A message from our Diversity Champion
As Finance’s Champion for Diversity, I am pleased to support the release of the Finance Diversity Action Plan.
As identified within the Finance Diversity Strategy, Finance is continuously working on strategies to increase the representation of people with disability and Aboriginal and Torres Strait Islander peoples, to be reflective of the Australian community. As such, the initiatives identified within this Diversity Action Plan aim to broaden Finance’s role as an employer of diversity and choice.
We aim to increase the representation levels of each identified diversity group by building and maintaining close relationships with support organisations, such as the Australian Network on Disability (AND), and participating in pilot schemes as we have done with AND in 2012, in relation to Disability Standards within Finance.
I look forward to working with Finance to achieve these goals.

Stein Helgeby

A message from our Advancing Women Champion
Through this Diversity Action Plan, Finance aims to recognise and create opportunities to enable women to progress within the department, including through efforts to address the unconscious bias that might exist across the organisation.
As Finance’s Champion for Advancing Women I strongly support these initiatives, which stem from the Finance Diversity Strategy, in the hope that it enables all of our staff (including women) to progress their careers to their full potential.
Please join me in supporting Finance’s initiatives and to strengthen gender equity across the organisation.

Jan Mason
Our Commitment

Finance recognises that little can be achieved without great people, and maintains considerable interest in diverse candidate pools. Finance aims to be an exemplar in terms of attraction and recruitment, development and retention of current and new employees. Finance’s strategic focus is to achieve a culture of excellence by building on our positive culture and the strong commitment we have to supporting our employees.

Objectives

The Diversity Strategy commits Finance to achieving workplace diversity by identifying and eliminating all forms of discrimination and putting measures in place to overcome the employment disadvantage faced by people with disability, Aboriginal and Torres Strait Islander peoples and women in senior management.

The Diversity Strategy has five key objectives that are supported by and met through targeted actions within this Diversity Action Plan.

Objective 1: Ensure a work environment that supports and encourages diversity.

Objective 2: Ensure Finance is seen as an employer of choice for identified groups.

Objective 3: Employees treat each other with respect and demonstrate awareness of diversity issues through their conduct.

Objective 4: Develop and retain diversity groups within Finance.

Objective 5: As far as possible, our workforce composition will reflect the representational levels for the identified groups consistent with the Australian Public Service, the Australian workforce and the wider Australian community.

Structure and operation of the Finance Diversity Action Plan

This Action Plan outlines the strategies and initiatives that will be undertaken by Finance in order to achieve the objectives outlined above in relation to people within identified diversity groups.

All Finance employees play a vital role in demonstrating exemplar behaviour that shows positive engagement with all colleagues and other stakeholders to continue to build a culture that is collaborative and influential.

Each activity listed in this Action Plan indicates how success will be measured, and includes the business area that is responsible for that activity.

This Action Plan is a living document that will be reviewed and revised by People Branch in consultation with the Diversity Network on a biannual basis. Progress against and/or changes to the initiatives and strategies will be reported to the People and Culture Sub-Committee (a Sub-Committee of the Executive Board).
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| Organise recognised events and encourage Finance employees to participate in celebrations.   | Increase the awareness and social inclusion of people who are recognised within an identified group, as defined within the Finance Diversity Strategy. Finance employees will be encouraged to celebrate and participate in recognised events, such as:  
  • International Day of People with Disability;  
  • Reconciliation Week;  
  • NAIDOC Week; and  
  • White Ribbon Day. | • Arrange at least one event for each diversity group per annum.  
  • Diversity Calendar is available on the intranet.  
  • Events evaluated and reported to PCSC biannually. | Diversity Network | Achieved for 2013 | Ongoing |
| Nominate a champion at the SES level, for each identified diversity group.                     | Support workplace diversity and raise awareness of related information about the diversity group they represent. Each nominee will champion their cause externally and internally by:  
  • ensuring adequate resources are allocated to diverse recruitment;  
  • promoting strategic directions, support and encouragement for initiatives;  
  • ensuring that Aboriginal and Torres Strait Islander employment issues are included in high level planning;  
  • raising issues and awareness with Executive Board;  
  • liaising with Aboriginal and Torres Strait Islander employees across the department; and  
  • participating in cultural events such as NAIDOC week and Reconciliation Week. | • Diversity Champions are nominated and announced by Executive Board. | Executive Board | Achieved        |
| Research and implement cultural protocols to ensure there is shared meaning behind the ceremonies. | The protocols will relate to Welcome to Country, acknowledging traditional owners and elders. They will also give guidance on when, why and how Aboriginal and Torres Strait Islander cultural practices, celebrations and images can be incorporated into Finance activities, events, facilities and Corporate communication. | • Research and implement cultural protocols for Aboriginal and Torres Strait Islander events.  
  • Cultural protocols are used at appropriate events held by Finance. | People Branch | Achieved |
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<td>Develop and sustain relationships with organisations, education centres, departments and private companies.</td>
<td>Support whole of APS cultural diversity initiatives by developing and sustaining relationships that contribute to the successful employment and retention of culturally diverse employees. In particular, to increase awareness of the opportunities in Finance to graduates and other candidates within identified diversity groups.</td>
<td>• Contact made annually with Indigenous higher education centres at Canberra universities. • Increase in the number of graduate program applications from Indigenous higher education centre students. • Contact made with university networks focussed on students with disability. • Increased number of applications from candidates with disability. • Assistance provided to the Australia and New Zealand School of Government (ANZSOG) in their research on women in the APS.</td>
<td>People Branch</td>
<td>June 2014 Ongoing</td>
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<td>Encourage Aboriginal and Torres Strait Islander employees to participate in Aboriginal and Torres Strait Islander networks within Federal Government.</td>
<td>Support Finance’s Aboriginal and Torres Strait Islander employees to stay connected and communicate with each other and across the APS.</td>
<td>• This action has been placed on hold. • Membership of Indigenous APS Employee Network (IAPSEN) promoted to Aboriginal and Torres Strait Islander employees. • Aboriginal and Torres Strait Islander staff provided with the opportunity to participate in APS networks.</td>
<td>People Branch</td>
<td>Achieved Ongoing</td>
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<td>Incorporate Aboriginal and Torres Strait Islander charities in the Workplace Giving Program.</td>
<td>Increase Finance’s involvement with Aboriginal and Torres Strait Islander local and regional communities.</td>
<td>• At least one Aboriginal and Torres Strait Islander charity is identified and included in the Workplace Giving program and/or supported through a Social Club fundraising event.</td>
<td>People Branch</td>
<td>Achieved</td>
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<td>Encourage employees, within identified groups, to disclose their diversity status.</td>
<td>Disclosure of diversity data will enable Finance to improve its focus on support, advice and training through a better understanding of its workforce. Employees will be encouraged to disclose information about their diversity status. These will be specific to: • Aboriginal or Torres Strait Islander; and • Disability.</td>
<td>• Rise in percentage of staff who identify within diversity groups through increased disclosure in Aurion. • Develop and publish disclosure fact sheet. • Develop a disclosure process and form for optional use.</td>
<td>People Branch</td>
<td>Achieved for 2013 Ongoing</td>
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<td>Develop and publicise a Manager’s Guide for better managing people with disability.</td>
<td>New managers or those who have not managed staff with disability will benefit from clear, concise guidance on key issues relating to managing people with disability.</td>
<td>• Manager’s Guide developed and published. • Manager’s guide distributed to all EL2 officers.</td>
<td>People Branch</td>
<td>June 2013</td>
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<td>Develop and publicise a Working Parent’s Toolkit.</td>
<td>Develop and publicise a guide about maternity, parental, carers and adoption leave, and returning to work. The toolkit will be developed using recommendations from ‘Career Mums Consultancy’.</td>
<td>• Toolkit developed and made available on the intranet. • Toolkit provided to all employees on parental leave.</td>
<td>People Branch</td>
<td>June 2014</td>
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<td>Enhance new starters understanding of diversity, by including briefings on diversity at commencement of employment.</td>
<td>Information to be included in the online orientation system, as well as on the diversity pages of the intranet. Included will be information regarding prayer rooms, leave for cultural and religious practices, information about the Diversity Action Plan and the Reconciliation Action Plan.</td>
<td>• Diversity information included in induction process which identifies flexible working arrangements and facilities available for religious practice. • New employees are made aware of Action Plans. • New employees are made aware of the benefits of disclosure.</td>
<td>People Branch</td>
<td>Achieved for 2013 Ongoing</td>
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<td>Develop fact sheets and information pages which outline definitions and available services, for each diversity group, and publish on the intranet, and where appropriate on the internet.</td>
<td>Access to clear and concise information will help to ensure Finance employees understand the definitions of each diversity group and flexible work arrangements available to assist each identified diversity group. This is also to ensure that managers are aware of flexible working arrangements to best assist their employees, particularly those identified within diversity groups. Ultimately this will encourage job applications from those outside of the department and APS.</td>
<td>• Publications about diversity groups and available flexible work practices are published on the intranet and distributed to all EL2s.</td>
<td>People Branch</td>
<td>Achieved</td>
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<td>Use the intranet and internet to link Finance to nationally recognised disability focused organisations.</td>
<td>To show the department has relations with nationally recognised disability focused organisations such as the Australian Network on Disability (AND), and provide links to their websites.</td>
<td>• The Finance intranet and internet have working links to its key disability support organisations. • Information about the Commonwealth Rehabilitation Service (CRS) is available in the eRecruit application form.</td>
<td>People Branch</td>
<td>Achieved</td>
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<td>Review existing and new content on Finance websites (internal and external) against the Web Content Accessibility Guidelines (WCAG 2.0).</td>
<td>To ensure all of Finance’s online content is accessible and compliant with the Web Content Accessibility Guidelines.</td>
<td>• All Finance web content is compliant with the Web Content Accessibility Guidelines 2.0.</td>
<td>Web Services</td>
<td>December 2014 Ongoing</td>
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<td>Publish both the Reconciliation Action Plan (RAP) and Diversity Action Plan on the Finance website and the RAP on the Reconciliation Australia website.</td>
<td>Finance has agreed to develop and publish a RAP. Finance will also publish the Diversity Action Plan on the Finance Website to promote the initiatives Finance supports for each identified diversity group.</td>
<td>• The RAP is published on the Finance internet and the Reconciliation Australia website. • The Diversity Action Plan is published on Finance internet.</td>
<td>People Branch</td>
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| Offer Cultural Awareness Training to all managers of Aboriginal and Torres Strait Islander employees, all staff biannually and on an as needed basis.                                                                 | Cultural Awareness Training will ensure that Finance staff:  
• are aware of the cultural differences and the cultural demands that exist in an Aboriginal or Torres Strait Islander’s life; and  
• have the knowledge and skills to effectively respond to cultural issues that arise during the course of an Aboriginal or Torres Strait Islander’s employment.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | • All managers of Aboriginal and Torres Strait Islander employees have completed Cultural Awareness Training.  
• Cultural Awareness Training offered biannually or as needed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | People Branch                | December 2013  
Ongoing                                                                 |
| Investigate developing Disability Awareness Training and holding lunchtime seminars with a disability focus.                                                                 | People Branch will investigate the feasibility of developing training on disability awareness or holding lunchtime seminars on topics relating to people with disability.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | • Disability Awareness Training investigated.  
• Disability focused lunchtime seminars are held where possible.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | People Branch                | Achieved for 2013  
Ongoing                                                                 |
| Ensure employees booking into training sessions are asked whether they require reasonable adjustments.                                                                 | Asking EEO questions when booking into the Event Booking System will ensure that reasonable adjustments can be made, where appropriate, to allow all employees to be able to actively participate.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | • EEO questions are included in Event Booking System.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | People Branch                | Achieved                                                                 |
| Implement a development program for Aboriginal and Torres Strait Islander employees.                                                                 | A development program will be made available for Aboriginal and Torres Strait Islander employees that includes access to events and programs available through the APSC, and other agencies where relevant.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | • Development program for Aboriginal and Torres Strait Islander employees developed.  
• Encourage attendance at APSC Public Calling Events such as the National Indigenous Australian Public Service Employees’ Conference.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | People Branch                | December 2013  
2013                                                                 |
| Research and investigate introducing a work placement program for external Aboriginal and Torres Strait Islander APS employees.                                                                 | It has proved difficult to attract Aboriginal and Torres Strait Islander employees to work in Canberra and, more importantly, to Finance. A targeted rotation program through Finance aims to provide Aboriginal and Torres Strait Islander employees already within the APS with insights into the department and provide an alternate experience to progress their careers.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | • Similar APS programs investigated.  
• Recommendation report submitted to Assistant Secretary, People Branch.  
• Consultation undertaken with other Agencies such as Treasury, PM&C and the Department of Employment.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | People Branch                | December 2013  
2013                                                                 |
| Regularly review legislation that supports diversity groups, to ensure relevant Finance documentation and actions are in line with current legislative requirements.                                                                 | To ensure Finance is aware of any updates and requirements expected through the introduction of new legislation or updates to current legislation, relating to diversity groups. Examples of legislation that will be monitored include, but are not limited to, the Anti-Discrimination Act 1977, the Disability Discrimination Act 1992, and the Equal Opportunity for Women in the Workplace Act 1999.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | • Relevant documentation is updated to reflect legislation changes.  
• Finance employees are advised of changes and actions to be taken.  
• Annual HR Legislation audit outcome is compliant.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | People Branch                | Achieved for 2013  
Ongoing                                                                 |
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| **Ensure all recruitment documentation incorporates EEO information.** | To ensure reasonable adjustments are available to potential applicants, prior to the application process. This information is to be included on the Finance website and within the eRecruit application system. | • All relevant documentation and application processes include EEO information.  
• EEO information is available on the Finance internet. | People Branch | **Achieved** |
| **Ensure content authors and Web Services review all content, prior to publication, for unintentional discrimination.** | All Finance authored publications, policies and practices are non-discriminatory and contribute to desired diversity outcomes. Existing publications will be reviewed, and new drafts scrutinised for unintended discrimination – stereotyping, invisibility and omission, extra visibility (emphasis on difference), negative labelling or trivialisation and denigration. | • Advise content authors of the requirement for publications to be non-discriminatory.  
• Ensure content authors and Web Services team are aware of the requirement that all content for publication is non-discriminatory. | Web Services | December 2013  
Ongoing |
| **Ensure that Finance’s recruitment documentation and processes support culturally diverse groups.** | This includes ensuring advertising and recruitment documentation is written in simple English in order to enable a diverse range of applicants. Where an applicant requires assistance (e.g. interpretation assistance) during a selection process, Selection Panel Chairs will accommodate requirements or contact the People Branch for assistance. Selection Panel Training will include information about how the Selection Panel Chair can ensure support is provided to applicants who have identified within diversity groups. | • Relevant documentation has been reviewed to ensure that language is simple and clear.  
• Special Measure provision usage continues.  
• Selection Panel training will include information about supporting individuals who identify within a diversity group. | People Branch | December 2013 |
| **Utilise and participate in centralised recruitment programs.** | Continue to utilise and participate in successful whole of government recruitment programs, such as those run by the APSC and the Department of Employment. | • Finance employees participated in centralised recruitment programs, including as Selection Panel members.  
• Offers made to suitable candidates. | People Branch | **Achieved for 2013**  
Ongoing |
| **Participate in ANZSOG research and respond to relevant findings.** | Finance is behind the APS in its representation of women in SES. Some of the themes of this APS-wide research include:  
• whether there is a correlation between the ease of career progression or otherwise on women’s self confidence, and why;  
• why women are more highly represented in some agencies than others;  
• what the cultural norms and practices are in different agencies and how do these impact women’s progression; and  
• the ‘critical success factors‘ for career success across different agencies and how they differ for men and women. | • Finance SES and EL2 employees participated in research forums.  
• Report received and a way forward is agreed. | People Branch | June 2013 |
| **Promote inclusive practices within the department and provide support to members of identified diversity groups.** | The Diversity Network will ensure employees have visibility across the issues that may affect them and develop/promote the support networks available to employees within identified diversity groups. | • The Diversity Network has promoted relevant events and supported diversity groups, within Finance.  
• The Diversity Network meets regularly – at least twice per year. | Diversity Network | **Achieved for 2013**  
Ongoing |
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<td>Develop information for external marketing, highlighting the diversity of Finance.</td>
<td>The diversity of the Finance workforce, our inclusive employment practices, and the wide range of our functions are not well known outside the department. Making this information available will assist in attracting and recruiting people with the skills and experience that Finance needs now and in the future. The information should highlight Finance’s conditions of employment and other opportunities, and include publication of the Diversity Action Plan.</td>
<td>• Marketing plan developed and approved.</td>
<td>CaPA</td>
<td>December 2013</td>
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<td>Develop a Reasonable Adjustment [RA] policy.</td>
<td>Finance is committed to providing a safe and healthy work environment, including making reasonable adjustment for all employees, and providing return to work opportunities for ill and injured employees, consistent with all legislative obligations.</td>
<td>• Reasonable Adjustment policy developed and made available on the intranet [and potentially the internet].</td>
<td>People Branch</td>
<td>Achieved</td>
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<tr>
<td>Research and develop an Aboriginal and Torres Strait Islander policy for all Aboriginal and Torres Strait Islander recruitment programs within Finance.</td>
<td>The policies are to specifically focus on entitlements, broadbanning and recruitment program options.</td>
<td>• Indigenous Traineeship policy developed and approved. • Indigenous Australian Government Development Program (IAGDP) policy developed and approved.</td>
<td>People Branch</td>
<td>Achieved</td>
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<td>Evaluate whether exit interviews need to be re-introduced within Finance.</td>
<td>To determine why employees are leaving the department, in particular women in Executive Level positions, People Branch will investigate the benefits of re-introducing confidential exit interviews for all employees. It can then be determined whether action is required to address their reasons for leaving.</td>
<td>• Research undertaken and recommendation submitted to PCSC.</td>
<td>People Branch</td>
<td>June 2013</td>
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<td>Include diversity data within HR Management reports.</td>
<td>In order to ensure business groups can track their progress and ensure they provide opportunities for progression in all diversity areas of focus, Departmental diversity statistics are to be included as part of quarterly HR Management Reports, as well as results from staff surveys. When required, reports will be provided to PCSC and Deputy Secretaries for endorsement.</td>
<td>• Diversity data is reported quarterly to PCSC and Deputy Secretaries.</td>
<td>People Branch</td>
<td>Achieved for 2013 Ongoing</td>
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<td>Review tendering and procurement process to encourage Aboriginal and Torres Strait Islander small to medium enterprise contracts.</td>
<td>Investigate current tendering and procurement processes to possibly review them across Finance to encourage contracting Aboriginal and Torres Strait Islander small to medium enterprises directly without the need to conduct a full tender process.</td>
<td>• Promote the use of procurement options for Aboriginal and Torres Strait Islander businesses through the CPR exemption for small to medium enterprise (SME).</td>
<td>Procurement</td>
<td>Achieved for 2012 Ongoing</td>
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<td>Conduct an access audit of at least one floor of a Finance tenancy - inviting the WHS Team to be involved.</td>
<td>The environment in which Finance employees work needs to be accessible for all members of staff and the wider community.</td>
<td>• Access audit conducted. • Audit findings reported [including to Diversity Network, Staff Consultative Group and PCSC].</td>
<td>Business Services Branch</td>
<td>December 2013</td>
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