# Gender Equality Action Plan - draft

## The case for change

1. People Strategies Branch, Gender Equity Champion and staff-led network to co-develop and communicate gender equity case for change (by end of July 2017)

## Measures of success

1. Summarisation of all the action targets
2. Structured by program logic (inputs, activities, outputs, outcomes)

## Strategies (from *Balancing the Future: The Australian Public Service Gender Equality Strategy 2016–19*)

1. Drive a supportive and enabling workplace culture
2. Achieve gender equality in leadership
3. Work innovatively to embed gender equality in employment practices
4. Increase take-up of flexible work arrangements for both men and women

## Our commitment to action

| 1. **STRATEGY - Drive a supportive and enabling workplace culture**
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| Action | Responsibility | Target | Time |
| 1. Build a level of awareness of the importance of gender equality in the workforce:
* Senior leadership communicate and promote the Department’s commitment to gender equality and its role in improving the performance of the Department to all employees and to external stakeholders
* Key departmental statements reference gender equality (e.g. Corporate Plan)
 | * Senior leaders accountable for building the level of awareness
* People Strategies Branch responsible for supporting senior leaders
 | * A level of awareness which is high consistently across the Department
* *(cultural shift measured via APS Employee Census)*
 | 1. Dec 2017
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| 1. Profile senior executive and staff role models who promote gender equality, e.g.
* Men as carers
* Flexible work practices
* Career progression
 | * People Strategies Branch responsible for the profiling
 | * 2 profiles by Division
 | 1. Dec 2017
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| 1. Create a supportive and safe workplace:
* Implement a Domestic and Family Violence Policy
	+ Develop resources for all employees to access 24/7 on support available on domestic and family violence
* Establish on-going support services (i.e. Employee Assistance Program, Workplace Contact Officers)
	+ Launch a communication campaign including support to access leave entitlements, counselling and flexible working
* Participate in White Ribbon Workplace Accreditation Program to achieve external recognition
 | * People Strategies Branch accountable for development and rollout
 | * Domestic and Family Violence Policy and resources rolled out
* Ongoing support services communication campaign rolled out
* External recognition achieved through the White Ribbon Workplace Accreditation
 | 1. Jun 2017
2. Dec 2017
3. Dec 2018
 |
| 1. Establish gender equality change leadership group:
* Appoint senior leader as Gender Equity Champion
* Provide ongoing support to the staff-led network and its agenda
 | * People Strategies Branch accountable for appointing and “marketing” Gender Equity Champion
* Gender Equity Champion and People Strategies Branch responsible for ongoing support to staff-led network and its agenda
 | * Gender Equity Champion appointed
* *(how best to measure the support given to the staff-led network?)*
 | 1. Completed
2. Dec 2017
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| 1. Complete a cultural audit to identify opportunities for greater gender equality
 | * People Strategies Branch accountable for audit and recommendations
 | * Complete audit and agree recommendations
* Update Gender Equity Strategy with agreed recommendations
 | 1. Jun 2017
2. Jul 2017
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| 1. Promote 2 days of gender equality significance:
* International Women’s Day
* White Ribbon Day
 | * People Strategies Branch accountable for promotion
* Senior leaders responsible for participation
 | * Overall departmental attendance increased by25 per cent from previous year
* Male attendance at female focused events increased by 25 per cent
 | 1. Dec 2017
2. Dec 2017
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| 1. **STRATEGY - Achieve gender equality in leadership**
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| 1. **Action**
 | 1. **Responsibility**
 | 1. **Target**
 | 1. **Timeline**
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| 1. Baseline current state and agree future state:
* Across SES, EL & APS cohorts
* Across all business areas
 | * People Strategies Branch accountable for development of current and future states
 | * Current and future state established
 | 1. Jun 2017
 |
| 1. Report progress:
* External via the Department’s annual report
* Internal via HR metrics report to People Committee
 | * People Strategies Branch accountable for development of current and future states
 | * Year on year improvement till future state target achieved (within 5 years)
 | 1. Annually
2. Quarterly
 |
| 1. Develop or access existing programs (i.e. training, mentoring and coaching) to support women’s progression to senior leadership positions
 | * Senior leaders (through People Committee and Executive Board) accountable for selecting staff for the programs
* People Strategies Branch responsible for making the programs available
 | * At least 2 female EL and SES staff participate in a program from each Branch
 | 1. Dec 2017
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| 1. Facilitate secondments between agencies and functional areas affected by gender imbalance
 | * People Strategies Branch accountable for identifying opportunities
* Senior leaders responsible for facilitating secondments
 | * Secondments implemented in 2 areas of imbalance
 | 1. Dec 2017
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| 1. Leaders commit to the ‘Panel Pledge’ to achieve gender balance at the key Departmental fora:
* committees
* panels
* events
 | * Senior leaders accountable
 | * Every forum has a gender balance of 50/50
 | 1. Dec 2017
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| 1. Monitor progress in meeting the Government’s 50 per cent board representation target
 | * Senior leaders accountable for approving nominees
 | * Representation rates monitored at both the agency and individual board levels
 | 1. Annually
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| 1. **STRATEGY - Work innovatively to embed gender equality in employment practices**
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| 1. **Action**
 | 1. **Responsibility**
 | 1. **Target**
 | 1. **Timeline**
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| 1. Implement a training program for managers at all levels to challenge unconscious bias to ensure performance is evaluated fairly and reported honestly and objectively
 | * People Strategies Branch accountable for implementation of the program
 | * All managers at all levels have completed the program
 | 1. Dec 2018
 |
| 1. Review and update our people policies, guidelines and systems to remove discrimination and incorporate better practice
 | * People Strategies Branch accountable review and update
 | * Review and update completed and rolled out
 | 1. Jun 2017
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| 1. Trial 2 innovative recruitment approaches (e.g. removal of name and gender from application and initial assessment stages)
 | * People Strategies Branch
 | * 2 trials evaluated
 | 1. Dec 2017
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| 1. Meet the criteria of the Workplace Gender Equality Agency ‘Employer of Choice for Gender Equality’ to achieve a citation
 | * People Strategies Branch accountable for communicating the criteria and coordinating the Department’s actions
* Senior leaders responsible for meeting the criteria
 | * Workplace Gender Equality Agency ‘Employer of Choice for Gender Equality’ citation achieved
 | 1. Dec 2018
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| 1. **STRATEGY - Increase take-up of flexible work arrangements for both men and women**
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| 1. **Action**
 | 1. **Responsibility**
 | 1. **Target**
 | 1. **Timeline**
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| 1. Determine how best to mainstream flexibility (e.g. job sharing) to benefit our people and our business at the same time
 | * People Strategies Branch accountable for designing the approach to flexibility
* Senior leaders responsible for implementing the approach
 | * New approach rolled out
* *(implementation measures dependent on new approach but need to show both men and women)*
 | 1. Jun 2017
2. Dec 2017
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| 1. Boost support for our people returning to work, e.g.
* From parental leave
* From extended career break
* From illness
 | * People Strategies Branch accountable for designing the approach to improved support
* Senior leaders responsible for implementing the approach
 | * New approach rolled out
* *(implementation measures dependent on new approach but need to show both men and women)*
 | 1. Jun 2017
2. Dec 2017
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