# 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 |
| 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 |
| 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 |
| 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 |
| 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 by 25 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** | | | |
| 1. **Action** | 1. **Responsibility** | 1. **Target** | 1. **Timeline** |
| 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 |
| 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 |
| 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 |
| 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** | | | | |
| 1. **Action** | | 1. **Responsibility** | 1. **Target** | 1. **Timeline** |
| 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 |
| 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 |
| 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** | | | |
| 1. **Action** | 1. **Responsibility** | 1. **Target** | 1. **Timeline** |
| 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 |
| 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 |