



# Inclusion Strategy 2017-2020



Diversity and inclusion supports the department to achieve its objectives and realise its vision by fostering creativity, innovation and problem solving abilities. A robust and agile organisation depends on every person having the opportunity to contribute fully. Everyone within our department has a role to play in making this a reality. We must walk the talk and ensure that we draw on diversity and inclusion at every level, every day. An inclusive culture must be part of the way we do business.

By working with people from different backgrounds, different experiences and working styles, we learn and achieve the best outcome possible. Diverse views make for better decisions, and thus drive a high-performance culture. Diversity and inclusion at leadership levels will strengthen service delivery, productivity, capability and innovation. This is an SES level priority and I believe it is an important consideration for all staff.

The benefits of diversity are clear and unarguable. But this does not mean that embracing diversity is always easy. That's why we all need to show leadership and hold ourselves to account. Promoting a fair, equitable, supportive and inclusive work environment enables all staff to perform at a high level.

## Inclusive Culture – Who is responsible

### Senior Executive

- As a business priority, promote inclusion & model inclusive leadership
- Support the Secretary to meet government and APS accountabilities
- Shape a culture of respect, safety, innovation and diversity of views

### Managers

- Realise benefits of & provide an enabling work environment for all staff
- Avoid bias and actively practice inclusive leadership, not just diversity
- Recognise, appreciate and utilise the unique insights, perspectives & backgrounds of staff
- Recognise and support workplace requirements, flexibility and adjustments for staff

### Staff

- Recognise, appreciate and utilise the unique insights, perspectives and backgrounds of others
- Call out bias, discrimination and disrespectful behavior
- Contribute to an environment of trust, respect and tolerance

### Diversity & Inclusion Team

- Facilitate diversity programs and employment solutions
- Shape and develop departmental strategy, actions, tools & collaboration

## What are we doing next?

### Strong Leadership

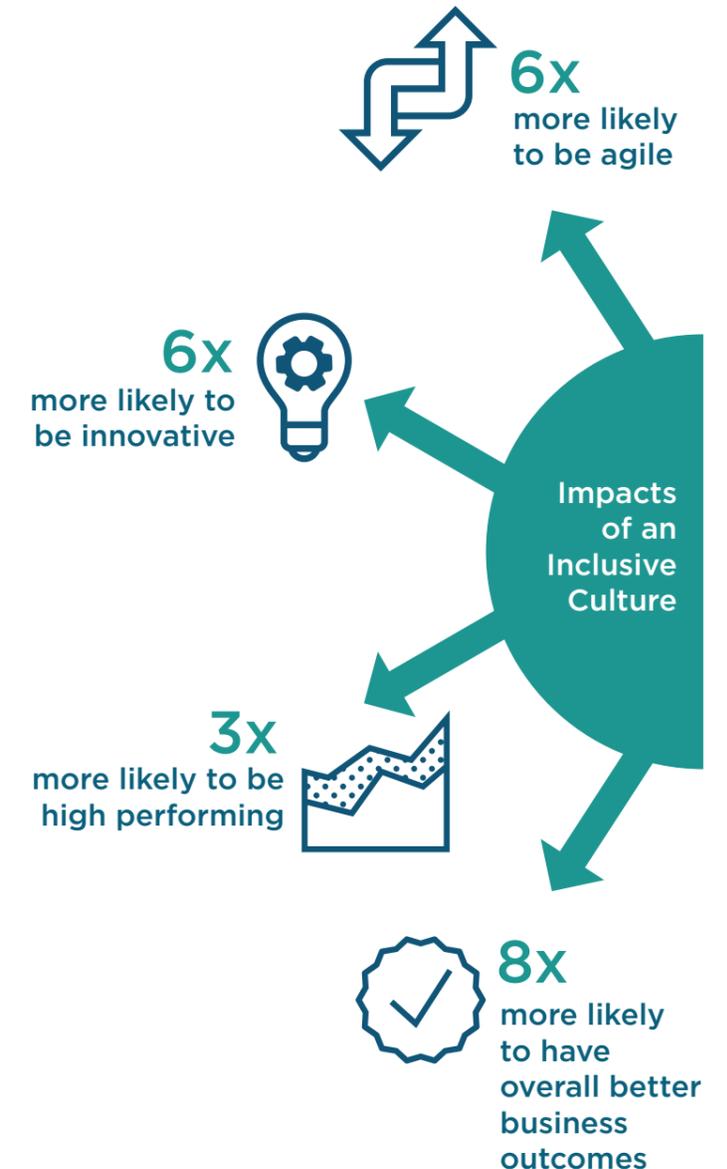
- Inclusion Ambassadors within all divisions
- Divisional events/celebrations
- Flexible working options for all staff
- Employee Networks supported
- Fostering inclusive leadership is incorporated into the People Management and Leadership Awards
- Inclusive behaviors form part of induction and a compulsory element of performance and career discussion
- Managerial confidence initiatives

### Collaborative, Innovative & Inclusive Environment

- Obtain Disability Confident Recruiter status with Australian Network on Disability
- Mental Health initiatives developed and communicated
- Diversity champions/SES play a key role in the communication and commitment of this strategy
- Targeted employment programs
- Diversity internship opportunities
- Disability and Mental Health in a productive and supportive workplace project
- Parental Leave guidelines (keeping in touch)

### Advancing Capability and Engagement

- Identification and development of talented staff from all diversity pillars
- Mentoring and coaching to support leaders and career development
- Leadership programs to incorporate inclusive leadership behaviours and mitigation of bias
- Partner with tertiary institutions to identify & promote employment opportunities for diversity groups
- Scholarship styled development awards
- Ongoing communication campaigns
- Strategic APS engagement



## External Resources and Partners

We enjoy memberships with a number of external independent, not-for-profit organisations. These memberships provide us with access to unique research, exciting events, comprehensive resources and unrivalled expertise across the diversity and inclusion spectrum.

