



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
3. Achieve gender equality in leadership
4. Work innovatively to embed gender equality in employment practices
5. Increase take-up of flexible work arrangements for both men and women

Our commitment to action

STRATEGY - Drive a supportive and enabling workplace culture			
Action	Responsibility	Target	Time
<p>Build a level of awareness of the importance of gender equality in the workforce:</p> <ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> Senior leaders accountable for building the level of awareness People Strategies Branch responsible for supporting senior leaders 	<ul style="list-style-type: none"> A level of awareness which is high consistently across the Department <i>(cultural shift measured via APS Employee Census)</i> 	Dec 2017
<p>Profile senior executive and staff role models who promote gender equality, e.g.</p> <ul style="list-style-type: none"> Men as carers Flexible work practices Career progression 	<ul style="list-style-type: none"> People Strategies Branch responsible for the profiling 	<ul style="list-style-type: none"> 2 profiles by Division 	Dec 2017
<p>Create a supportive and safe workplace:</p> <ul style="list-style-type: none"> Implement a Domestic and Family Violence Policy <ul style="list-style-type: none"> 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) <ul style="list-style-type: none"> Launch a communication campaign including support to access leave entitlements, counselling and flexible working 	<ul style="list-style-type: none"> People Strategies Branch accountable for development and rollout 	<ul style="list-style-type: none"> 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 	<p>Jun 2017</p> <p>Dec 2017</p> <p>Dec 2018</p>

STRATEGY - Drive a supportive and enabling workplace culture			
Action	Responsibility	Target	Time
<ul style="list-style-type: none"> Participate in White Ribbon Workplace Accreditation Program to achieve external recognition 			
Establish gender equality change leadership group: <ul style="list-style-type: none"> Appoint senior leader as Gender Equity Champion Provide ongoing support to the staff-led network and its agenda 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Gender Equity Champion appointed <i>(how best to measure the support given to the staff-led network?)</i> 	Completed Dec 2017
Complete a cultural audit to identify opportunities for greater gender equality	<ul style="list-style-type: none"> People Strategies Branch accountable for audit and recommendations 	<ul style="list-style-type: none"> Complete audit and agree recommendations Update Gender Equity Strategy with agreed recommendations 	Jun 2017 Jul 2017
Promote 2 days of gender equality significance: <ul style="list-style-type: none"> International Women’s Day White Ribbon Day 	<ul style="list-style-type: none"> People Strategies Branch accountable for promotion Senior leaders responsible for participation 	<ul style="list-style-type: none"> Overall departmental attendance increased by 25 per cent from previous year Male attendance at female focused events increased by 25 per cent 	Dec 2017 Dec 2017

STRATEGY - Achieve gender equality in leadership			
Action	Responsibility	Target	Timeline
Baseline current state and agree future state: <ul style="list-style-type: none"> Across SES, EL & APS cohorts Across all business areas 	<ul style="list-style-type: none"> People Strategies Branch accountable for development of current and future states 	<ul style="list-style-type: none"> Current and future state established 	Jun 2017
Report progress: <ul style="list-style-type: none"> External via the Department's annual report Internal via HR metrics report to People Committee 	<ul style="list-style-type: none"> People Strategies Branch accountable for development of current and future states 	<ul style="list-style-type: none"> Year on year improvement till future state target achieved (within 5 years) 	Annually Quarterly
Develop or access existing programs (i.e. training, mentoring and coaching) to support women's progression to senior leadership positions	<ul style="list-style-type: none"> Senior leaders (through People Committee and Executive Board) accountable for selecting staff for the programs People Strategies Branch responsible for making the programs available 	<ul style="list-style-type: none"> At least 2 female EL and SES staff participate in a program from each Branch 	Dec 2017
Facilitate secondments between agencies and functional areas affected by gender imbalance	<ul style="list-style-type: none"> People Strategies Branch accountable for identifying opportunities Senior leaders responsible for facilitating secondments 	<ul style="list-style-type: none"> Secondments implemented in 2 areas of imbalance 	Dec 2017
Leaders commit to the 'Panel Pledge' to achieve gender balance at the key Departmental fora: <ul style="list-style-type: none"> committees panels events 	<ul style="list-style-type: none"> Senior leaders accountable 	<ul style="list-style-type: none"> Every forum has a gender balance of 50/50 	Dec 2017
Monitor progress in meeting the Government's 50 per cent board representation target	<ul style="list-style-type: none"> Senior leaders accountable for approving nominees 	<ul style="list-style-type: none"> Representation rates monitored at both the agency and individual board levels 	Annually

STRATEGY - Work innovatively to embed gender equality in employment practices			
Action	Responsibility	Target	Timeline
Implement a training program for managers at all levels to challenge unconscious bias to ensure performance is evaluated fairly and reported honestly and objectively	<ul style="list-style-type: none"> People Strategies Branch accountable for implementation of the program 	<ul style="list-style-type: none"> All managers at all levels have completed the program 	Dec 2018
Review and update our people policies, guidelines and systems to remove discrimination and incorporate better practice	<ul style="list-style-type: none"> People Strategies Branch accountable review and update 	<ul style="list-style-type: none"> Review and update completed and rolled out 	Jun 2017
Trial 2 innovative recruitment approaches (e.g. removal of name and gender from application and initial assessment stages)	<ul style="list-style-type: none"> People Strategies Branch 	<ul style="list-style-type: none"> 2 trials evaluated 	Dec 2017
Meet the criteria of the Workplace Gender Equality Agency 'Employer of Choice for Gender Equality' to achieve a citation	<ul style="list-style-type: none"> People Strategies Branch accountable for communicating the criteria and coordinating the Department's actions Senior leaders responsible for meeting the criteria 	<ul style="list-style-type: none"> Workplace Gender Equality Agency 'Employer of Choice for Gender Equality' citation achieved 	Dec 2018

STRATEGY - Increase take-up of flexible work arrangements for both men and women			
Action	Responsibility	Target	Timeline
Determine how best to mainstream flexibility (e.g. job sharing) to benefit our people and our business at the same time	<ul style="list-style-type: none"> People Strategies Branch accountable for designing the approach to flexibility Senior leaders responsible for implementing the approach 	<ul style="list-style-type: none"> New approach rolled out <i>(implementation measures dependent on new approach but need to show both men and women)</i> 	Jun 2017 Dec 2017
Boost support for our people returning to work, e.g. <ul style="list-style-type: none"> From parental leave From extended career break From illness 	<ul style="list-style-type: none"> People Strategies Branch accountable for designing the approach to improved support Senior leaders responsible for implementing the approach 	<ul style="list-style-type: none"> New approach rolled out <i>(implementation measures dependent on new approach but need to show both men and women)</i> 	Jun 2017 Dec 2017