



CHIEF OF ARMY

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To Whom it May Concern

Reference for Mrs Ellen Nelson

It is my absolute honour to be afforded the opportunity to provide a reference for Ellen.

Early in my tenure as the Chief of Army Ellen presented the findings of her PhD research to Army's senior leadership. Ellen was deliberate, clear and convincing with her communications and, as a result, has significantly influenced how Army is now approaching a range of diversity and inclusion challenges, particularly those that relate to gender inclusiveness. She has subsequently participated in a number of additional Army fora, across a range of rank levels, where her ability to adjust her message without losing its impact has been obvious.

To Ellen's immense credit she has positively contributed to a number of organisational level working groups reviewing both the challenges faced by our female soldiers, and gaps in our gender related policies. Ellen's contributions to the change, both short & long term, currently being sought by Army in these areas has been both invaluable and greatly appreciated.

Ellen's deep expertise in gender related issues is obvious which, when coupled with her ability to engage effectively across the breadth and depth of an organisation, allows her to both make positive, appropriate contributions to conversations in this space, and play an active role in the development and implementation of organisational interventions. I therefore have absolutely no hesitation in recommending Ellen for any role where this type of expertise is sought and, in particular, one that requires an individual with superb inter-personal and communication skills.

I am, of course, more than happy to discuss this reference further with you if you wish and welcome your contact.

J.R. BOSWELL, DSD
Major General
Chief of Army