMP]

2. Most ADC Australians were aware of AMP, but few understood its products or their importance. Following the findings, AMP launched a comprehensive advertising campaign across newspapers, television, and radio to promote its brand among ADC communities, which is now running in 19 languages.

3. AMP Marketing: AMP has effectively marketed itself to ethnic consumers. Their initial advertisements focused on the company's size and history, and in 1996, AMP targeted its products to four ADC communities. The company was alarmed by the results of its research, which revealed that English was not the primary language in 25% of Australian homes.

4. The proportion of Australians born overseas has remained around 22% since 1990. However, the number of individuals from non-English speaking backgrounds has increased, rising from 11.6% of the total population in 1983 to 12.4% in 1988 and 13.9% in 1994. This 13.9% figure, equivalent to approximately 2.47 million people, does not include second-generation Australians who speak a language other than English at home. [Bureau of Immigration and Population Research]

5. The AMP campaign acknowledges that Australia is not a monolithic market. "With this program, AMP aims to be recognized as an organization that listens to and engages with the ethnic population in a mature and responsible manner." AMP believes that this recognition will ultimately lead to increased sales. [George Trumbull, AMP's Managing Director and CEO]

6. Communication: Engaging with ADC communities can be as challenging as reaching Australians of Anglo-Saxon origin. Many Australian companies dismiss the ADC community as fragmented and difficult to engage. Consequently, they overlook a demographic that represents, depending on how ADC communities are defined, up to 40% of Australia's population. The size and significance of the ADC community will continue to grow.

7. After a decline in immigration during the early 1990s, numbers are starting to rise again. The influx of immigrants increased from 69,770 in 1993-94 to 87,430 in 1994-95. As of 1994, 22.7% of Australian residents were born overseas, up from 21.26% in 1986. This represented an increase of approximately 660,000 individuals, most of whom hail from non-English speaking backgrounds. [Bureau of Immigration and Population Research]

8. Marketers often ignore ADC individuals due to complacency and a lack of engagement with the ADC community. Many marketers and researchers fear the unknown, whether it pertains to women, Generation X, or ADC communities. [Joseph Assaf - Ethnic Communications]

9. Australian Population: The composition of Australia's ADC community is evolving, particularly as the number of Asian-born residents increases. In 1994, 4.6% of Australians were born in Asia, up from 2.6% in 1986. Conversely, the percentage of Australians born in Southern Europe declined from 4.3% to 3.9% during the same period. By 2005, more than 10.7% of the population is projected to be first or second-generation Asian Australians. The ADF must take proactive measures to engage with ADC communities in the coming century.

10. In 1991, the most recent figures available indicated that 40.3% of Australians—approximately 6.96 million people—were either born overseas or were children of those born overseas. When excluding individuals born in English-speaking countries like Britain, South Africa, and New Zealand, this number drops to around 21.2%. This figure has since risen to an estimated 30%. This represents a substantial market that is often overlooked by many companies, which tend to categorize all ADC individuals together and subsequently neglect them. [Kim Mossenson, National Planning Director - Lintas Advertising Agency]

11. Needs and Wants: Identifying the needs and wants of various diverse cultural communities can be challenging and time-consuming. Many marketers assert that reaching ethnic consumers requires significant time and financial investment for a relatively small group of potential customers. Observing TV may lead newcomers to Australia to believe that first and second-generation migrants from non-English speaking backgrounds comprise half the population.

12. Few Australian television programs and commercials showcase individuals of ethnic origins. Marketing campaigns specifically targeting ethnic groups are rare. The SBS Corporation serves as an effective medium for reaching ethnic communities, yet the SBS TV network generates only $5 million in advertising revenue annually, which is a mere 0.9% of the total TV advertising expenditure. [The Bulletin, November 1995]

13. Most marketers and advertising agency executives are of Anglo descent, as social researchers refer to Australians of Anglo/Celtic origin. They often lack understanding and contact with ADC communities, using the potential risk of offending these consumers through inappropriate tone or language as an excuse for inaction. [Hugh Mackay]

14. Multiculturalism/Diverse Cultures: Many Australians believe that establishing a multicultural society is too challenging. Fifty years of immigration have failed to create a clear vision for multiculturalism, leaving some Australians concerned that it may foster a ghetto mentality and urban enclaves based on ethnicity. Fears surrounding ethnic ghettos and uncertainty about multiculturalism are recurring themes in a study by social researcher Hugh Mackay. [Hugh Mackay]

15. The study, simply titled "Multiculturalism," argues that this concept has contributed to a pervasive sense of unease among Australians. Mackay and other researchers have noted that people find it easier to criticize multiculturalism than to praise it. While the perceived benefits of multiculturalism, such as increased sophistication and ethnic diversity, exist, they are often overshadowed by concerns about racial tension, prejudice, and the creation of ethnic divisions.

16. The term "multiculturalism" is unpopular among Anglo/Celtic Australians. Mackay asserts that the term suggests fragmentation and separation of ethnic groups, undermines the long-held ideal of assimilation, and raises questions about Australia's long-term identity, where 'shared values' might become a distant memory. Ethnic Australia is not a simple, homogeneous collection of like-minded consumers. [The Bulletin, November 1995]

17. Community Differences: The ADC community includes large ethnic groups, such as the 63,938 Australians born in Italy and the 142,011 born in Vietnam, alongside smaller groups like the 4,223 individuals from Lithuania and the 7,156 from Israel. Each ethnic community is diverse and cannot be easily categorized; they encompass individuals with varying ages, attitudes, incomes, and needs.

18. Understanding the differences between various ethnic groups, as well as the distinctions between ethnic consumers and Anglo Australians, is crucial for effective marketing. Assaf notes, "Reaching any group of consumers can be difficult. The term 'New Australians' could be revived to describe immigrants, as it clearly implies their commitment to Australia." [Hugh Mackay]

19. The Australian Defence Force would benefit from employing ADC recruiters for specific campaigns. For instance, if targeting the Greek community, a recruiter should be engaged in advance to promote the ADF in relevant Greek areas, potentially culminating in an official function or the opening of a Cadet School. Including ADC individuals in advertising campaigns would demonstrate that the ADF acknowledges and respects them.

20. Australian Culture: Some Australians feel that their identity has been compromised, while others are confused about the long-term effects of a diverse ethnic mix. Conversely, many embrace the diversity of Australian society and the sophistication that multiculturalism has fostered. Discussions surrounding assimilation highlight the differences between multiracial and multicultural societies. Mackay points out that Australians take pride in how their society has been shaped by various ethnic groups.

21. Australians appreciate the cosmopolitan aspects of their lives but believe that every country should maintain its own culture. They worry that multiculturalism could hinder the development of a more complex Australian culture. Concerns about multiculturalism are particularly focused on two groups of relatively recent immigrants: Southeast Asians and individuals who practice Islam. Many Anglo Australians express worries about the emergence of Asian "ghettos," such as Cabramatta in Sydney and Richmond and Springvale in Melbourne.

SCHOOL CADETS

Serious consideration should be given to assisting ADC community schools in creating and maintaining Cadet Units within their charters across any of the three services. These initiatives would enhance the prestige of the schools and provide valuable benefits to students. The Greek School in Preston has indicated a desire to learn more about military cadets, but no follow-up actions have been taken. Regular staff from the three services should be utilized until the school can self-administer its program.

MINORITIES

Asian migration is a highly controversial aspect of the multicultural debate, given that Asians represent the most recent wave of immigrants. Their integration into Australian society has been complicated by their physical differences and distinct cultural heritage.

MARKETING STRATEGIES

The fundamental principles of marketing apply equally to ethnic minorities and mainstream consumers: understanding your target market and delivering what they want is essential. Marketing products to ethnic markets is no different from marketing to mainstream Australia; thorough research is imperative.

The greatest mistake companies make when targeting ethnic consumers is using existing TV commercials or newspaper advertisements and simply translating them into foreign languages. This often leads to misunderstandings and ineffective communication due to cultural differences. The Australian Defence Force should recreate, rather than translate, its Anglo campaigns to ensure they are culturally relevant for the ADC community.

Visual Advertising Research: Tapping into the ADC community requires comprehensive research. If AMP and Ethnic Communications invested considerable time studying various ethnic communities, the ADF should adopt a similar approach. Featuring a female Eurasian officer training her Anglo Australian male colleagues in advertisements would reflect the new Australia, showcasing diversity within the ADF.

The Vietnamese community, similar to earlier Greek and Italian settlers, tends to remain insular. Major Vietnamese populations are concentrated in Richmond, the western suburbs, and Springvale, while Cambodians (Khmer community) are found in Geelong, Clayton, and Springvale.

Open Days: The ADF should encourage diverse cultural groups to participate in open days at selected military establishments. This initiative would help demystify the ADF for those communities and increase awareness of Defence Force careers.

Visual Perceptions: There appears to be a lack of understanding among marketers, both visual and non-visual, regarding ADC communities. Stereotypical portrayals persist, such as the assumption that all Italian or Greek women are overweight and work in food shops. The focus must remain on promoting the ADF or the service being highlighted, rather than emphasizing the cultural backgrounds of individuals in the advertisements.

ADC ADF Research: Research conducted by Michael Marley from Defence Public Relations Victoria indicates that a survey of ADF personnel based on surnames suggests a higher proportion of members from Nordic/Northern hemisphere backgrounds than from Southern Europe. His research also revealed that many recent arrivals from Vietnam prefer to remain uninvolved with the ADF.

A study of ADF applicant figures for the Victorian region, broken down by ethnic origin from July 1, 1995, to August 28, 1996, reveals the following distribution: Australian 3,813, British/Northern Hemisphere 143, Indian/Asian Pacific Region 80, Mediterranean 29, Americas 23, African 15, Middle East 9, Unknown 1, totalling 4,113.

Research conducted in 1990 on 32,000 Army Recruiting Unit prospect cards from 1970 to 1990 indicated that of those 32,000 applicants, 5,000 were from diverse cultural backgrounds. However, due to the manual recruiting system in place at the time, it was impossible to determine how many of those 5,000 were ultimately enlisted.

Research focused on Australians of Greek descent in the full-time ADF conducted in 1996 revealed the following figures: Navy 66, Army 104, Air Force 90, totalling 260. This accounts for 0.09% of the full-time ADF. Preliminary studies suggest that the percentage may be higher within the Reserves, although statistics are not currently available.

The Australian Defence Force should establish ADC recruiters whose primary responsibility would be to engage and influence the ADC community. These recruiters would maintain regular contact and serve as intermediaries when necessary.

Australian Diverse Cultures: To effectively reflect the new Australia, advertising must depict a society that is not limited to white middle-aged men reminiscing about the past. The contemporary Australia is cosmopolitan, comprising working women and dual-career families. However, researching the ADC community will be challenging, as many individuals may be reluctant to participate and may express polite disinterest while remaining suspicious of researchers' motives.

Australians generally accept the notion that their society is becoming more sophisticated and cosmopolitan, recognizing the potential for a multiracial society. However, references to multiculturalism often trigger a range of responses, many of which can be negative or even hostile. Recruiters must be cautious not to engage in debates about multicultural issues.

Advertisements in ADC Communities: It has been shown that if an advertisement features an ADC Australian, individuals from other ethnic backgrounds may overlook it, while those represented may feel discriminated against. [Lintas Advertising Agency]

Youth Views: Defence recruiters should not assume that young people necessarily read non-English speaking newspapers. They must identify their target audience within the community, as most youth from established families tend to form their own opinions rather than be influenced solely by their parents.

The first generation of ADC Australians holds firmly entrenched views about the ADF, with strong parental influence. The second generation sees increased youth participation in Australian activities, despite some parental impact. By the third generation, many may attend private schools, fully engage in Australian activities, and develop independent perspectives. [Ilias Rallis - Victorian Greek Community Representative]

Non-English-Speaking Newspapers: Advertising in non-English speaking newspapers will likely be ineffective in attracting target groups aged 17 to 26. The ADF would waste resources on printed literature and advertisements, as today's youth face numerous distractions and often have independent minds. Few are informed about the ADF and may not perceive any benefits from joining.

Recruiters should seize opportunities to attend diverse cultural festivals or events. They should also engage with community leaders to discuss recruiting campaigns before approaching parents. [Ross Lazzaro - Victorian Italian Community Representative]

Parents/Children Survey: A survey of 1,000 participants (parents and children) from ADC communities conducted by Michael Marley - Defence Public Relations yielded the following results: Among children, 30% opposed a career in the Defence Force, and 52% believed their parents would also oppose such a career. Among parents, 57% indicated they would not oppose their children pursuing a Defence Force career, while 30.2% thought their children would oppose it. [Michael Marley - Defence Public Relations]

Isolation: Many individuals fear being alone and desire to see more of their own communities represented within organizations. They question whether their needs will be met, whether they will lose their cultural identity, and whether they will feel different or excluded. [Ross Lazzaro - Victorian Italian Community Representative]

Advertising Agencies: A review of advertising agencies indicates that some are complacent and uninformed about the potential for recruiting and marketing to ADC communities. Many companies, including the Australian Defence Force, neglect the ADC community. AMP has hired interpreters to address inquiries from ADC individuals and is actively seeking to recruit more ADC-origin agents.

While AMP's approach is unique, the Australian Defence Force could benefit from their experience. However, in the current economic climate, advertising is often viewed as a luxury rather than a necessity, so recruiting branches should utilize the well-trained professional recruiters currently employed. Face-to-face interactions and word of mouth remain effective strategies.

Regional Advisory Groups: Recruiting staff should work to establish regional advisory groups comprising selected community leaders from diverse cultural backgrounds. These groups should meet monthly or whenever a major campaign is planned.

Advisory groups could be briefed on recruitment initiatives and relay this information back to their communities. Providing literature and videos to individual members could enhance the ADF's image and increase awareness of Defence Force careers. These groups would also offer valuable insights into various communities and recommend whom to approach. [Virender Bajwa - Sikh Community - Victoria]

ENCLOSURE 4: RELIGIONS

According to the 2021 Australian Census, the nation is home to a rich tapestry of religious beliefs, with over 140 distinct faiths represented. Australia's religious landscape is diverse, with the following summaries detailing the main religions based on the most recent data.

Hinduism: Originating over 3,500 years ago, Hinduism is a major religion characterized by a variety of beliefs and practices, centred around numerous deities. Approximately 440,300 Hindus reside in Australia, reflecting significant growth since the 1991 Census. Key texts include the Vedas, Upanishads, and the epics like the Ramayana and Mahabharata. Victoria is home to a substantial Hindu community, with around 120,000 individuals.

Buddhism: Founded on the teachings of Siddhartha Gautama (the Buddha) around 2,500 years ago, Buddhism is practiced by approximately 600,000 Australians today, making it one of the fastest-growing religions in the country. Major schools include Mahayana and Theravada. The Buddhist community in Victoria is estimated to be around 130,000.

Taoism: While Taoism has its roots in ancient China, its presence in Australia is limited. This philosophy and religion, attributed to Lao Tzu and centred around the Tao Te Ching, has a small number of practitioners in Australia, although exact figures are not well-documented.

Confucianism: Primarily a philosophical system founded by Confucius, Confucianism emphasizes moral integrity and social harmony. While it has millions of followers worldwide, its representation in Australia is minimal, with many adherents also identifying with Buddhism or other Eastern religions.

Shinto: As the traditional religion of Japan, Shinto has historical roots that date back centuries. Although there is a small Shinto presence in Australia due to the Japanese community, specific numbers are not readily available.

Judaism: Judaism, one of the world's oldest monotheistic religions, is practiced by approximately 100,000 individuals in Australia, reflecting a vibrant community that includes various sects such as Orthodox, Conservative, and Reform.

Christianity: Christianity remains the largest religion in Australia, encompassing a wide range of denominations, including Catholicism, Anglicanism, and various Protestant sects. According to the 2021 Census, around 43% of Australians identify as Christian, though this figure has been declining in recent years.

Islam: Islam, founded in the 7th century CE by the Prophet Muhammad, is practiced by approximately 800,000 Australians, making it the second-largest religion in the country. The Islamic community in Australia has grown significantly over the last three decades, with a notable presence in urban areas.

This updated overview highlights the necessity for the Australian Defence Force (ADF) to effectively engage with Australians from diverse cultural backgrounds. Acknowledging the contributions and perspectives of various religious groups will foster a more inclusive environment and enhance recruitment efforts moving forward. By embracing the rich diversity of its population, the ADF can better reflect the society it serves and strengthen its operational capabilities in an increasingly multicultural Australia.

ENCLOSURE 5 - Today's Defence Force Recruiting in Australia's Multicultural Society

In the contemporary landscape of Australia's Defence Force (ADF), the recruitment process has evolved significantly to reflect the nation's multicultural society. As Australia transforms into a vibrant tapestry of cultures, the ADF recognizes the necessity of embracing diversity not only as a moral imperative but also as a strategic advantage. This essay explores the current state of Defence Force recruiting, the challenges faced in engaging Australians from diverse cultural backgrounds (ADC), and the strategies implemented to foster an inclusive recruitment environment.

The Importance of Diversity in the ADF

Australia is a nation that celebrates its multicultural identity, with approximately 31% of its population born overseas, according to the 2021 Census (Australian Bureau of Statistics, 2021). This diversity brings a wealth of perspectives, experiences, and skills that can enhance the effectiveness of the ADF. A multicultural Defence Force is better equipped to address complex global challenges, engage with diverse communities, and operate effectively in multinational coalitions. Recognizing this, the ADF has made a concerted effort to attract individuals from various cultural backgrounds, understanding that their contributions are vital to the operational success and community relations of the military.

Challenges in Recruiting ADC

Despite the ADF's commitment to diversity, several challenges persist in recruiting individuals from diverse cultural backgrounds. One significant barrier is the historical perception of the military among ADC communities, shaped by personal experiences and the socio-political contexts of their countries of origin. Many individuals come from backgrounds where military forces are viewed with scepticism or distrust due to past conflicts or negative experiences with military authorities (Morris, 2019). This scepticism can hinder their willingness to consider a career in the ADF.

Moreover, there is often a lack of understanding regarding military employment and the benefits associated with serving in the Defence Force. Many ADC individuals may not be aware of the pay, allowances, and career advancement opportunities available within the ADF (Department of Defence, 2020). Misconceptions about military culture, roles, and the enlistment process further complicate recruitment efforts.

Strategies for Effective Engagement

To address these challenges, the ADF has implemented a range of strategies aimed at fostering inclusivity and encouraging ADC individuals to pursue careers in the military. One key approach is the development of culturally sensitive recruitment campaigns that resonate with diverse communities. These campaigns utilize targeted messaging, community outreach initiatives, and partnerships with local organizations to build trust and rapport with potential recruits.

For instance, the ADF has engaged with community leaders and representatives from various cultural backgrounds to better understand their perspectives and concerns. By involving these leaders in recruitment efforts, the ADF can tailor its approach to meet the unique needs of each community (Department of Defence, 2022). Additionally, the incorporation of ADC service members in recruitment presentations and community events helps to provide relatable role models and dispel myths surrounding military service.

Another effective strategy is the provision of comprehensive resources that inform potential recruits about the ADF's commitment to diversity and inclusion. The creation of a Field Recruiter's Guide specifically for ADC communities aims to equip recruiters with the knowledge and tools needed to engage effectively with individuals from diverse backgrounds. This guide emphasizes the importance of cultural sensitivity, respect, and understanding during the recruitment process.

The Path Forward

As Australia continues to evolve in the 21st century, the ADF's commitment to diversity and inclusion will play a crucial role in shaping its future. Embracing a multicultural recruitment strategy not only enhances the effectiveness of the Defence Force but also strengthens its connection with the broader Australian community. By fostering an environment where all Australians feel valued and empowered to serve, the ADF can build a military force that truly reflects the society it protects.

In conclusion, the ADF's recruitment efforts in today's multicultural society represent a significant shift towards inclusivity and understanding. While challenges remain, the strategies implemented to engage ADC individuals are paving the way for a more diverse and effective Defence Force. As Australia moves forward, the ADF has a unique opportunity to lead by example, demonstrating that strength lies in diversity and that every Australian, regardless of their background, has a place in serving their nation.

ENCLOSURE 6 – OUTSOURCING RECRUITING

The Strengths and Weaknesses of Outsourcing Defence Recruiting to a Civilian Organization

In an era where efficiency and adaptability are crucial for military operations, the Australian Defence Force (ADF) and other military organizations worldwide are increasingly considering outsourcing various functions, including recruitment. Outsourcing defence recruiting to civilian organizations can offer several strengths and weaknesses that must be carefully weighed. This essay explores these factors, highlighting the potential benefits and drawbacks of such an approach.

Strengths of Outsourcing Defence Recruiting

1. **Expertise and Specialization**: Civilian recruitment agencies often possess specialized knowledge and experience in attracting talent across diverse sectors. They utilize advanced recruitment techniques, data analytics, and marketing strategies that may not be fully developed within the military context. By leveraging the expertise of civilian organizations, the ADF can enhance its recruitment strategies, reaching a broader audience and increasing the effectiveness of its campaigns (Department of Defence, 2021).

2. **Cost-Effectiveness**: Outsourcing recruitment can lead to significant cost savings for the ADF. Civilian organizations can handle recruitment processes more efficiently due to their established infrastructure and technology. This efficiency can reduce the need for military personnel to engage in time-consuming recruitment activities, allowing them to focus on core mission objectives (Mackenzie, 2020). Furthermore, civilian agencies often operate on a performance-based model, which can align costs with successful recruitment outcomes.

3. **Access to Broader Talent Pools**: Civilian recruitment firms have established networks and databases that enable them to tap into larger and more diverse talent pools. This access can help the ADF attract candidates from various backgrounds, including those from underrepresented communities, thus promoting diversity within the Defence Force (Australian Bureau of Statistics, 2021). A more diverse military can enhance operational effectiveness and improve community relations.

4. **Flexibility and Scalability**: Outsourcing provides the ADF with greater flexibility to scale recruitment efforts according to operational needs. For instance, during periods of heightened recruitment demand—such as following a military engagement or in response to specific operational requirements—civilian organizations can quickly ramp up their efforts without the ADF needing to invest in additional internal resources (Jones, 2019).

Weaknesses of Outsourcing Defence Recruiting

1. **Lack of Military Culture Understanding**: One of the significant weaknesses of outsourcing defence recruiting is the potential disconnect between civilian recruiters and the unique culture of the military. Civilian organizations may lack a deep understanding of military values, traditions, and the specific qualities required for success in military roles. This gap can lead to misalignment in candidate selection, where civilian recruiters may not fully appreciate the attributes that make an effective military personnel (Smith, 2020).

2. **Inconsistency in Messaging**: Outsourcing recruitment can result in inconsistencies in how the ADF's values and mission are communicated to potential recruits. Civilian organizations may not convey the military's sense of purpose, commitment, and identity effectively, which can dilute the recruitment message and lead to confusion among candidates (Department of Defence, 2021). Maintaining a cohesive narrative is essential for attracting individuals who resonate with military service.

3. **Dependency on External Organizations**: Relying on civilian organizations for recruitment can create a dependency that may weaken the ADF's internal capabilities over time. As civilian firms take on more responsibility, the military may lose critical skills and knowledge related to recruitment processes. This dependency can pose challenges in the event of contract disputes or if the civilian organization fails to meet performance expectations (Mackenzie, 2020).

4. **Concerns About Data Security and Confidentiality**: Outsourcing recruitment involves sharing sensitive information about candidates and military operations. There is a risk that civilian organizations may not adhere to the same security protocols as the military, potentially exposing the ADF to data breaches or confidentiality issues. Ensuring that civilian partners have robust security measures in place is essential to mitigate these risks (Jones, 2019).

Outsourcing defence recruiting to civilian organizations presents both strengths and weaknesses that must be carefully considered by the ADF. The expertise, cost-effectiveness, access to broader talent pools, and flexibility offered by civilian agencies can enhance the recruitment process and contribute to a more diverse and capable Defence Force. However, challenges related to understanding military culture, messaging consistency, dependency on external organizations, and data security must be addressed to ensure the effectiveness and integrity of recruitment efforts.

Ultimately, a balanced approach that combines the strengths of civilian recruitment agencies with the unique insights of military personnel may provide the best outcome for the ADF. By fostering collaboration and communication between military and civilian recruiters, the ADF can optimize its recruitment strategies while preserving the core values and mission of the Defence Force.

ENCLOSURE 7
DEFENCE FORCE INSTITUTIONAL RESISTANCE TO DIVERSITY -1990

A Case Study from the 1990s.

Introduction. In 1990, as Australia grappled with debates over multiculturalism and national identity, the Australian Defence Force (ADF) tasked a non-Anglo-Saxon Warrant Officer with investigating systemic barriers to military recruitment among culturally diverse communities. This assignment emerged during a transformative era that the Australian Defence Force was unprepared for. Against this backdrop, the Warrant Officer's journey—marked by professional sabotage, bureaucratic inertia, and eventual policy impact—revealed the ADF's struggle to reconcile its hierarchical traditions with the nation's evolving identity. His experience serves as a microcosm of broader tensions between progressive ideals and institutional resistance, offering timeless lessons on leadership, resilience, and the arduous path to systemic reform.

Institutional Hostility and Structural Rigidity. The Warrant Officer's mandate required engaging non-Anglo-Saxon communities through school presentations, public events, and market outreach. However, leadership resistance emerged immediately. A senior recruiting officer, despite sharing a non-Anglo background, openly criticized outreach efforts and made derogatory remarks about ethnic groups—a contradiction that underscored the ADF's cultural insensitivity. Colleagues dismissed the initiative, while commanding officers framed multicultural engagement as "divisive," reflecting a broader institutional mindset rooted in outdated structures.

The ADF's organizational framework at the time mirrored rigid, siloed commands designed for an earlier era of warfare. This structure, which prioritized functional specialization over adaptability, stifled innovation and entrenched bureaucratic inertia. When the Warrant Officer's findings threatened the status quo, superiors weaponized administrative processes to undermine him. His removal from command exemplified a system ill-equipped to address societal shifts, foreshadowing the need for reforms that would later emerge in initiatives aimed at fostering institutional agility.

Perseverance Amidst Systemic Failures. Undeterred by his dismissal, the Warrant Officer continued compiling data through grassroots interactions, handwritten notes, and analysis of recruitment records. His "duty first" ethos drove him to persist even as critical records were destroyed—a loss symbolizing the ADF's broader failure to retain institutional knowledge. This institutional amnesia, common in hierarchical organizations resistant to change, undermined efforts to address systemic inequities and left future policymakers without crucial insights. His final report identified three core barriers:

Cultural Insensitivity: Recruitment practices alienated non-Anglo communities through tokenism and a lack of genuine engagement.

Leadership Bias: Superiors dismissed diversity efforts as threats to tradition, prioritizing cohesion over inclusion.

Resource Gaps: Outreach programs lacked funding, training, and institutional backing, rendering them ineffective.

The report's candid findings triggered retaliation. The Warrant officer's performance rating plummeted from 85 to 47, a punitive measure designed to discredit his work. Yet, validation from his former unit led to reinstatement—a decision met with renewed scrutiny and covert monitoring. This cycle of resistance and resilience highlighted a systemic paradox: the ADF's reliance on individual grit to overcome institutional flaws.

Societal Context: Multiculturalism Under Fire. The Warrant Officer's struggles unfolded amid national debates over multiculturalism. Politicians like Pauline Hanson framed diversity as a threat to "Australian values," while policies such as the 2007 citizenship test prioritized assimilation over integration. Within the ADF, these tensions manifested as a distrust of initiatives targeting non-Anglo communities, perceived as undermining the military's traditional identity.

The destruction of recruitment records mirrored broader societal ambivalence. Just as federal agencies removed "multicultural" from their titles, the ADF's leadership sought to preserve a homogenized culture, dismissing the Warrant Officer's work as a "social experiment" rather than a strategic imperative. This resistance reflected a fear that diversity would erode operational cohesion—a myth perpetuated by leaders unwilling to confront their biases.

Leadership Transitions and Recurring Challenges. A 1991 leadership transition briefly offered respite. Seconded to represent Australia at the 50th anniversary of the Battle of Greece and Crete, the Warrant Officer earned accolades for his diplomatic and organizational prowess. Yet, upon return, a new recruiting officer sabotaged his efforts, leading to another reassignment. This pattern of progress and regression revealed a cultural rot: leaders who equated tradition with competence viewed inclusivity as a weakness. A subsequent psychological evaluation, initiated under pressure, redeployed him to logistics—a role free from hostile oversight. Here, he regained his confidence, excelling in administrative duties and earning a performance review that restored his reputation. This phase underscored a painful truth: systemic change often requires removing advocates from the environments they seek to reform.

Modern Reforms: Echoes of the Past. Decades later, the ADF's structural reforms and diversity initiatives bear the imprint of the Warrant Officer's ordeal. The replacement of rigid command structures with agile, learning-focused frameworks reflects lessons from an era when bureaucratic inertia stifled adaptation. Similarly, efforts to expand reserve forces and cadet programs—prioritizing societal integration over mere recruitment—mirror his advocacy for community engagement. Initiatives targeting cultural competence and blind recruitment processes address the biases he documented, while mentorship programs for diverse personnel aim to prevent the isolation he endured. Yet, challenges persist. The ADF's evolution remains a work in progress, constrained by the same institutional inertia that sidelined the Warrant Officer's findings.

Legacy and Unlearned Lessons. The Warrant Officer's report eventually informed policies emphasizing cultural sensitivity and community partnerships. However, its delayed adoption reveals a recurring flaw: institutions often recognize the need for change only after exhausting alternatives. Two decades later, the discovery of his suppressed psychological evaluation exposed the human cost of this inertia—a stark reminder that systemic resistance leaves scars on individuals and organizations alike.

Key lessons endure:

Institutional Agility: Hierarchies must prioritize feedback loops and knowledge retention to avoid repeating past mistakes.

Moral Courage: Progress demands leaders who champion cultural shifts, not just endorse policies.

Societal Partnership: Military service can bridge societal divides, but only if institutions reflect the diversity they serve.

The Warrant Officer's story is a testament to the tension between policy and practice. His report, though initially suppressed, became a blueprint for reforms emphasizing inclusivity as a strategic asset rather than a concession. Yet, his journey also cautions against over-reliance on individual resilience to counteract systemic flaws.

The ADF's ongoing transformation—marked by structural reforms and community-focused recruitment—offers hope but underscores unfinished work. True progress requires dismantling the cultural and bureaucratic barriers that silenced his voice, ensuring that the institution's future is shaped not by fear of change, but by the courage to embrace it. In honouring his legacy, the ADF must confront its past to build a more equitable future—one where diversity is not just tolerated, but celebrated as a source of strength.

ENCLOSURE 8
The Evolution of Diversity in Australian Defence Force Recruitment: From 1990 to 2025

Historical Context: Barriers in 1990. The 1990 report identified systemic barriers hindering ADC (Australians from Diverse Cultural Backgrounds) recruitment:

- Cultural Insensitivity: Non-Anglo recruits faced stereotypes and exclusionary practices. Terms like "ethnics" were common, and recruiters lacked cultural awareness[16].

- Misconceptions: ADC communities often viewed military service through the lens of negative experiences in their home countries (e.g., conscription, oppression)[11].

- Structural Rigidity: Recruitment cantered on Anglo-centric norms, with limited outreach to multicultural suburbs or non-English-speaking media[12].

The report urged strategies like community partnerships, culturally sensitive recruiters, and tailored communication to bridge gaps. However, progress was slow, with institutional resistance persisting into the 2000s.

Modern Recruitment Landscape (2025). By 2025, the ADF has diversified significantly, yet struggles with a recruitment crisis, targeting only 80% of its 69,000 personnel goal[1]. Key shifts include:

Demographic Representation

- Increased Diversity: Over 31% of Australians are now overseas-born, mirrored in the ADF's ranks. Women and ADC individuals serve in combat roles, with initiatives like female-specific body armour enhancing inclusion[5].

- Strategic Outreach: The ADF partners with multicultural festivals (e.g., Melbourne's Glendi) and employs ADC recruiters to engage communities like the Sikh and Vietnamese[10][12].

Methodological Innovations

- Digital Engagement: Social media and targeted ads replace static brochures. The Defence Industry Leadership Program (DILP) attracts CALD (Culturally and Linguistically Diverse) professionals through skills development and mentorship[9].

- Mental Health Focus: Post-Royal Commission reforms address stigma, crucial for Gen Z recruits who prioritize workplace well-being[1][8].

Policy Shifts

- Inclusive Policies: The 2020–2025 Diversity and Inclusion Strategy mandates multicultural representation in leadership, aiming for 15–24% CALD representation at SES levels by 2027[4].

- Flexible Pathways: Programs like the ADF Gap Year offer low-commitment entry, appealing to youth seeking "try before you buy" experiences[6][7].

Benefits of a Diverse ADF

- Operational Effectiveness: Multicultural teams enhance peacekeeping and coalition missions, offering linguistic skills and cultural insights (e.g., Middle Eastern deployments)[5][12].

- Community Trust: ADC representation strengthens ties with Australia's diverse populace, critical for domestic disaster response and national resilience[14].

- Innovation: Diverse perspectives drive problem-solving, evident in tech initiatives like the Navy's Regional ICT services team, led by multilingual personnel[10].

Persistent Challenges

- Institutional Hurdles: Despite progress, systemic biases linger. A 2025 study notes CALD employees still face "cultural glass ceilings" in promotions[4].

- Generational Shifts: Gen Z prioritizes social justice and work-life balance over traditional patriotism. The ADF counters with ESG-aligned messaging (e.g., climate resilience roles)[1][5].

- Economic Factors: Private-sector competition and cost-of-living crises deter recruits, necessitating incentives like sign-up bonuses and education subsidies[1][9].

The ADF's journey from homogeneity in 1990 to today's multicultural force underscores the strategic value of diversity. While initiatives like culturally tailored recruitment and digital outreach mark progress, challenges like generational shifts and institutional inertia require ongoing adaptation. By embedding inclusivity into its core values—as seen in partnerships with CALD leaders and modernized policies—the ADF can secure its future as a resilient, representative institution. As Adamis envisioned, the ADF's strength lies not in uniformity, but in harnessing Australia's rich diversity to meet evolving global threats.

EPILOGUE

As we reach the conclusion of this report on *Recruiting Australians from Diverse Cultural Backgrounds Towards a Defence Force Career Beyond 2000*, it is essential to reflect on the extensive journey we have undertaken and the profound implications of our findings. The Australian Defence Force (ADF) stands at a critical juncture, where its commitment to inclusivity and representation can significantly impact not only its operational effectiveness but also the broader social fabric of Australia.

Throughout this report, we have explored the unique experiences and challenges faced by Australians from diverse cultural backgrounds (ADC) as they consider military service. These narratives reveal a rich tapestry of resilience, aspirations, and contributions that have often gone unrecognized. It is through understanding these perspectives that we can truly appreciate the value of diversity in our Defence Force—not just as a moral imperative, but as a strategic advantage in an ever-evolving global landscape.

The insights gleaned from community leaders, cultural representatives, and individuals within ADC communities have illuminated pathways for the ADF to enhance its recruitment practices. By fostering genuine partnerships and engaging with these communities on a grassroots level, the ADF can cultivate an environment of trust and respect—one that encourages all Australians to contribute to the safety and security of our nation.

However, the road ahead is not without its challenges. Misunderstandings, historical grievances, and systemic barriers remain obstacles that must be addressed with sincerity and commitment. The recommendations outlined in this report are not merely suggestions; they represent a call to action for the ADF and its leaders to take concrete steps toward building a more inclusive and representative military force. Engaging in open dialogue with diverse communities, employing culturally sensitive recruitment strategies, and celebrating the contributions of ADC individuals will be paramount in shaping a modern Defence Force that truly reflects the society it serves.

As we look to the future, let us commit to making these ideals a reality. The potential for the ADF to become a beacon of inclusivity in our society is immense. By recognizing that strength lies in diversity, we can create a Defence Force that not only excels in capability but also embodies the values of unity and shared purpose that define who we are as Australians.

In closing, this report serves as a reminder of the importance of embracing our multicultural identity and the collective strength derived from our diverse contributions. It is my hope that the insights and recommendations presented herein will inspire ongoing dialogue, action, and a steadfast commitment to a Defence Force that truly represents and serves the rich diversity of our nation. Together, we can pave the way for a brighter, more inclusive future for all Australians.

CONCLUSION

In summary, the report *Recruiting Australians from Diverse Cultural Backgrounds Towards a Defence Force Career Beyond 2000* emphasizes the critical need for the Australian Defence Force (ADF) to embrace the rich diversity inherent in Australian society. As we have explored throughout this document, the recruitment of Australians from diverse cultural backgrounds (ADC) is not merely a matter of meeting quotas or fulfilling obligations; it is a strategic imperative that enhances the operational effectiveness, cohesion, and relevance of the Defence Force in a rapidly changing global landscape.

The insights gathered from extensive research, community narratives, and personal experiences reveal both the challenges that ADC individuals face in considering military service and the unique strengths they bring to the ADF. Historically, the military's recruitment practices have been predominantly focused on Anglo-Saxon and Celtic backgrounds, but as Australia has evolved into a multicultural society, the ADF must adapt its strategies to reflect this transformation. Acknowledging this evolution is essential for fostering a Defence Force that not only represents all Australians but also benefits from the varied perspectives, skills, and experiences that ADC individuals offer.

This report presents actionable recommendations aimed at improving recruitment practices within the ADF. By prioritizing cultural sensitivity, engaging with community leaders, and addressing misconceptions about military service, the ADF can create an inclusive environment that encourages all Australians to serve. It is imperative that the Defence Force continues to build trust within diverse communities, ensuring that recruitment efforts are not only effective but also respectful and empowering.

As we look toward the future, it is essential for the ADF to remain committed to these ideals. The path forward requires a proactive approach to diversity, recognizing that each Australian, regardless of their cultural background, has a valuable role to play in the Defence Force. Let us seize this opportunity to transform the ADF into a beacon of inclusivity, unity, and shared purpose, paving the way for a stronger, more resilient Australia.

In conclusion, this report serves as both a reflection of our past and a guide for our future. By embracing the principles of diversity and inclusivity, the ADF can elevate its mission and strengthen its operational capabilities while fostering a Defence Force that is as diverse and dynamic as the nation it serves. Together, we can ensure that the ADF not only meets the security needs of today but also embodies the values and aspirations of all Australians for generations to come.

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PHOTOGRAPHS

AUTHOR

Peter Adamis: A Life of Service and Commitment. Peter Adamis is a retired Australian serviceman with over 30 years of military experience dedicated to serving his country. After leaving the Armed Forces, he transitioned to the management sector, making significant contributions in organizational, environmental, occupational, and training roles. Peter has excelled as a Business and Public Relations Manager, Administrator, Trainer, and Environmental Occupational Health and Safety Consultant, spanning various sectors, including welfare and community engagement. He is also an accredited freelance journalist and author, having written extensively on both domestic and international issues.

Born on March 28, 1950, in Pellana, Greece, Peter's early life was shaped by his family's migration to Australia in 1954. Settling first in Fremantle, Western Australia, they later moved to Melbourne in 1956 in search of better opportunities. Peter is married to Yovanna and is a devoted father to four sons from a previous marriage, instilling in them the values of resilience and hard work.

A passionate advocate for his heritage, Peter promotes the ancient ruins of Pellana and their historical significance. He enjoys researching the ancient world, particularly the Mycenaeans and Sea Peoples, and exploring the diverse cultures within Australian society. Currently, he is working on two upcoming books, "An Ordinary Bloke" and "HANZAC," and has authored over 2,000 articles on various topics affecting Australian society.

Peter holds a Bachelor of Adult Learning and Development and a Postgraduate Degree in Environmental Health and Safety from Monash University, along with multiple diplomas in Training and Assessment, Public Administration, and Frontline Management. His military career culminated in the rank of Warrant Officer, underscoring his dedication. Peter embodies the spirit of service, with a commitment to promoting historical awareness and supporting his community. His motto is: "Always fight the good fight and never give up in the face of adversity."