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## Broader departmental Diversity Action Plan

We recognise the impact of intersectionality, which is the overlapping or intersecting of people’s identities and their experiences. To embed an inclusive culture, the following actions were identified as necessary across all the diversity groups’ action plans.

### 1. Opportunities

Priority 1.1 Attract, recruit and retain people from diverse backgrounds					
Action Item	Actions	Responsibility	Dependencies	Timeline	Outcomes/ measures and progress
1.1.1	<p>Promote the department as being an employer of choice through all external advertising, recruitment vacancies, and promotion of our inclusion networks.</p> <ul style="list-style-type: none"> <li>• Social media</li> <li>• Better marketing of the role of the department</li> <li>• Increase advertising on social media platforms</li> <li>• Flexible working arrangements</li> <li>• Nursing rooms</li> <li>• Mental health awareness – advertising the thrive model</li> <li>• Through universities and high school career fairs</li> <li>• Employee Assistance Program</li> <li>• Collaborate with disability/mental health employment services – AND, Wise employment etc.</li> </ul>	<p><b>Lead:</b> All Business areas People, Strategy and Safety Branch</p> <p><b>Support:</b> Culture, Diversity and Inclusion Recruitment Services Communications and Media Inclusion Networks</p>	Costs	Ongoing	<p><b>Outcome:</b> Increase people of diverse groups applying to work at the department</p> <p><b>Measure:</b> Workforce data Increase in people from diverse backgrounds applying for roles within the department Recruitment data</p>
1.1.2	<p>Develop induction materials for new employees relating to the provisions and support available for all employees in the department to better promote the inclusion networks.</p>	<p><b>Lead:</b> People, Strategy and Safety Branch</p> <p><b>Support:</b> Culture, Diversity and Inclusion Inclusion Networks Talent, Leadership and Capability</p>		December 2021	<p><b>Outcome:</b> A more engaged diverse workforce with an increased awareness of the information and supporting provisions available in the workplace</p> <p><b>Measure:</b> Increase in the number of people joining the Inclusion Networks and self-identifying in Aurion.Higher engagement rates through employee surveys</p>

### 2. Inclusive Culture

Priority 2.1 Build an inclusive culture					
Action Item	Actions	Responsibility	Dependencies	Timeline	Outcomes/ measures and progress
2.1.1	<p>All Executive Level staff are encouraged to attend ‘How to have a sensitive/personal conversation (relating to diversity)’ to assist them in knowing what and how to discuss/raise diversity matters with their staff.</p> <ul style="list-style-type: none"> <li>• Investigate other training options for understanding and modelling inclusive behaviours</li> <li>• How to build inclusive teams</li> <li>• Invite new staff to introduce themselves to their teams to encourage inclusive behaviour amongst all staff</li> <li>• Understanding and accepting intersectionality</li> </ul>	<p><b>Lead:</b> All Executive Level staff</p> <p><b>Support:</b> Talent, Leadership and Capability Culture, Diversity and Inclusion Inclusion Networks</p>	Development/availability of new training module.	2022/23	<p><b>Outcome:</b> Employees feel supported and accepted in the workplace</p> <p><b>Measure:</b> Decrease in bullying and harassment allegations relating to diversity</p>

2.1.2	All staff to undertake Unconscious Bias training. <ul style="list-style-type: none"> <li>2021 to develop online module if not currently available</li> <li>Managers are to encourage all staff to complete the training</li> <li>Participation to be recorded in performance agreements</li> <li>By end of 2022, 80% of panel members to have undertaken training prior to participating in a selection process</li> </ul>	<b>Lead:</b> People, Strategy and Safety Branch <b>Support:</b> Culture, Diversity and Inclusion Talent, Leadership and Capability Recruitment	Availability and timing of training. Training previously offered face to face through external providers. Virtual/ e-learning options will be investigated to achieve a higher completion rate.	Ongoing	<b>Outcome:</b> Reduction in discrimination in selection processes. Selection outcomes based purely on merit without bias <b>Measure:</b> Recruitment data By the end of 2022 80% of panel members undertaken training Increase in the number of diverse people being promoted/engaged by the department
2.1.3	Conduct 5+5 meetings with the Senior Executive staff three times per year for all Inclusion Networks. Establish sessions from staff of diversity groups to share their lived experience with the Senior Executive staff to build a stronger awareness and understanding of diversity in our workplace.	<b>Lead:</b> All Senior Executive Staff <b>Support:</b> Culture, Diversity and Inclusion Inclusion Networks		1 per year for each network commencing in October 2021	<b>Outcome:</b> More awareness and understanding by the Senior Executive of the challenges faced by staff from diverse backgrounds <b>Measure:</b> New diversity programs are fit for purpose

### 3. Leadership

Priority 3.1 Strengthen leadership					
Action Item	Actions	Responsibility	Dependencies	Timeline	Outcomes/ measures and progress
3.1.1	Senior Executive and Executive Level staff to create, promote, and support inclusive workplaces. This will be measured through: <ul style="list-style-type: none"> <li>more staff self-identifying in payroll systems</li> <li>staff having access and opportunity to be involved with inclusion activities (numbers of staff attending events and activities)</li> <li>reported nonadherence to the Core 4 behaviours through Code of Conduct investigations</li> <li>improved Census data around workplace inclusion.</li> </ul>	<b>Lead:</b> All Senior Executive Staff and Executive Level staff <b>Support:</b> Culture, Diversity and Inclusion Integrity Inclusion Networks		Ongoing	<b>Outcome:</b> We have a workforce that is truly accepting, and inclusive of all people <b>Measure:</b> Census data Decrease in Code of Conduct Investigations Increase in staff self-identifying in Aurion and SAP
3.1.2	Senior Executive and Executive Level staff to always model inclusive behaviours and language. <ul style="list-style-type: none"> <li>Develop guidelines on expectations around inclusion in the workplace</li> <li>Include inclusive behaviours in performance agreements</li> <li>Demonstrate adherence to Core 4</li> </ul>	<b>Lead:</b> All Senior Executive and Executive Level staff <b>Support:</b> People, Strategy & Safety Branch		Ongoing	<b>Outcome:</b> Consistent approach from all managers relating to inclusive behaviours and language <b>Measure:</b> Report on the adherence to inclusive behaviours in performance agreements
3.1.3	Senior Executive staff to acknowledge days of significance and their importance, encouraging staff to participate in internal and external events and participate themselves. Diversity and inclusion team to provide Senior Executive staff with information about events and days of significance to provide cascading messages throughout their divisions/branches demonstrating their support.	<b>Lead:</b> All Senior Executive Staff <b>Support:</b> Culture, Diversity and Inclusion Inclusion Networks		Ongoing	<b>Outcome:</b> Senior Executive actively support and acknowledge days of significance events to demonstrate their commitment <b>Measure:</b> Number of staff attending events
3.1.4	Provide education opportunities for senior leaders and managers on the effects of discrimination.	<b>Lead:</b> People, Property and Security Division <b>Support:</b> Culture, Diversity and Inclusion Talent, Leadership and Capability Integrity	Availability of training	Ongoing  Training to be available in 2023	<b>Outcome:</b> Managers more aware of discrimination and take active steps to prevent it <b>Measure:</b> Decrease in the number of discrimination claims

## Cultural and Linguistically Diverse (CaLD) Action Plan 2021 to 2024

### 1. Opportunities

Priority 1.1 Attract, recruit and retain people from CaLD backgrounds.					
Action Item	Actions	Responsibility	Dependencies	Timeline	Outcomes/ measures and progress
1.1.1	Review Human Resource (HR) and recruitment procedures and policies to remove barriers for CaLD people to participate in the workplace. <ul style="list-style-type: none"> <li>Review Expression of Interest process</li> <li>Review online recruitment application forms and determine what information should be provided to selection panels</li> <li>HR data to be hidden from selection panels</li> </ul>	<b>Lead:</b> People, Strategy and Safety Branch <b>Support:</b> Culture, Diversity and Inclusion Workplace Relations Recruitment Services	Australian Public Service and DAFF recruitment policies and guidelines Recruit system (E-Recruit)	December 2022	<b>Outcome:</b> Increase in CaLD staff participation in the workplace Increase in CaLD people selected for interview <b>Measure:</b> Recruitment and learning and development data
1.1.2	Support retention mechanisms, such as culturally appropriate employee assistance programs (EAP), mentoring programs, inclusion networks, study support, scholarships. (e.g., department covers salary for long term study, or short activities or trips with a departmental focus).	<b>Lead:</b> People, Strategy and Safety Branch <b>Support:</b> All Senior Executive Staff	EAP contract, departmental funding	Ongoing	<b>Outcome:</b> Increase in CaLD people participating in these programs <b>Measure:</b> SAP/Aurion data EAP data Employee program statistics
1.1.3	Leadership development programs and job opportunities and rotations at higher levels (including management and Senior Executive positions). <ul style="list-style-type: none"> <li>CaLD employees represented on departmental leadership programs</li> <li>Support to attend both internal and external leadership programs.</li> </ul>	<b>Lead:</b> People, Strategy and Safety Branch <b>Support:</b> Culture, Diversity and Inclusion Talent Leadership and Capability All Business areas	Funding and equity in the selection process	Ongoing	<b>Outcome:</b> Increase in the number of CaLD people selected for these programs <b>Measure:</b> Learning and development data Talent and capability data
1.1.4	CaLD employees to participate in career mapping to assist in building their capabilities in: <ul style="list-style-type: none"> <li>strategic thinking</li> <li>strengthened career pathways</li> <li>opportunities to develop skills (including leadership) to progress within the department.</li> </ul>	<b>Lead:</b> People, Strategy and Safety Branch <b>Support:</b> CaLD network members All business areas		2022/23	<b>Outcome:</b> A more engaged CaLD workforce who have access to opportunities <b>Measure:</b> Recruitment and learning and development data

### 2. Inclusive Culture

Priority 2.1 Build an inclusive culture					
Action Item	Actions	Responsibility	Dependencies	Timeline	Outcomes/ measures and progress
2.1.1	Include the phonetic pronunciation of names in our virtual contact cards.	<b>Lead:</b> People, Strategy and Safety Branch <b>Support:</b> Communications and Media CaLD network members		December 2021	<b>Outcome:</b> All staff feel comfortable saying each other's names without offending anyone <b>Measure:</b> Increased engagement in the use of phonetic pronunciation in signature blocks
2.1.2	Harness cultural competencies by engaging people with lived experience who can contribute to the development of internal and external facing policies. Create a register of volunteers for business areas to consider when developing policy.	<b>Lead:</b> People, Strategy and Safety Branch <b>Support:</b> Culture, Diversity and Inclusion CaLD network members	Availability of staff and their knowledge of the topics/ stakeholders	Ongoing	<b>Outcome:</b> We develop policies that reflect our workforce and stakeholders needs <b>Measure:</b> The number of policies that have been developed with CaLD representation

### 3. Leadership

Inclusive leadership at all levels is a key pillar in embedding inclusion in the department. A commitment for leaders to create, promote and support inclusive workplaces and the necessary actions can be found in Section 3 of the 'Actions Across all Diversity Groups Action Plan'.

## Disability Action Plan 2021 to 2024

### 1. Opportunities

Priority 1.1 Attract, recruit and retain					
Action Item	Actions	Responsibility	Dependencies	Timeline	Outcomes/Measures
1.1.1	Consult with the Australian Public Service Commission (APSC) to conduct a review of recruitment practices (including application of Affirmative measures) to ensure alignment with contemporary and inclusive practices.	<b>Lead:</b> People, Strategy and Safety Branch <b>Support:</b> Australian Public Service Commission Culture, Diversity and Inclusion Recruitment and Entry Level Programs		December 2022	<b>Outcome:</b> Streamlined inclusive recruitment practices <b>Measure:</b> Increase in use of affirmative measure – disability roles Increase in number of people with disability applying for roles within the department
1.1.2	Ensure Senior Executive Staff search firms are also accredited Disability Confident Recruiters.	<b>Lead:</b> People, Strategy and Safety Branch <b>Support:</b> Culture, Diversity and Inclusion Procurement		December 2022	<b>Outcome:</b> SES candidates with disability are considered appropriately <b>Measure:</b> Number of SES appointed with disability
1.1.3	People with disability are provided with employment opportunities through targeted initiatives (recruitAbility, affirmative measures and entry level programs).	<b>Lead:</b> People, Strategy and Safety Branch <b>Support:</b> Culture, Diversity and Inclusion Recruitment and Entry Level Programs		Ongoing	<b>Outcome:</b> More people with disability at all levels within the department RecruitAbility is applied to all recruitment processes and there are processes in place to check its application is consistent and appropriate <b>Measure:</b> Increase in the number of people being recruited through targeted opportunities
1.1.4	Develop induction materials for new employees relating to the provisions and support available for all employees in the department.	<b>Lead:</b> People, Strategy and Safety Branch <b>Support:</b> Culture, Diversity and Inclusion Care and Ability network Talent, Leadership and Capability		December 2022	<b>Outcome:</b> A more aware workforce who have access to information that supports them in the workplace <b>Measure:</b> Increase in number of staff with disability accessing support provisions when they commence in their roles Decrease in number of complaints from staff with disability regarding information on available support
1.1.5	Develop and implement initiatives to attract and support staff who are hearing and vision impaired, including: <ul style="list-style-type: none"> <li>• ensuring the department has a contract in place for Auslan interpreting services</li> <li>• meetings have a Auslan interpreter present if there is a hearing-impaired person in attendance</li> <li>• contract/preferred supplier to provide Auslan training to all staff</li> <li>• access to specialist software for those who are vision impaired.</li> </ul>	<b>Lead:</b> People, Strategy and Safety Branch <b>Support:</b> Culture, Diversity and Inclusion		December 2022	<b>Outcome:</b> Department seen as employer of choice for people with disability <b>Measure:</b> Increase in number of staff accessing the Auslan service

1.1.6	Consult with people with disability on the new CQ2 building to ensure it is an inclusive space and is accessible for all staff.	<b>Lead:</b> People, Strategy and Safety Branch <b>Support:</b> Care and Ability Network		December 2021/ Early 22	<b>Outcome:</b> An inclusive and accessible building for all staff <b>Measure:</b> Decrease in number of complaints from staff relating to accessibility Staff with disabilities report being able to contribute to the consultation
1.1.7	Provide disability awareness training to recruitment panels and senior managers/decision makers.	<b>Lead:</b> People, Strategy and Safety Branch <b>Support:</b> Talent, Leadership and Capability Culture, Diversity and Inclusion Recruitment and Entry Level Programs		Ongoing	<b>Outcome:</b> Department has more inclusive recruitment practices <b>Measure:</b> Workforce data
1.1.8	Ensure people with disability have access to development opportunities to perform their role and pursue career goals and provide targeted development opportunities such as: <ul style="list-style-type: none"> <li>mentoring, scholarships, cadetship, internal mobility opportunities</li> <li>ensuring employees with disability are supported and encouraged to take up mobility and career development opportunities.</li> </ul>	<b>Lead:</b> People, Strategy and Safety Branch <b>Support:</b> Care and Ability Network All business areas		Ongoing	<b>Outcome:</b> Increase in the number of people with a disability selected for these programs <b>Measure:</b> Learning and development data Talent and Capability data Recruitment data

## 2. Inclusive Culture

Priority 2.1 Build an inclusive culture					
Action Item	Actions	Responsibility	Dependencies	Timeline	Outcomes/Measures
2.1.1	Review business practices to include workplace adjustments and to embed conversations about workplace adjustments into all stages of the employee's career. <ul style="list-style-type: none"> <li>Develop toolkits for both managers and staff on reasonable adjustments</li> </ul>	<b>Lead:</b> People, Strategy and Safety Branch <b>Support:</b> People Support		December 2022	<b>Outcome:</b> Staff are better supported in the workplace <b>Measure:</b> Number of staff accessing workplace adjustments options Increase in number of staff identifying as having a disability in Aurion/SAP APS Employee Census data
2.1.2	Maintain the annual corporate membership with the Australian Network on Disability (AND). <ul style="list-style-type: none"> <li>Participate in the AND Access and Inclusion index survey</li> <li>Participate in Disability Confident Recruiter program</li> </ul>	<b>Lead:</b> People, Strategy and Safety Branch <b>Support:</b> Culture, Diversity and Inclusion Recruitment and Entry Level Programs		Ongoing	<b>Outcome:</b> Increase in people with disability applying to the department Staff with disability have more opportunities to be engaged in the workforce <b>Measure:</b> Index survey benchmarking results Workforce data
2.1.3	Employ a Disability Contact Officer (DCO) role to support employees with disability.	<b>Lead:</b> People, Strategy and Safety Branch <b>Support:</b> Culture, Diversity and Inclusion Care and Ability Network		July 2022	<b>Outcome:</b> Staff with disability and managers of staff with disability feel supported <b>Measure:</b> Number of staff who contact the DCO seeking support and have a positive outcome
2.1.4	Provide disability awareness training for all managers and senior leaders. <ul style="list-style-type: none"> <li>Identify gaps in knowledge for managers on their duty of care and legislative obligations.</li> <li>Develop appropriate training for managers to fill the gap.</li> <li>Develop and provide tools for manager to support employees with disability.</li> </ul>	<b>Lead:</b> People, Strategy and Safety Branch <b>Support:</b> Culture, Diversity and Inclusion Care and Ability network Talent, leadership & Capability People Support		Ongoing	<b>Outcome:</b> Staff with disability and their managers feel supported and accepted in the workplace <b>Measure:</b> Increase in number of managers undertaking the training Improvements on census data related to bullying and harassment

2.1.5	Ensure all department events, internal and external products and services are accessible. <ul style="list-style-type: none"> <li>Ensure all DAFF events follow guidelines for accessible practice</li> </ul>	<b>Lead:</b> People, Strategy and Safety Branch <b>Support:</b> Culture, Diversity and Inclusion All business areas		Ongoing	<b>Outcome:</b> Staff feel included <b>Measure:</b> Reduction in negative feedback on non-accessible events, documents etc.
2.1.6	Ensure people with disability have access to development opportunities to perform their role and pursue career goals and provide targeted development opportunities such as: <ul style="list-style-type: none"> <li>mentoring, scholarships, cadetship, internal mobility opportunities)</li> <li>ensuring employees with disability are supported and encouraged to take up mobility and career development opportunities</li> </ul>	<b>Lead:</b> People, Strategy and Safety Branch <b>Support:</b> Care and Ability Network All business areas		Ongoing	<b>Outcome:</b> Increase in the number of people with a disability selected for these programs <b>Measure:</b> Learning and development data Talent and Capability data Recruitment data
2.1.7	Improve disability awareness and confidence of all staff to create an inclusive culture.	<b>Lead:</b> People, Strategy and Safety Branch <b>Support:</b> Culture, Diversity and Inclusion Talent, Leadership and Capability Care and Ability Network		Ongoing	<b>Outcome:</b> Staff feel included <b>Measure:</b> Improvements in census data related to disability awareness

### 3. Leadership

Priority 3.1 Strengthen leadership					
Action Item	Actions	Responsibility	Dependencies	Timeline	Outcomes/Measures
3.1.1	The Senior Executive will be accountable for implementing the Strategy and taking actions to support the key areas of the Strategy.	<b>Lead:</b> Senior Executive Champion and Co-Champion <b>Support:</b> Culture, Diversity and Inclusion Care and Ability network		Ongoing	<b>Outcome:</b> More awareness and accountability by the Senior Executive <b>Measure:</b> Reporting to People and Culture Committee on a quarterly basis on the implementation of the action plan and progress
3.1.2	The Disability Champion and co-Champion promote and drive the implementation of the APS Disability Employment and DAFF Inclusion Strategies and collaborate APS-wide through the APS Disability Champions Network. <ul style="list-style-type: none"> <li>The Disability Champion and Co-Champion promote and communicate regularly to employees on disability, access, and inclusion within DAFF</li> </ul>	<b>Lead:</b> Senior Executive Champion and Co-Champion <b>Support:</b> Culture, Diversity and Inclusion		Ongoing	<b>Outcome:</b> Senior Executive actively support and demonstrate their commitment to the action plans and disability in the workplace <b>Measure:</b> Census data Increase in staff self-identifying in Payroll systems

## Gender Action Plan 2021 to 2024

### 1. Opportunities

Priority 1.1 Attract, recruit and retain					
Action Item	Actions	Responsibility	Dependencies	Timeline	Outcomes/Measures
1.1.1	Develop awareness and promote women in STEM roles.	<b>Lead:</b> People, Strategy and Safety Branch Gender Equity Network <b>Support:</b> Workplace Relations		December 2022	<b>Outcome:</b> More women in STEM roles <b>Measure:</b> Increase number of women in STEM roles
1.1.2	Review services and support for victims of family and domestic violence.	<b>Lead:</b> People, Strategy and Safety Branch  <b>Support:</b> People Support Culture, Diversity and Inclusion		December 2023	<b>Outcome:</b> Family and Domestic Violence (FDV) policy is well known including supports available such as types of leave, EAP, secure access to phone and IT <b>Measure:</b> Data on leave types accessed to support victims and parents
1.1.3	Review and consult with Digital Services Division on IT services and processes to consider accessibility for new parents at home (keeping in touch).	<b>Lead:</b> People, Strategy and Safety Branch <b>Support:</b> People Support Digital Services Division Culture, Diversity and Inclusion		December 2023	<b>Outcome:</b> Parents feel supported and are connected during parental leave <b>Measure:</b> Employees utilising keeping in touch days
1.1.4	Provide informal learning opportunities for staff on diversity and inclusion within the department to build awareness and understanding. <ul style="list-style-type: none"> <li>• Networking sessions with members of the inclusion networks</li> <li>• Facilitate 'You can't ask that' sessions</li> <li>• Organise 'Coffee Roulette' sessions</li> </ul>	<b>Lead:</b> Gender Equity network <b>Support:</b> Culture, Diversity and Inclusion		July 2022	<b>Outcome:</b> Building awareness of diversity across the department <b>Measure:</b> More people joining the Gender Equity network Increase in participation of employee surveys and positive engagement rate
1.1.5	Ensure gender balance and diversity in selection processes including internal processes and Expressions of Interest (EOI).	<b>Lead:</b> People, Strategy and Safety Branch <b>Support:</b> Recruitment and Entry Level Programs Culture, Diversity and Inclusion		Ongoing	<b>Outcome:</b> Selection outcomes based purely on merit without bias <b>Measure:</b> All recruitment panels have a gender balance

### 2. Inclusive Culture

Priority 2.1 Build an inclusive culture					
Action Item	Actions	Responsibility	Dependencies	Timeline	Outcomes/Measures
2.1.1	Conduct information sessions on parental based leave (from the Enterprise Agreement) to promote its purpose and ensure that it is applied consistently across the department.	<b>Lead:</b> People, Property, and Security Division <b>Support:</b> Workplace Relations People Support		December 2022	<b>Outcome:</b> Better understanding of Human Resource policies and how to apply them <b>Measure:</b> Male versus female uptake of parental leave
2.1.2	Encourage staff to update their signature blocks to include their preferred pronouns. Develop and publish communications to support this.	<b>Lead:</b> People Strategy and Safety Branch <b>Support:</b> Culture, Diversity and Inclusion LGBTIQA+ Pride network Gender Equity network		December 2021	<b>Outcome:</b> Building awareness of diversity across the department <b>Measure:</b> Increased engagement in the use of pronouns in signature blocks



2.1.3	<p>Develop and implement processes that support people who are victims of gender-based violence.</p> <ul style="list-style-type: none"> <li>Promote ease of access to family and domestic violence leave</li> <li>Conduct manager training around disclosure of family and domestic violence</li> <li>Ensure telephone TTY services available for staff in the department</li> <li>Conduct leader/manager training on individual approach to support victims of family and domestic violence (develop personal security plan, phones taps/blocked, secure car parks, access to secure workplace)</li> </ul>	<p><b>Lead:</b> People, Property, and Security Division <b>Support:</b> Policy and Program Branch Culture, Diversity and Inclusion</p>		December 2022	<p><b>Outcome:</b> Better understanding of support services available and how to access them <b>Measure:</b> Increased awareness of support options available for victims of gender-based violence</p>
2.1.4	<p>Promote options and access to flexible working arrangements for all staff including those with caring responsibilities (elderly parents, children, family members with disability etc).</p> <ul style="list-style-type: none"> <li>Collate information into a 'toolkit' for managers on establishing flexible working arrangements</li> <li>Address remote access issues for flexible working arrangements (technology and WHS requirements)</li> </ul>	<p><b>Lead:</b> People, Property, and Security Division <b>Support:</b> People Support</p>		July 2022	<p><b>Outcome:</b> Better understanding of the flexible working arrangement policy and how to apply it <b>Measure:</b> Data on staff accessing and applying flexible arrangements</p>

### 3. Leadership

Priority 3.1 Strengthen leadership					
Action Item	Actions	Responsibility	Dependencies	Timeline	Outcomes/Measures
3.1.1	<p>Develop and conduct training and workshops to develop leadership skills in relation to managing a cross-sectional and diverse workforce.</p> <ul style="list-style-type: none"> <li>The benefits of a diverse workforce</li> <li>The use of inclusive language</li> <li>Equity versus equality - what's the difference?</li> </ul>	<p><b>Lead:</b> People Strategy and Safety Branch <b>Support:</b> Culture, Diversity and Inclusion Talent, Leadership and Capability</p>	Development/availability of training	2022/23	<p><b>Outcome:</b> Managers understand their workforce and the benefits of diversity <b>Measure:</b> Increase in productivity and employee engagement through census data and additional employee surveys</p>

Inclusive leadership at all levels is a key pillar in embedding inclusion in the department. Further actions on leadership can be found in Section 3 of the Broader departmental Diversity Action Plan.

**Mental Health Action Plan 2021 to 2024 – this plan has been superseded by the [Mental Health Strategy](#)**

## Multi-generational Action Plan 2021 to 2024

### 1. Opportunities

Priority 1.1 Attract, recruit and retain					
Action Item		Responsibility	Dependencies	Timeline	Outcomes/Measures
1.1.1	Develop and promote entry-level opportunities targeted at multi-generational candidates.	<b>Lead:</b> People, Strategy and Safety Branch <b>Support:</b> Recruitment and Entry Level Programs Culture, Diversity and inclusion	Costs	December 2022	<b>Outcome:</b> Streamlined opportunities for multi-generational staff engaged to work at the department <b>Measure:</b> Attraction and retention rates of multi-generational employees
1.1.2	Review Human Resource (HR) and recruitment procedures and policies to remove barriers for multi-generational candidates to participate in the workplace. <ul style="list-style-type: none"> <li>Review Expression of Interest process</li> <li>Review online recruitment application forms and determine what information should be provided to selection panels</li> <li>Review inclusive language resources, recruitment and training practices to ensure they are free from stereotypes and age discrimination</li> </ul>	<b>Lead:</b> People Strategy and Safety Branch <b>Support:</b> Culture, Diversity and Inclusion Establishments and HR Reporting Recruitment and Entry Level Programs	Australian Public Service and DAFF Recruitment policy Recruit system (E-Recruit)	Ongoing	<b>Outcome:</b> Increase in staff participation in the workplace <b>Measure:</b> Recruitment and Learning and development data

### 2. Inclusive Culture

Priority 2.1 Build an inclusive culture					
Action Item		Responsibility	Dependencies	Timeline	Outcomes/Measures
2.1.1	Promote and encourage professional development through mentoring, training, mobility, and succession planning to support multi-generational staff. <ul style="list-style-type: none"> <li>Analyse workforce data from a multi-generational lens to raise visibility of issues and track and report on progress regularly to the Inclusion Council.</li> <li>Support our younger employees with career planning to develop their potential as future leaders.</li> </ul>	<b>Lead:</b> Capability, Planning and Change Branch <b>Support:</b> Culture, Diversity and inclusion Talent Leadership and Capability Establishments and HR Reporting All business areas		Ongoing	<b>Outcome:</b> Staff feel supported and more engaged in the workplace <b>Measure:</b> Learning and development data Talent and Capability data
2.1.2	Recognise, value, and promote the benefits and contributions a multi-generational workforce brings to the organisation.	<b>Lead:</b> People Strategy and Safety Branch <b>Support:</b> All divisions		Ongoing	<b>Outcome:</b> A more engaged workforce who have access to opportunities <b>Measure:</b> Recruitment data Learning and development data
2.1.3	Support workers to achieve a healthy and successful transition to retirement by providing staff with information that allows them to make informed decisions about financial security, health and lifestyle choices, and be better equipped to plan ahead for life transitions	<b>Lead:</b> People Support <b>Support:</b> Culture, Diversity and Inclusion Workplace Relations		December 2023	<b>Outcome:</b> A more engaged workforce <b>Measure:</b> Attendance at workshops Increase in flexible work applications Utilising financial support under the Enterprise Agreement
2.1.4	Assess new technologies for their ability to help older workers perform their work. Manage the adoption of new technology in ways that facilitate their uptake and protect and promote the health of workers.	<b>Lead:</b> Digital Services Division <b>Support:</b> Culture, Diversity and Inclusion All divisions Talent, Leadership and Capability		July 2023	<b>Outcome:</b> Higher engagement and productivity by staff <b>Measure:</b> Census and survey data of older workers

### **3. Leadership**

Inclusive leadership at all levels is a key pillar in embedding inclusion in the department. A commitment for leaders to create, promote and support inclusive workplaces and the necessary actions can be found in Section 3 of the Broader departmental Diversity Action Plan.

## LGBTIQA+ Action Plan 2021 to 2024

### 1. Opportunities

Priority 1.1 Attract, recruit and retain LGBTIQA+ people					
Action Item	Measurable target	Responsibility	Dependencies	Timeline	Outcomes/ measures
1.1.1	Include our participation in the Australian Workplace Equality Index (AWEI) on the department's external facing sites. In addition to: <ul style="list-style-type: none"> <li>annual membership with Pride in Diversity</li> <li>all social media sites, status on the department's LinkedIn profile.</li> </ul>	<b>Lead:</b> Communications and Media Branch <b>Support:</b> Culture, Diversity and Inclusion		Annually	<b>Outcome:</b> Increase in LGBTIQA+ people applying to the department <b>Measure:</b> Workforce data
1.1.2	Review Human Resource (HR) and recruitment procedures and policies to remove barriers for LGBTIQA+ people to participate in the workplace. <ul style="list-style-type: none"> <li>Review Expression of Interest process</li> <li>Review online recruitment application forms and determine what information should be provided to selection panels</li> <li>HR data to be hidden from selection panels</li> </ul>	<b>Lead:</b> People Strategy and Safety Branch <b>Support:</b> Culture, Diversity and Inclusion HSW Section Recruitment and Entry Level programs LGBTIQA+ Pride Network	Australian Public Service and DAFF recruitment policies Recruitment system (E-Recruit)	Ongoing	<b>Outcome:</b> Increase in staff participation in the workplace Increase in LGBTIQA+ people selected for interview <b>Measure:</b> Recruitment and Learning and development data

### 2. Inclusive Culture

Priority 2.1 Build an inclusive culture					
Action item	Measurable target	Responsibility	Dependencies	Timeline	Outcomes/ measures
2.1.1	Develop an LGBTIQA+ Pride Learning and Development module and guide for all staff on: <ul style="list-style-type: none"> <li>explaining pronouns and impact of getting these wrong</li> <li>using appropriate language in correspondence</li> <li>how do I help/support you?</li> <li>myth busting, how to ask those personal questions and what questions are appropriate to ask in the workplace</li> <li>how to communicate or politely decline answering personal questions</li> <li>affirming gender and 'coming out' in the workplace</li> <li>how to address negative attitudes and manage behaviours in the workplace</li> <li>bridging the gap with empathy – conduct role playing, or gamified learning to demonstrate empathy and the effects of not doing it</li> <li>what is intersectionality?</li> </ul>	<b>Lead:</b> People Strategy and Safety Branch <b>Support:</b> Culture, Diversity and inclusion LGBTIQA+ Pride network Talent, Leadership and Capability	Talent, Leadership and Capability availability	2022/23	<b>Outcome:</b> To create awareness and understanding of the challenges faced by LGBTIQA+ people <b>Measure:</b> Decrease in bullying and harassment and discrimination claims relating to diversity More staff self-identifying in payroll systems
2.1.2	Dedicate one FTE to the Communications team who is responsible for developing communications and providing editing services to both internal and external communications to ensure correct language is being used. This also relates to intersectionality and cross sharing of information and resources.	<b>Lead:</b> Deputy Secretary Cindy Briscoe <b>Support:</b> People Strategy and Safety Branch People, Property and Security Division		December 2022	<b>Outcome:</b> All diversity and inclusion communications are fit for purpose and use appropriate language <b>Measure:</b> Decrease in the number of complaints from staff or stakeholders
2.1.3	Promotion of the new Workplace Respect Policy. <ul style="list-style-type: none"> <li>Release communications around the new policy to explain its purpose and how it is to be used</li> <li>Conduct workshops to demonstrate what bullying and harassment looks like and the impacts on individuals, (do this through gaming, role playing)</li> </ul>	<b>Lead:</b> People, Property and Security Division <b>Support:</b> Integrity		December 2022	<b>Outcome:</b> All staff understand the policy and how to apply it <b>Measure:</b> Decrease in the number of bullying and harassment claims relating to diversity

2.1.4	Meet annually with the People and Culture Committee to report on culture and progress of LGBTQIA+ Pride actions and activities across the department.	<b>Lead:</b> LGBTQIA+ Pride network <b>Support:</b> Culture, Diversity and Inclusion	People and Culture Committee calendar	Ongoing	<b>Outcome:</b> People and Culture Committee has more visibility of the issues and can address them <b>Measure:</b> Issues raised and addressed in a timely manner
2.1.5	Conduct Lunch and learn events with guest speakers available to all staff across all locations (regions and national office). All staff encouraged to attend. <ul style="list-style-type: none"> <li>Run these on days of significance (IDAHOBIT, Mardi Gras etc)</li> </ul>	<b>Lead:</b> LGBTQIA+ Pride network <b>Support:</b> Culture, Diversity and Inclusion Communication and Media People and Place Leads	Staff volunteering to conduct events	Ongoing	<b>Outcome:</b> We have a workforce that is truly accepting and inclusive of all people <b>Measure:</b> Number of staff and managers attending sessions
2.1.6	Encourage all staff to include pronouns in staff directory and signature blocks.	<b>Lead:</b> People Strategy and Safety Branch <b>Support:</b> Communications and Media Branch LGBTQIA+ Pride network		November 2021	<b>Outcome:</b> A workforce that embraces diversity <b>Measure:</b> Increased engagement in the use of pronouns in signature blocks
2.1.7	The department to purchase ally merchandise and make available for all staff to provide visual reminders that the office is a safe and inclusive working space. <ul style="list-style-type: none"> <li>Investigate a diversity pin for the department</li> </ul>	<b>Lead:</b> People Strategy and Safety Branch <b>Support:</b> Communications and Media LGBTQIA+ Pride network		December 2022	<b>Outcome:</b> A workforce that embraces diversity and supports inclusion <b>Measure:</b> Increase in the number of allies across the department

### 3. Leadership

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