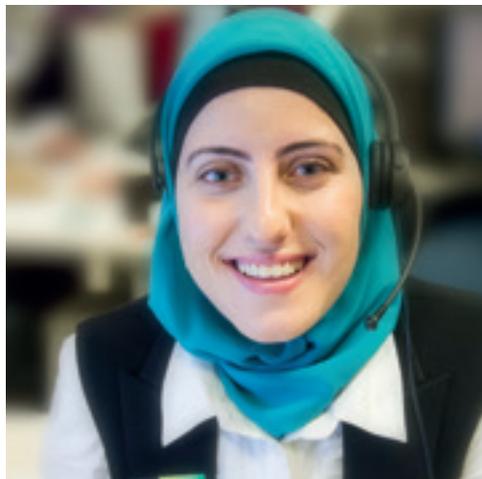
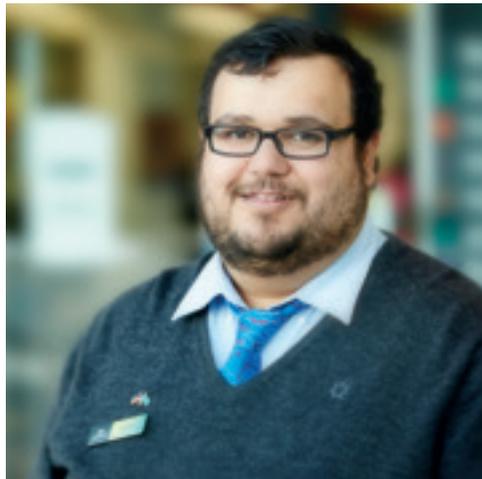
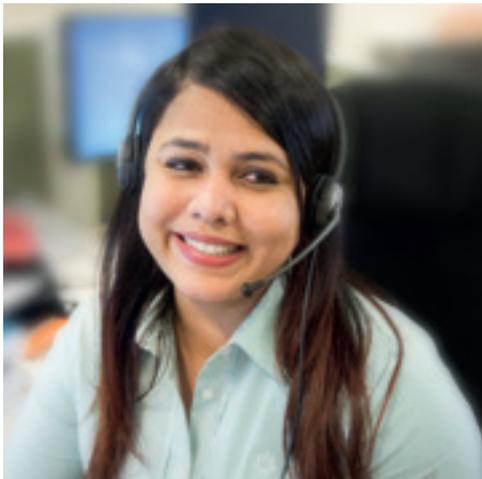




# Workplace Diversity and Inclusion Strategy 2016–19

*A great place to work for everyone*



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## Message from our Secretary



I am pleased to present our Workplace Diversity and Inclusion Strategy and employee plans developed in partnership with Enable Development, an award winning social enterprise led by passionate professionals with lived experiences of disability. Our commitment to action, outlined in the strategy and plans, will continue to unlock the value a diverse and inclusive workforce brings to our services.

The department is about connecting people to the services they need at different stages of their lives. In fact, we touch the lives of almost every Australian with services provided through a variety of channels including digital, telephone and a network of around 350 service centres across Australia. Each year we process around 61 million Express Plus transactions, handle around 57 million calls and receive around 26 million visits to our service centres.

To achieve our overall vision of *'excellence in the provision of government services to every Australian'* we require a workforce that reflects the Australian community that we serve and a workplace which is inclusive and empowers everyone to contribute their best. Diversity in our workforce is not just a 'nice to have', it's a business imperative and it's everyone's responsibility.

The department is a large part of the social fabric of the Australian community. Our size, geographical spread and service delivery focus provides both a social responsibility and opportunity to make a positive contribution to the diversity of the Australian Public Service (APS) workforce and to social inclusion outcomes for the Australian community. This strategy and associated employee plans outline our commitment to this responsibility. It also outlines our commitment to our people. We are committed to providing a positive and safe workplace where inclusion is a priority.

I am pleased that we will continue our journey with support through our valuable memberships with Diversity Council Australia, Australian Network on Disability and Pride in Diversity.

I am proud of what we have already achieved. This strategy is a call to action for all leaders in the department to pave the way for diversity, access and inclusion and I encourage you all to contribute to making the department a great place to work.

Kathryn Campbell CSC  
Secretary  
Department of Human Services



**Australian Government**  
**Department of Human Services**



# What is diversity and inclusion?

## Diversity

Diversity is about our individual differences and acknowledging the unique blend of knowledge, skills and perspectives people bring to the workplace.

Diversity can include characteristics such as cultural background and ethnicity, age, gender, gender identity, disability, sexual orientation, religious beliefs, language and education. Diversity also includes characteristics such as professional skills, working style, location, and life experiences.

## Inclusion

An inclusive culture is one where everyone feels valued and respected and is able to fully contribute. It is about removing barriers to make sure everyone can fully participate in the workplace and have equal access to opportunities. Inclusion is about empowering people to contribute their skills and perspectives for the benefit of organisational performance and business outcomes.

## Why diversity and inclusion matters

Diversity is central to innovation. It brings forth new and better ways of doing things, helps us to harness the benefits of technology and improve the efficiency and quality of our services. Inclusion is the key to unlocking this potential.

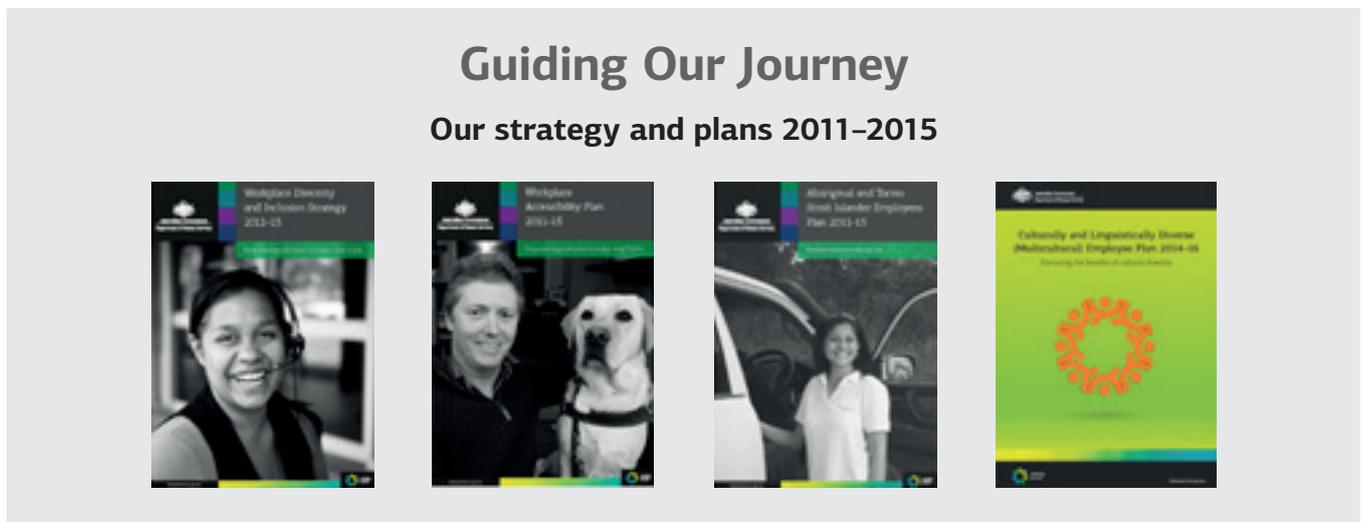
When we value workplace diversity and inclusion we see benefits such as higher employee engagement, improved performance, greater innovation, retention of talent, improved employee wellbeing and lower levels of unlawful behaviour such as harassment and discrimination.



# Our diversity and inclusion journey

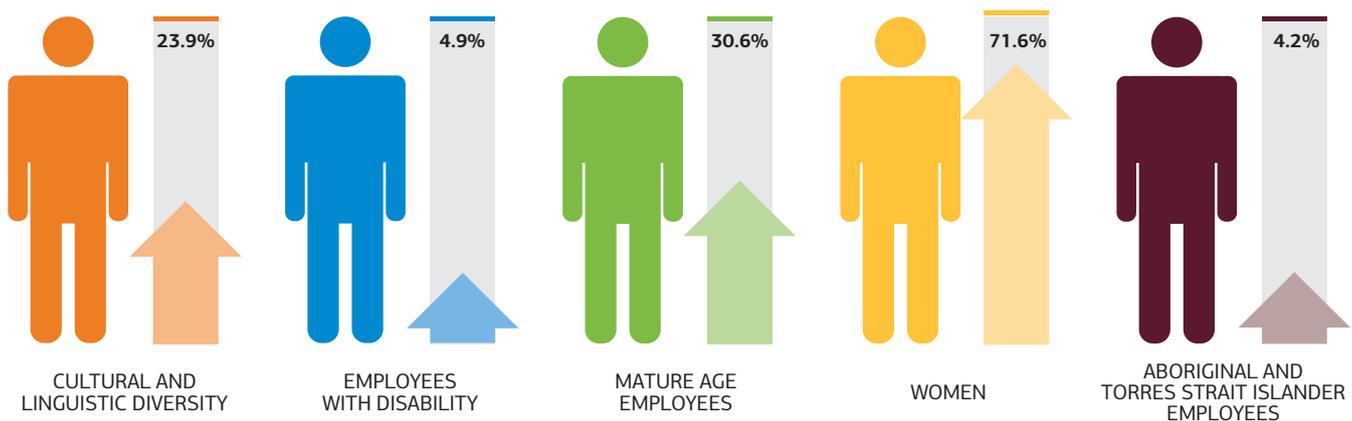
## Celebrating our achievements

Our diversity and inclusion journey so far has been guided by our previous strategy and plans which have helped us to increase the diversity of our workforce and foster an inclusive workplace.



## Our Workforce in 2016

We have increased the diversity of our people



Data as at 30 June 2016

## NDAC

dedicated National Disability Access Coordinator (NDAC) providing workplace adjustment information and advice

## Diversity Capability Matrix

providing an extensive suite of diversity, Indigenous, multicultural, disability and LGBTI awareness and inclusion learning solutions

## Reflection Rooms

provided for staff use for reflection, meditation or prayer

## Koomarri JobMatch

people with intellectual disability providing administrative support services to the department since 1997

## Champions

senior executive Disability Champions and Indigenous Champions providing leadership and a voice to the needs of our employees

## AWEI

participating in the Australian Workplace Equality Index (AWEI) to benchmark our LGBTI inclusion initiatives and help us identify where we are doing well and where we can improve

## Dandelion Program

partnership with HP Australia and Specialisterne providing traineeships for people with Autism Spectrum Disorder

## Employee Networks

providing an avenue for employees to connect, share information and ideas and contribute to diversity and inclusion initiatives

## RecruitAbility

applying RecruitAbility to all externally advertised vacancies to support people with disability in the selection process

## ANRG

maintaining a profile in the Australian National LGBTI Recruitment Guide to promote the department as an employer of choice

## Accessibility Support

an innovative Accessibility Support Unit providing assistive technology support and solutions to staff with disability

## Collaboration

getting involved in diversity and inclusion collaboration initiatives such as the WorkAbility and Ageing Project, Inter-Agency Accessibility Support Unit Pilot and ICT Accessibility Community of Practice

# Listening to our people

## What you had to say

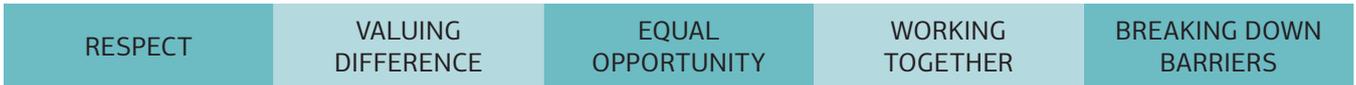
Our people contributed to development of this strategy and employee plans.

### National Consultation 2015

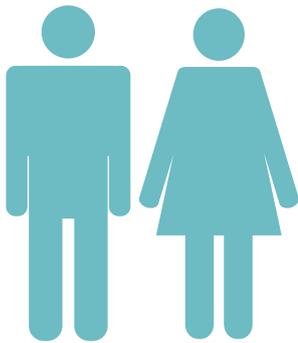
**1000+**  Employees had their say

- online consultation survey
- focus groups across the country

#### What diversity and inclusion means to our people!



#### You said these are important



# Our diversity and inclusion vision

Our goal is to reflect the diverse community we serve and create a *great place to work for everyone* by embracing the individual skills, perspectives and experiences our people bring to the workplace and harnessing these for high performance and improved service delivery.

We want our people to feel included, valued and respected and have access to equal opportunity, which supports full participation at work. We want to retain the diverse talent in our workforce and support our people to maintain a long and productive working career.

We aspire to having a positive impact on the Australian community through our approach to diversity and inclusion and stewardship of our workforce which represents almost a quarter of the APS.

Ultimately, we want to unlock the value that diversity brings to our business. To achieve this we must create a culture shift that moves us away from traditional ways of thinking and towards practices which address the needs of a contemporary workforce, maximise talent and embrace the use of technology and innovation. We must be bold in our approach and committed to action.

Everyone in the department has a role to play in supporting a diverse, accessible and inclusive workplace. Managers must foster workplace flexibility and be open to different ways of working. Equally, employees must demonstrate the value flexible working arrangements provide the department and achievement of business outcomes. We all need to work together to create a *great place to work for everyone*.

## Our guiding principles

The following guiding principles are key to achieving our diversity and inclusion vision. These critical success factors provide areas of focus for our diversity and inclusion actions as outlined in our supporting employee plans.

### Recruit

- our workforce reflects the diversity of the community we serve

### Include

- our culture fosters access and inclusion

### Develop

- we provide opportunity for growth

### Lead

- we are bold and innovative, with leaders that pave the way

# Inclusive leadership

The true benefits of a diverse workforce can only be realised when the workplace is inclusive and supports everyone to achieve their best.

Achieving an inclusive workplace that drives performance, innovation and productivity requires inclusive leadership. Research by Diversity Council Australia (DCA) refers to inclusive leadership as the capabilities including the knowledge, skills and behaviours that leaders possess which make their organisation inclusive.

DCA's Inclusive Leadership Model, shown below, identifies five mindsets, or ways of thinking, which are necessary for a person to be an effective inclusive leader. These mindsets are Identity-Aware, Relational, Open and Curious, Flexible and Agile and Growth-Focused.

As stewards of our workforce, we challenge our leaders to apply these mindsets in their approach to leadership and use them as a tool for improving individual, team and organisational performance.

As workplace diversity and inclusion is everyone's responsibility, these mindsets can be applied by all staff to benefit the workplace and foster an inclusive culture across the department.



Source: *Building Inclusion: An Evidence-Based Model of Inclusive Leadership*, Diversity Council Australia, October 2015, [www.dca.org.au](http://www.dca.org.au), accessed 27 April 2016 (Image courtesy of Diversity Council Australia)

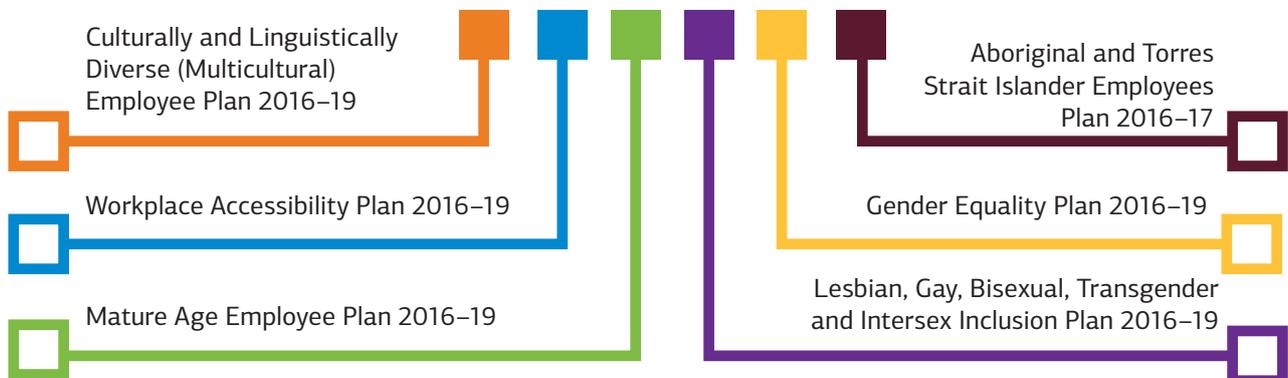
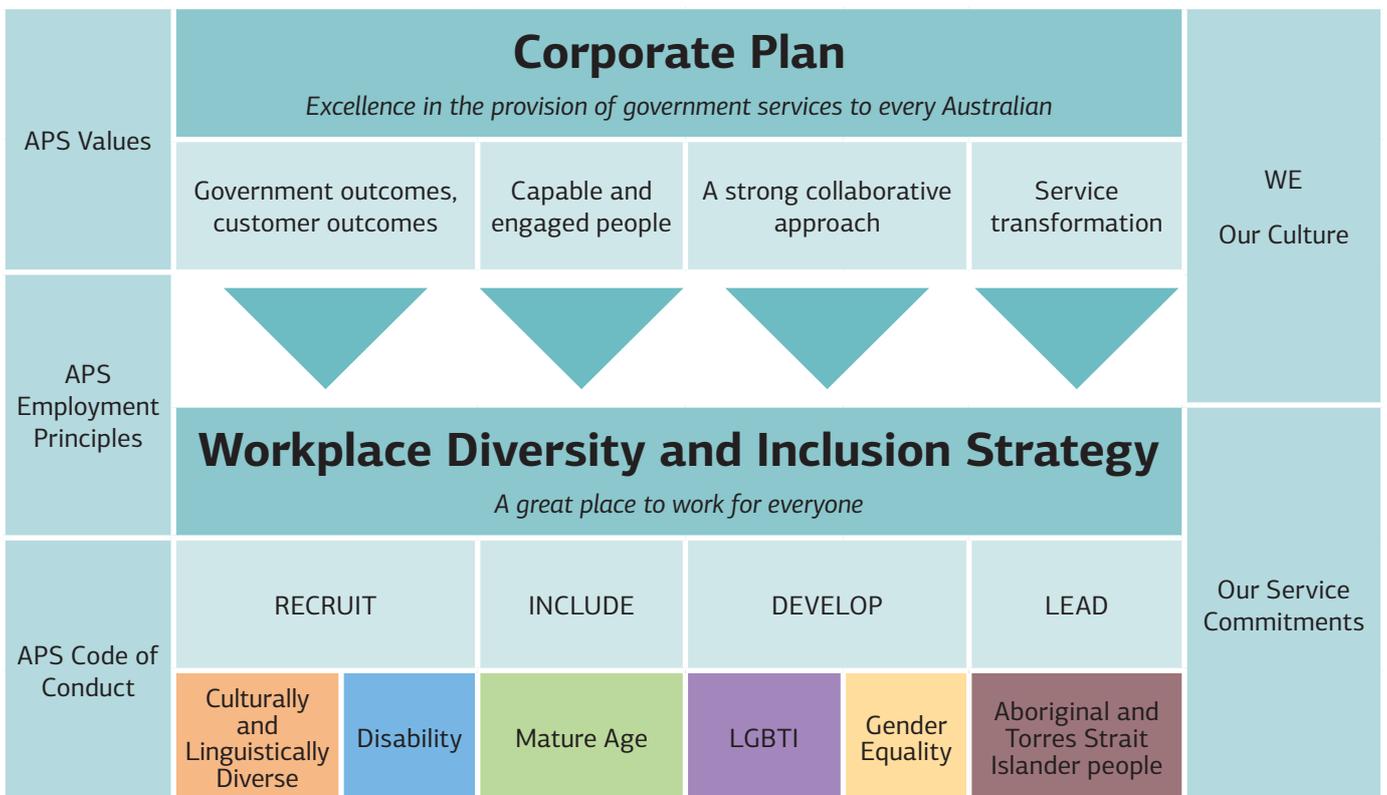
# Strategic alignment

A diverse workforce is critical to achieving our vision of *excellence in the provision of government services to every Australian* by providing us with the necessary knowledge, experience and capability to design and deliver services which best meet the needs of the Australian community.

Fostering diversity in the workplace is required by the *Public Service Act 1999* as outlined in the APS Employment Principles and supported by the APS Values

and Code of Conduct. This strategy however takes us beyond compliance, recognising diversity and inclusion as a key business enabler and a business imperative.

Our *Workplace Diversity and Inclusion Strategy 2016–19* provides a roadmap to foster diversity and inclusion in our workforce, helping us make positive contributions to social inclusion and workforce participation.



# Our commitment to action

## Employee plans

We have committed to a range of actions designed to build upon our inclusive workplace culture, retain our diverse workforce for the benefit of performance and productivity and support our people to have long and productive working careers.

We acknowledge that staff may identify across a number of diversity groups. This has been addressed by outlining our commitments to action in the following employee plans:

- *Culturally and Linguistically Diverse (Multicultural) Employee Plan 2016–19*
- *Workplace Accessibility Plan 2016–19*
- *Mature Age Employee Plan 2016–19*
- *Gender Equality Plan 2016–19*
- *Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) Inclusion Plan 2016–19*

These actions will be implemented in the context of the department's business operations and achievement of government outcomes.

## Aboriginal and Torres Strait Islander Employees Plan

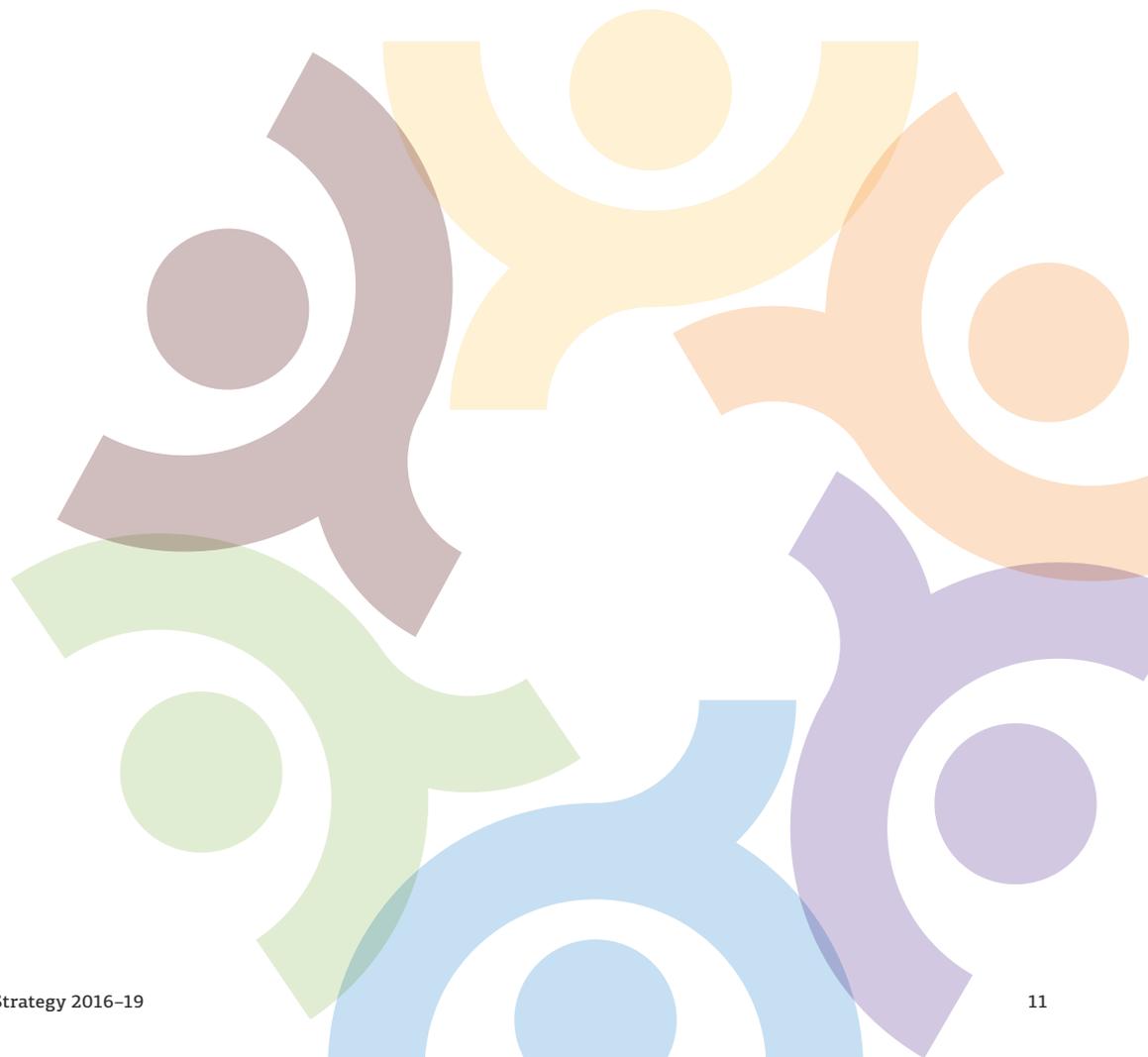
This strategy is also underpinned by the department's *Aboriginal and Torres Strait Islander Employees Plan 2016–17* and future iterations. This plan seeks to improve the employment outcomes and experiences of Aboriginal and Torres Strait Islander people.

Aligned to the department's *Reconciliation Action Plan 2015–17* and *Indigenous Servicing Strategy 2016–17* the plan completes the department's suite of Indigenous strategic documents.

## Tracking our progress

We will monitor our progress against all our employee plans and provide a progress report to our Executive Committee by December each year.

We will regularly measure and monitor the diversity of our workforce, evaluate trends and identify areas for improvement.





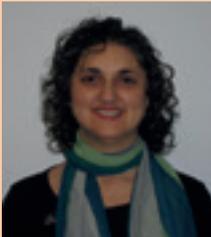
# Culturally and Linguistically Diverse (Multicultural) Employee Plan 2016–19

## Our aim

We aim to increase the representation of people from culturally and linguistically diverse (CALD) backgrounds in our workforce and to value and embrace their skills, perspectives and experiences for the benefit of providing culturally appropriate and improved services to the Australian community.

We aim to celebrate the cultural and linguistic diversity of our people, provide a culturally safe and inclusive workplace and have a positive impact on social cohesion.

This plan supports the government's Multicultural Access and Equity Policy and the department's *Multicultural Servicing Strategy 2016–19* which focuses on ensuring our programs and services are responsive to the needs of culturally and linguistically diverse customers.



'I'm an Australian born Lebanese woman and my first language was Arabic. My background and my cultural upbringing has shaped who I am today. As a Multicultural Service Officer (MSO) my life experiences help me to provide better services to the community through understanding and empathy. I also try to promote cultural awareness with my colleagues by answering any questions they may have. Harmony Day is a great opportunity to celebrate our cultural diversity and to start a conversation to foster awareness and respect.'

**Marlene, Multicultural Service Officer, Zone Southern NSW**

'I am from Chile in the Americas and immigrated to Australia in 1991 seeking a better life for my family. I was a qualified Veterinarian and also had qualifications in computing. In 1996 I joined the Commonwealth public service as an IT developer. Now at the EL2 level I have performed many roles, one of them being the Diversity Ambassador for the CIO Group in 2015. It was a great opportunity to promote cultural and other types of diversity. When we value diversity the workplace has more energy and engagement. People from different backgrounds and experiences can bring new perspectives and ways of doing our work, which challenges and helps us to improve.'

**Juan Carlos, Director, ICT Infrastructure**



23.9%

of our people are from culturally and linguistically diverse backgrounds

## Our commitment to action

<b>RECRUIT</b> — <i>Our workforce reflects the diversity of the community we serve</i>		
<b>CALD 1</b>	We will explore a trial of an innovative recruitment approach that removes the name and gender of candidates from the initial assessment stage to prevent discrimination, stereotyping and hidden bias in the selection process.	Dec 2017
<b>CALD 2</b>	We will review our people policies and practices and develop resources to implement better practice approaches to address unconscious bias in the workplace, including in selection processes.	Feb 2018
<b>INCLUDE</b> — <i>Our culture fosters access and inclusion</i>		
<b>CALD 3</b>	We will celebrate cultural days of significance such as Harmony Day and Refugee Week.	Annually
<b>CALD 4</b>	We will implement internal and external communication activities to promote cultural and linguistic diversity and inclusion.	Continuing
<b>CALD 5</b>	We will facilitate a CALD employee network to provide staff opportunities to engage and to contribute to CALD initiatives in the department.	Continuing
<b>CALD 6</b>	We will continue to provide culturally appropriate corporate wardrobe options to staff.	Continuing
<b>CALD 7</b>	We will continue the availability and awareness of reflection rooms for staff to use for personal reflection, meditation or prayer.	Continuing
<b>DEVELOP</b> — <i>We provide opportunity for growth</i>		
<b>CALD 8</b>	We will develop tools and resources to support multicultural capability, awareness and understanding.	July 2017
<b>CALD 9</b>	We will explore capability building options for effective communication.	July 2018
<b>CALD 10</b>	We will ensure our Employee Assistance Program (EAP) providers are culturally competent.	Continuing
<b>CALD 11</b>	We will review and refresh our multicultural awareness e-learning and facilitated training and increase uptake.	Continuing
<b>LEAD</b> — <i>We are bold and innovative, with leaders that pave the way</i>		
<b>CALD 12</b>	We will become a member of the National Anti-Racism Partnership to contribute to the implementation of the government's National Anti-Racism Strategy and demonstrate our commitment to tolerance and anti-racism.	Dec 2016
<b>CALD 13</b>	We will nominate and promote a Multicultural Champion at the senior executive level providing leadership to our cultural diversity initiatives and championing change to issues affecting staff from culturally and linguistically diverse backgrounds.	Dec 2016
<b>CALD 14</b>	We will provide multicultural awareness training to our Senior Executive Service (SES).	Continuing
<b>CALD 15</b>	We will maintain our corporate membership with Diversity Council Australia (DCA).	Continuing



# Workplace Accessibility Plan 2016–19

## Our aim

We aim to increase the representation of people with disability in our workforce including in senior leadership positions and to improve their capability and career development opportunities. We aim to be a disability confident employer and to create an environment of trust where staff with disability feel comfortable to share their information with us.

We are committed to eliminating or reducing barriers which prevent full participation at work and to provide a universally accessible workplace which supports staff

with disability to fully contribute. We will build on our successful programs and approaches to supporting the employment and retention of people with disability, such as the Dandelion Program, Scanning Operations Centre and Koomarri JobMatch Team.

This plan supports the *As One: APS Disability Employment Strategy 2016–19* and will be implemented in alignment with the department's *Aboriginal and Torres Strait Islander Employees Plan 2016–17* to support the employment, development and career progression of Indigenous people with disability.

## Our commitment to action

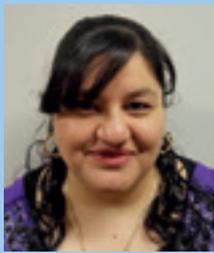
<b>RECRUIT</b> — <i>Our workforce reflects the diversity of the community we serve</i>		
<b>WAP 1</b>	We will pilot a targeted recruitment pathway program, using measures available in the Australian Public Service Commissioner's Directions, to increase the employment of people with disability.	Dec 2017
<b>WAP 2</b>	We will review our people policies and practices and develop resources to implement better practice approaches to address unconscious bias in the workplace, including in selection processes.	Feb 2018
<b>WAP 3</b>	We will apply RecruitAbility to all externally advertised vacancies including SES roles.	Continuing
<b>WAP 4</b>	We will provide workplace adjustment training to recruitment teams and selection panels.	Continuing
<b>WAP 5</b>	We will ensure recruitment systems and processes are accessible and inclusive for people with disability.	Continuing
<b>WAP 6</b>	We will promote our work experience and entry level pathway programs to provide employment opportunities for people with disability, including Indigenous people with disability.	Continuing
<b>WAP 7</b>	We will partner with external organisations and providers to provide employment opportunities for people with disability.	Continuing
<b>INCLUDE</b> — <i>Our culture fosters access and inclusion</i>		
<b>WAP 8</b>	We will implement a Workplace Adjustment policy and guidelines which makes it easier to request, access and implement workplace adjustments and assists employees with disability to perform at their best.	July 2017
<b>WAP 9</b>	We will celebrate events of significance such as International Day of People with Disability, R U OK? Day and World Mental Health Day.	Annually
<b>WAP 10</b>	We will implement internal and external communication activities to raise disability awareness including awareness of invisible disabilities and which promote workplace accessibility and inclusion.	Continuing
<b>WAP 11</b>	We will maintain our workplace accessibility support programs including a National Disability Access Coordinator and the Accessibility Support Unit, to ensure employees with disability and their supervisors have access to information and support for workplace adjustment.	Continuing
<b>WAP 12</b>	We will facilitate a disability employee network to harness the experiences, knowledge and passion of employees to support information, engagement and innovation in fostering an accessible and inclusive workplace culture.	Continuing
<b>WAP 13</b>	We will implement measures that foster a culture of trust and inclusion, where employees feel comfortable to share their disability information and supervisors are responsive to accommodating accessibility needs.	Continuing

4.9%

of our people have self-identified as a person with disability

'I was diagnosed with a number of disorders in 2009 and have had to be hospitalised for treatment. I have learned to embrace the challenges that come with my condition. Raising awareness of mental health is now a passion of mine and I deliver a number of the department's mental health awareness programs. If you have a condition that may affect you at work the key message is to talk to your manager about it. That way they can know how to support you. I also encourage staff to identify in the Equity and Diversity page in ESSentials. This will ensure the department can tailor training and initiatives to support staff.'

**Adrian, Learning Specialist, People Capability**



'My name is Sana and I work differently. I am legally blind with a degenerative eye condition that causes colour blindness and extreme sensitivity to light. I use a range of adjustments at work such as screen readers and magnifiers and I have an office with no light. The department's Accessibility Support Unit, which set-up my assistive technology and provides me with ongoing support, is fantastic. However, the most important support comes from my manager and senior leaders. They break down barriers by acknowledging that I need to work differently and support me to get access to the tools I need.'

**Sana, Assistant Director, Aged Care**

**DEVELOP**—We provide opportunity for growth

<b>WAP 14</b>	We will implement a Psychological Health Strategy and action plan that promotes mental health and wellbeing.	Dec 2016
<b>WAP 15</b>	We will develop an accessibility self-paced training package to increase accessibility awareness and capability to meet the needs of employees with disability, including users of assistive technology.	March 2018
<b>WAP 16</b>	We will explore implementation of a targeted mentoring program for employees with disability who demonstrate consistent high performance and potential to advance to the Executive Level or higher.	Feb 2019
<b>WAP 17</b>	We will increase uptake of the Disability Capability Program, in particular by managers and team leaders, to improve disability awareness and confidence across the department.	Continuing
<b>WAP 18</b>	We will increase awareness of mental health conditions and the uptake of mental health learning solutions, particularly completion by managers.	Continuing
<b>WAP 19</b>	We will continue to enhance accessibility and compatibility of e-learning products and aim to adopt best practice.	Continuing

**LEAD**—We are bold and innovative, with leaders that pave the way

<b>WAP 20</b>	We will establish a departmental disability employment target.	Jan 2017
<b>WAP 21</b>	We will build on our existing workplace accessibility programs to maximise digital technology improvements and provide innovative accessibility solutions for employees with disability.	Continuing
<b>WAP 22</b>	We will review our procurement policies and practices to ensure accessibility is considered in service, system or property related procurement activities.	Dec 2018
<b>WAP 23</b>	We will maintain our corporate Gold membership with Australian Network on Disability (AND).	Annually
<b>WAP 24</b>	We will maintain Disability Champions at the senior executive level providing leadership to our disability employment initiatives and championing change to issues affecting staff with disability.	Continuing
<b>WAP 25</b>	We will continue to implement a mandatory Changing Mindsets: Direct Experiences Program to encourage SES leaders to think differently about the recruitment, career progression and overall work experience of people with disability.	Continuing
<b>WAP 26</b>	We will continue to explore opportunities to provide accessibility support shared services to other APS agencies.	Continuing



## Mature Age Employee Plan 2016–19

### Our aim

Our aim is to increase the representation of mature age people in our workforce and to harness the expertise and experience this talent source brings to our performance and productivity.

We aim to retain our mature age employees and recognise the wealth of corporate knowledge they bring to the workplace and the important role they play in passing on this knowledge to support improved performance and succession planning in the department.

We strive to remove barriers to workforce participation for mature age people and to support them to engage in a longer, productive working life.

‘I am an Aboriginal woman born and raised on Kalkadoon land from Cloncurry in Far North-West Queensland. I’ve been in Canberra for over 30 years however my career has spanned a number of jobs including enlisting in the Royal Australian Air Force, working in a law firm, and I’ve just completed 20 years in the Australian Public Service. I may be of mature age but I still have career plans ahead. I plan to transition to a new career down the track but for now I love what I do. I bring decades of work and life experiences to my job. It’s great to come to work, help others and know that I make a difference.’

**Nicki, Assistant Director, Indigenous, Regional and Intensive Services**



‘In 1972 I started my career in Mothercraft Nursing however later in life I went back to formal studies and completed a Diploma in Welfare and Bachelor of Social Science. I joined CRS Australia in 2010 and then transitioned to the Authorised Review Officer role when CRS ceased operating. Dealing with change and learning new things requires the right mindset. You need to believe in yourself and the workplace needs to believe in you too. The type of reviews I do now are a good fit with my previous work experience and while I’m still learning I’m also able to share my knowledge to help my colleagues.’

**Bambi, Authorised Review Officer, Customer Payment Services**

30.6%

of our people are aged 50 or over

## Our commitment to action

<b>RECRUIT</b> — <i>Our workforce reflects the diversity of the community we serve</i>		
<b>MA 1</b>	We will develop procedures and guidance which support employees seeking to change their employment status from ongoing to non-ongoing as a transition to retirement arrangement.	Aug 2017
<b>MA 2</b>	We will trial a targeted 'Career Restart' recruitment campaign which targets people who are mature age seeking to re-enter the workforce or to extend their working life via a new career path.	Dec 2017
<b>MA 3</b>	We will review our people policies and practices and develop resources to implement better practice approaches to address unconscious bias in the workplace, including in selection processes.	Feb 2018
<b>MA 4</b>	We will actively encourage mature age people to apply for the department's vacancies, promote the department as a flexible workplace and ensure our recruitment policies and practices are age-friendly.	Continuing
<b>INCLUDE</b> — <i>Our culture fosters access and inclusion</i>		
<b>MA 5</b>	We will implement internal and external communication activities which are age-positive and address negative stereotypes and age discrimination and promote the positive contributions and potential of mature age workers.	Continuing
<b>MA 6</b>	We will facilitate a mature age employee network which promotes health and wellbeing, options to consider when transitioning to retirement and gathers feedback on the experiences of mature age workers to identify where further focus may be required.	Continuing
<b>MA 7</b>	We will ensure workplace adjustments, assistive technology and health case management are extended to mature age staff to minimise workplace barriers caused by acquired disability or chronic health conditions.	Continuing
<b>MA 8</b>	We will provide staff with access to information and resources on how extended working may affect their superannuation.	Continuing
<b>MA 9</b>	We recognise the lifespan disparity of Indigenous Australians compared to non-Indigenous Australians and will ensure our mature age employee initiatives support Aboriginal and Torres Strait Islander people who are of age 40 or over.	Continuing
<b>DEVELOP</b> — <i>We provide opportunity for growth</i>		
<b>MA 10</b>	We will explore implementation of an alumni program which supports mature age employees to return to work following retirement on short-term flexible arrangements which benefit business outcomes and productivity.	March 2019
<b>MA 11</b>	We will develop tools and resources which support managers and supervisors to appropriately manage a multi-generational workforce.	June 2018
<b>MA 12</b>	We will develop an extended work-life framework which supports the career development and extended working-life of mature age employees, including life planning and transition to retirement support.	July 2019
<b>MA 13</b>	We will continue to provide learning and development methods which support all learning styles and provide mature age workers with support to adapt to new technology.	Continuing
<b>MA 14</b>	We will promote the use of Talent-Hub to mature age staff to support continuous development and career progression.	Continuing
<b>LEAD</b> — <i>We are bold and innovative, with leaders that pave the way</i>		
<b>MA 15</b>	We will implement Executive Level 1 and 2 Age Ambassadors to promote the benefit of employing and retaining mature age people, debunk common myths and champion mature age initiatives across the department.	Dec 2018
<b>MA 16</b>	We will trial a 'MyGen' program involving a two-way intergenerational mentoring arrangement that facilitates knowledge transfer and builds capability.	July 2019
<b>MA 17</b>	We will collect and analyse workforce data to identify trends in mature age employment in the department and to identify any organisational human capital risks to our future capability and areas of opportunity to improve the recruitment and retention of mature age workers.	Continuing



## Gender Equality Plan 2016–19

### Our aim

We aim to create a workplace which provides equal opportunity and advancement in employment regardless of gender, where workplace flexibility arrangements support both women and men to balance family and caring responsibilities and work participation, and gender balance supports improved business decision-making, merit and performance.

This plan is supported by the department's *Family and Domestic Violence Strategy 2016–19* which outlines the department's commitment to helping staff and customers experiencing family and domestic violence issues by providing information, referrals and support.

This plan supports the *Balancing the Future: The Australian Public Service Gender Equality Strategy 2016–19* which seeks to address gender imbalance across the APS and sets out actions for driving high performance and boosting productivity.



'I'm a single father with twin daughters whom I have caring responsibility for every second week. I have a flexible working arrangement that allows me to work shorter hours one week and longer hours the next. This means I can be there for my children and still work full-time in a job that I love. I also worked part-time when my girls were younger. Whatever your needs are, having a supportive manager and being willing to have an open conversation is key. I had to be reasonable in what I was asking for and could show how the arrangement would benefit the workplace.'

**Stephen, Assistive Technology Advisor, People Capability**

71.6% representation of women in our workforce

## Our commitment to action

<b>RECRUIT</b> — <i>Our workforce reflects the diversity of the community we serve</i>		
GE 1	We will explore a trial of an innovative recruitment approach that removes the name and gender of candidates from the initial assessment stage to prevent discrimination, stereotyping and hidden bias in the selection process.	Dec 2017
GE 2	We will review our people policies and practices and develop resources to implement better practice approaches to address unconscious bias in the workplace, including in selection processes.	Feb 2018
GE 3	We will promote ICT careers to women, for example, by targeting women in the STEM program and the National Graduate Program.	Continuing
GE 4	We will continue to ensure appropriate gender balance in selection panels.	Continuing
<b>INCLUDE</b> — <i>Our culture fosters access and inclusion</i>		
GE 5	We will review our people policies, guidelines and procedures to ensure a flexible workplace which supports operational requirements and considers the individual needs of employees.	July 2017
GE 6	We will develop a return to work framework for working parents that encourages men to use parental leave provisions and supports reintegration and career progression following their return to work.	Oct 2017
GE 7	We will promote days of significance such as International Women's Day, International Men's Day, White Ribbon Day and National Carer's Week.	Annually
GE 8	We will implement internal and external communication activities to promote gender equality, including the take-up of flexible working arrangements by men, and the benefits of a carer-friendly workplace.	Continuing
GE 9	We will promote a flexible workplace environment to support work-life balance for parents and carers and which promotes the role men play, including male leaders and managers, in supporting employees to have an active career along-side an active parent role.	Continuing
GE 10	We will profile senior executive and staff role models to break down myths and promote success stories of men and women achieving work-life balance, including career progression.	Continuing
<b>DEVELOP</b> — <i>We provide opportunity for growth</i>		
GE 11	We will implement training to build manager capability in effectively supporting employees before, during and after return from parental leave, and to manage a flexible workplace which benefits both the employee and business outcomes.	April 2019
GE 12	We will facilitate SES exchange arrangements between agencies or functional areas affected by gender imbalance.	Continuing
GE 13	We will promote the completion of Family and Domestic Violence training to support a flexible and safe workplace for staff affected by family and domestic violence and to enable them to continue their employment and receive further assistance as appropriate.	Continuing
GE 14	We will develop or seek access to programs that support women's progression into leadership positions, particularly in areas affected by gender imbalance such as ICT.	Continuing
<b>LEAD</b> — <i>We are bold and innovative, with leaders that pave the way</i>		
GE 15	We will nominate and promote an internal executive champion of gender equality to demonstrate the department's commitment to achieving gender equality and drive a culture of change.	Dec 2016
GE 16	We will evaluate our gender balance and set gender equality targets.	Jan 2017
GE 17	We will undertake a diagnostic audit of gender inclusion within the department to identify gaps and implement further actions to support gender equality.	Jan 2018
GE 18	We will monitor workforce metrics to track the retention and career progression of employees returning from parental leave.	Annually
GE 19	We will maintain a departmental Family and Domestic Violence Strategy with actions which provide support and assistance to staff affected by family and domestic violence.	Continuing
GE 20	Our senior leaders will commit to the 'Panel Pledge' to support gender balance at internal and external panels, forums and events.	Continuing
GE 21	We will work towards meeting the criteria of the Workplace Gender Equality Agency 'Employer of Choice for Gender Equality' citation.	Continuing



# Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) Inclusion Plan 2016–19

## Our aim

We aim to create a workplace which is fair, safe and inclusive of all people regardless of their sexual orientation, gender identity or intersex status.

We aim to foster a workplace environment and culture where all employees can feel free to be themselves without the need to guard or self-edit their conversations, and without fear of bias, labels or negative behaviour.

‘Finding out my father was gay at the age of 13 put me on a road of discovery and acceptance. I am now a proud LGBTI Ally which means that I actively support LGBTI inclusion. The department has an LGBTI Yammer Group which provides a safe environment for staff to connect and support each other. I find it special to be a part of helping others. There is also a great LGBTI Inclusion e-learning package on ESSENTIALS that explains the LGBTI acronym and the unique challenges faced by the LGBTI community. Through my journey I’ve learned that you can love people for who they are without needing to be the same as them.’

**Hannah, Senior Project Officer, Service Performance and Coordination**



I realised from about 12 years of age that I was different. For years I would privately wear dresses at home. It wasn’t till my mid 30s that I came to accept that I am transgender. In January 2011 I came to work as a female. I was anxious about how I would be received however everyone was very supportive and accepting. I am able to be my authentic self at work which means I am happier, more relaxed and can focus on doing my job. LGBTI inclusion is about creating an environment where people are valued for their skills and don’t need to be concerned about negative treatment. Staff thinking about coming out at work can find useful information and support on the LGBTI Inclusion intranet page.’

**Veronika, Test Analyst, Adelaide Delivery Centre**

67%

of staff believe LGBTI initiatives are important in our workplace

## Our commitment to action

<b>RECRUIT</b> — <i>Our workforce reflects the diversity of the community we serve</i>		
<b>LGBTI 1</b>	We will review our people policies and practices to ensure they are inclusive of LGBTI staff and develop resources to implement better practice approaches to address unconscious bias in the workplace, including in selection processes.	Feb 2018
<b>LGBTI 2</b>	We will maintain a profile in the Australian National LGBTI Recruitment Guide (ANRG) published by Pride in Diversity.	Annually
<b>LGBTI 3</b>	We will promote completion of the department's LGBTI Inclusion e-learning to recruitment teams and selection panels.	Continuing
<b>LGBTI 4</b>	We will actively promote LGBTI inclusivity in external recruitment advertising such as the Human Services website and other social media platforms.	Continuing
<b>INCLUDE</b> — <i>Our culture fosters access and inclusion</i>		
<b>LGBTI 5</b>	We will review our people policies and resources to ensure they reflect the requirements of the Australian Government Guidelines on the Recognition of Sex and Gender (Gender Guidelines).	May 2017
<b>LGBTI 6</b>	We will develop guidance to support gender transition and gender affirmation in the workplace.	Dec 2017
<b>LGBTI 7</b>	We will review the Preventing and Resolving Workplace Bullying toolkit to ensure support is available to LGBTI employees with bullying, harassment or discrimination concerns in the workplace.	March 2018
<b>LGBTI 8</b>	We will promote days of significance such as International Day Against Homophobia and Transphobia (IDAHOT), Wear it Purple Day and Intersex Awareness Day.	Annually
<b>LGBTI 9</b>	We will implement internal and external communication activities to promote LGBTI awareness and inclusion.	Continuing
<b>LGBTI 10</b>	We will facilitate an LGBTI network, including LGBTI employees and 'Allies' for staff to network with each other and contribute to departmental LGBTI inclusion initiatives.	Continuing
<b>DEVELOP</b> — <i>We provide opportunity for growth</i>		
<b>LGBTI 11</b>	We will increase uptake of the LGBTI Inclusion e-learning to improve LGBTI awareness and inclusion across the department.	Continuing
<b>LGBTI 12</b>	We will ensure our Employee Assistance Program (EAP) providers are LGBTI inclusive and able to support LGBTI employees.	Continuing
<b>LGBTI 13</b>	We will promote training which supports implementation of the Gender Guidelines.	Continuing
<b>LGBTI 14</b>	We will explore updates to the Equity and Diversity page in ESSentials to allow employees to self-identify their LGBTI diversity details and enable the department to use the data to improve LGBTI initiatives.	Nov 2019
<b>LEAD</b> — <i>We are bold and innovative, with leaders that pave the way</i>		
<b>LGBTI 15</b>	We will nominate and promote an internal executive champion (Ally) to promote and drive LGBTI inclusion across the department.	Jan 2017
<b>LGBTI 16</b>	We will participate in the Australian Workplace Equality Index (AWEI) and associated employee survey each year.	Annually

# Definitions

## Carers

Carers have responsibility for the care of a child of school age or younger or provides personal care, support and assistance to someone in need of support due to disability, medical condition, terminal illness, mental illness or is frail and aged.

## Culturally and Linguistically Diverse

Cultural and linguistic diversity refers to those parts of our identity which stem from where our parents were born and the languages they speak, where we were born and the languages we speak, our ancestries and our religious identity. For data purposes the definition is usually people whose first spoken language was not English.

## Disability

A disability is any condition that restricts a person's mental, sensory or mobility functions. It may be caused by accident, trauma, genetics or disease. A disability may be temporary or permanent, total or partial, lifelong or acquired, visible or invisible.

The department uses the definition of disability as defined by section 4 of the *Disability Discrimination Act 1992* for the purposes of its disability employment policies, programs and processes. The definition of disability includes:

- Physical
- Intellectual
- Psychiatric
- Sensory
- Neurological, and
- Learning disabilities, as well as
- Physical disfigurement, and
- The presence in the body of disease-causing organisms.

For the purposes of data collection, the department uses the *Australian Bureau of Statistics Disability, Ageing and Carers Survey* definition of disability. A person has a disability if they report that they have a limitation, restriction or impairment, which has lasted, or is likely to last, for at least six months and restricts everyday activities.

## Gender Equality

Gender Equality refers to creating workplaces where everyone is afforded equal opportunities and employment conditions irrespective of their gender.

## LGBTI

Lesbian, Gay, Bisexual, Transgender and/or Intersex (LGBTI) includes those people who are same sex attracted, attracted to both men and women, identify as a gender other than the one they were assigned at birth and those that have biological characteristics that are not typically male or female.

## Mature Age

Whilst being of mature age is not defined to a specific age bracket, for data collection purposes the definition of mature age refers to people aged 50 or over. To acknowledge the lifespan disparity of Indigenous Australians compared to non-Indigenous Australians our mature age employee initiatives will also support Aboriginal and Torres Strait Islander people who are aged 40 or over.



