

Pinch, Franklin C., Allister T. MacIntyre, Phyllis Browne, and Alan C. Okros, eds., *Challenge and Change in the Military: Gender and Diversity Issues*. Kingston, Ontario, Canada: Canadian Defence Academy Press, 2006, 198 pp.

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This edited volume contains seven chapters focuses on gender and diversity in the Canadian Armed Forces (CF). These topics continue to be of critical importance for the military and will always be of importance for any organization that has a desire to maximize its effectiveness. The volume adds to the accumulating evidence of the progress that has been made in understanding and managing diversity in the armed forces. Yet its main focus is the full integration of women.

The first chapter, by Gwyn Harries-Jenkins, discusses gender by reference to the institutional–occupational models of change and development in the military institution. Through this model, which was introduced in the 1970s by Charles Moskos, he traces the changes in policy developments and other issues relevant to the integration of women into Western militaries.¹ In examining the diversity thesis as it applies to gender, Harries-Jenkins sets out the relationship between macro- and micro-level personnel policy changes over time in a number of nations. While there are national variations, he sees a four-stage, sequential policy change: from the total exclusion from all or most military occupational specialties through partial exclusion and qualified inclusion to full inclusion. He sees three concepts as relevant to developing micro policy that will optimize diversity: tokenism, equal opportunities, and positive discrimination.

The second chapter, by Karen D. Davis and Brian Mcee, highlights some of the central concerns regarding the participation of women in the military and argues that the real hurdle for women in fully participating in the military today has little to do with their physical and mental abilities but rather revolves around social and cultural issues characterizing a “warrior” framework. The warrior framework, they argue, is combat focused and has not been objectively tested against the need for both operational effectiveness and gender equality in the postmodern military. Yet it runs counter to trends in the spectrum of mission requirements that now fall to operational combat personnel.

In the third chapter, Katia Sorin examines gender integration in the French military as seen through the eyes of the women themselves and argues that women have not been granted willing access to military academies, which provide the foundation for positions of responsibility.

The fourth chapter, by Nicola J. Holden and Karen D. Davis, is about harassment in the military in comparative analyses involving Australia, Canada, New Zealand, and the United States. They emphasize the importance of repeated surveys, which are more likely to produce a realistic picture of harassment than the formal complaint system since the latter places the burden for eradicating harassment on the more vulnerable members of the organization rather than on the leaders and managers, where it belongs.

In the fifth chapter, Christian Leuprecht argues that the strategy's long-term viability hinges on greater ethno-cultural diversity in the CF. A focus on the traditional pool of Francophones and women alone is unlikely to solve the CF's recruitment difficulties. Thus, to take advantage of their growing demographic weight in the Canadian population and in the potential recruitment pool, attention needs to be paid to minorities.

The only chapter that does pay full attention to minorities in the military is the sixth chapter, by Kathleen MacLaurin, who highlights some of the value differences and similarities between the aboriginal community and those of the military. The concluding chapter, by Franklin C. Pinch, emphasizes the conditions that appear necessary to developing an effective diversity-management regime. Both progressive national legislation and involved, enlightened military leadership are important to the promotion of successful diversity management.

Much has been written about women in the military.² Most of the research stresses the point that in the armed forces women are perceived as a potential threat to the cohesion of military units and cultural values regarding gender roles. This volume continues this line by dealing with the concept and theory of diversity management relevant to policy change, as the military responds to macro-social and legal pressures to include women. It is a well-written with extensive summary of the barriers that continue to prevent full integration, including those associated with masculine cultural norms. As Davis and Mckee argue in their chapter, the real hurdle for women in fully participating in the military today has little to do with their physical and mental abilities but rather revolves around social and cultural issues characterizing a warrior framework. And as Harriet Jenkins concludes, inclusiveness and heterogeneity, rather than exclusiveness and homogeneity, have to prevail.

Yet it seems that in most of the chapters, especially those that deal with women, diversity is taken for granted as a positive and necessary development. In this sense, it reminds us of Laura Miller's article about how scholars are more in favor of women participation in combat than are women soldiers themselves.³ Why full integration of women in the military is so important is unclear, especially in light of what Leuprecht argues in chapter 5, that a focus on the traditional pool of Francophones and women alone is unlikely to solve the CF's recruitment difficulties. Thus, attention needs to be paid to minorities. Moreover, it is not clear what a chapter about the French military does in a book that clearly focuses on the Canadian Forces.

It is also surprising that a book about military diversity puts so little emphasis on minorities, especially because, as Leuprecht emphasizes, Canada is the world's only sovereign federation that formally recognizes a national minority, ethnic minorities, and aboriginal peoples. Unlike other liberal democracies, Canada's official multiculturalism and related policies enshrine diversity and associated operational practices both in legal statutes and the constitution. He argues that giving priority to the recruitment of minorities over women may very well improve human resource outcomes because it would direct attention toward a growing, rather than stagnant, latent recruit population.

Yet almost none of these issues are expressed in this volume. Francophones are hardly mentioned, although the rate of their participation in the military is higher than their proportion in society. The population of visible minorities doubled over the course of five years, but we do not know who these visible minorities are, why they join the military, or how they integrate. The only minority that is examined is the aboriginal people (chapter 6). Yet even this chapter leaves the reader with more questions than answers. Chapter 5 mentions that the aboriginals are predominant in the Canadian Rangers. Are they what Enloe termed ethnic soldiers?⁴ It could have been an important contribution because not enough has been written about ethnic minorities in the military.⁵

To sum up, this is an interesting, well-written book that well summarizes the issue of women integration in the military, yet it does not add much to the existing literature but provides a good summary of the existing research.

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Notes

1. Charles C. Moskos, "From Institution to Occupation. Trends in the Military Organization," *Armed Forces & Society* 4, 10 (1977): 41-50.

2. See Carol Cohn, "How Can She Claim Equal Rights When She Doesn't Have to Do as Many Push-Ups as I Do?" *Men and Masculinities* 3, 2 (2000): 131-51; Karen D. Davis, "Understanding Women's Exit from the Canadian Forces: Implications for Integration?" in *Wives and Warriors: Women and the Military in the United States and Canada*, ed. L. Weinstein and C. C. White (Westport, CT: Bergin and Garvey, 1997), 179-98; Melissa S. Herbert, *Camouflage Isn't Only for Combat* (New York: New York University Press, 1988); Judith Hicks Stiehm, *Bring Me Men and Women: Mandated Change at the U.S. Air Force Academy* (Berkeley: University of California Press, 1981); Judith Hicks Stiehm, "Army Opinions About Women in the Army," *Gender Issues* 16, 3 (1998): 88-98; Laura L. Miller, "Not Just Weapon of the Weak: Gender Harassment as a Form of Protest for Army Men," *Social Psychology Quarterly* 60, 1 (1997): 32-51; Laura L. Miller, "Feminism and the Exclusion of Army Women From Combat," *Gender Issues* 16, 3 (1998): 33-64; Marina Nuciari, "Women in the Military," in *Handbook of the Sociology of the Military*, ed. G. Caforio (New York: Kluwer Academic/Plenum, 2003), 279-97; Leora N. Rosen and Doris B. Durand, "Cohesion and Readiness in Gender-Integrated Combat Service Support Units: The Impact of Acceptance of Women and Gender Ratio," *Armed Forces & Society* 22, 4 (1996): 537-553; Orna Sasson-Levy, "Feminism and Military Gender Practices: Israeli Women Soldiers in 'Masculine' Roles," *Sociological Inquiry* 73, 3 (2003): 440-6; Mady Wechsler Segal, "The Argument for Female Combatants," in *Female Soldiers-Combatants or Noncombatants? Historical and Contemporary Perspectives*, ed. N. L. Goldman (Westport, CT: Greenwood, 1982), 267-90; Liora Sion, "Peacekeeping and the Gender Regime: Dutch Female Peacekeepers in Bosnia and Kosovo," *Contemporary Ethnography*, 37, 1 (forthcoming); and Regina F. Titunik, "The First Wave: Gender Integration and Military Culture," *Armed Forces & Society*, 26, 2 (2000): 229-57.

3. Miller, "Feminism."

4. Cynthia Enloe, *Ethnic Soldiers* (Athens: University of Georgia Press, 1980).

5. Christopher Dandeker and David Mason, "Diversity in the UK Armed Forces: The Debate about the Representation of Women and Minority Ethnic Groups," in *Managing Diversity in the Armed Forces*, ed. J. Soeters and J. van der Meulen (Tilburg, the Netherlands, Tilburg University Press, 1999), 127-156; Christopher Dandeker and David Mason, "Diversifying the Uniform? The Participation of Minority Ethnic

Groups in the British Armed Services,” *Armed Forces & Society*, 29, 4 (2003): 481-507; Brian Gifford, “Combat Casualties and Race: What Can We Learn from the 2003-2004 Iraq Conflict?” *Armed Forces & Society* 31, 2 (2005): 201-25; Charles C. Moskos, “Minority Groups in Military Organizations,” in *Handbook of Military Institutions*, ed. R. W. Little (Beverly Hills, CA: Sage, 1971), 276-280; Charles C. Moskos and John Sibley Butler, *All That We Can Be: Black Leadership and Racial Integration in the Army* (New York: Basic Books, 1996); Joseph Soeters and Jan van der Meulen, eds., *Managing Diversity in the Armed Forces* (Tilburg, the Netherlands: Tilburg University Press, 1999); Donna Winslow, Lindy Heineken, and Joseph L. Soeters, “Diversity in the Armed Forces,” in *Handbook of the Sociology of the Military*, ed. G. Caforio (New York: Kluwer Academic/Plenum, 2003), 299-310; and Warren L. Young, *Minorities and the Military. A Cross-National Study in World Perspective* (Westport, CT: Greenwood, 1982).