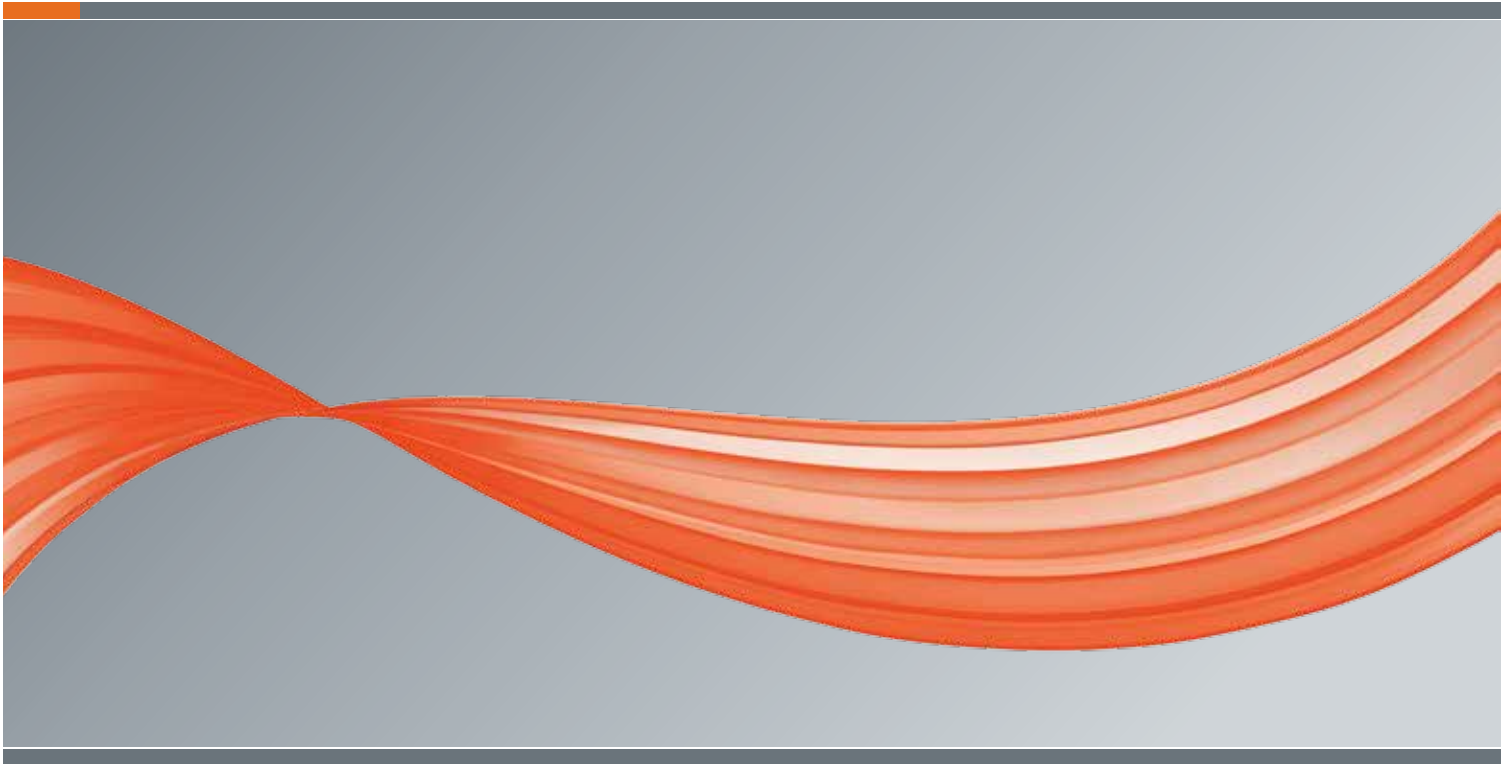




Australian Government
Department of Defence

Defence Diversity and Inclusion Strategy 2012-2017



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Defence Diversity and Inclusion Strategy

2012-2017

June 2014



“We need to be absolutely unambiguous: inclusivity and diversity are crucial to Defence’s ability to operate at peak performance and demonstrate maximum capability”

– Pathway to Change 2012.



A message from the Secretary and the Chief of the Defence Force

Defence's professionalism and war fighting strength is underpinned by our ability to problem solve, innovate and adapt quickly. We achieve outcomes by drawing on the different strengths, attributes and characteristics of the many individuals who make up our teams.

We understand that teamwork requires that we think about how we relate to one another, respect one another, recognise the value of each person's contribution, are fair and inclusive, and that we work collaboratively to achieve the best results on all days and in all ways.

'Diversity' is broader than the labels of gender, age, language, ethnicity, cultural background, disability, sexual orientation and religious beliefs; it is a way of thinking and an approach to delivering the best results. Through diversity we gain the varied perspectives needed to tackle complex problems and come up with innovative solutions. Recognising this Defence is committed to creating an inclusive environment which values, respects and draws on the diverse backgrounds, experiences, knowledge and skills of our people.

A robust and agile Defence organisation depends on every person in it having the opportunity to contribute fully. Everyone within Defence has a role to play in making this a reality. We must walk the talk and ensure that we encourage diversity at every level, every day.

Our day to day activities must promote a fair, equitable, supportive and inclusive working environment that enables all Defence people to perform at a high level and encourages them to stay with us longer.

In an increasingly competitive job market, attracting and retaining the future workforce will be one of our most significant challenges ahead. Through the 'People in Defence' strategy we are actively seeking new ways of attracting the right people from a broader section of the Australian community.

To build an organisation that embraces and capitalises on difference, we have established a Defence Gender Equality and Diversity Council that meets quarterly. Further, as an organisation we will:

- recognise and understand that true inclusiveness does not mean treating everyone exactly the same way, all of the time;
- become agile enough to accommodate the needs of different people as they move through various life and career stages;

- apply creative, targeted human resource solutions to achieve the numerous strategic capability benefits that diversity brings to all levels of the organisation; and

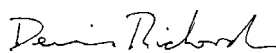
- challenge our traditional models of recruitment, progression, development and retention.

It is expected that all leaders in Defence will champion diversity. To be champions for diversity, all leaders, commanders and managers will:

- advocate the important role of gender diversity in helping to increase organisational performance;
- be an exemplar of positive and visible change by acting as a role model for all staff in regard to diversity;
- regularly communicate the benefits of diversity and its role in organisational success across Defence;
- support initiatives that increase the representation of, and career pathways for, women in the Defence organisation; and
- assist in identifying and implementing targeted diversity initiatives.

Through our individual and our collective actions we will build a strong positive Defence culture and deliver a flexible adaptable, inclusive workplace and a sustainable workforce.

The measure of our success will be when the Australian Defence Organisation is respected for its role as a responsible and trustworthy employer and Defence has the people capability to deliver our operational and other requirements now and beyond.



Dennis Richardson
Secretary
March 2013



D.J. HURLEY, AC, DSC
General
Chief of the Defence Force
March 2013

Purpose of our Diversity and Inclusion Strategy

By 2017, Defence aims to be an inclusive and progressive organisation that maximises capability through capitalising on a diverse workforce.

The intention of our Diversity and Inclusion Strategy is to:

— *Enhance Defence capability through diversity and inclusive practice* —

Our Diversity and Inclusion Strategy envisages a Defence organisation where individual differences are recognised, respected and embraced as an opportunity to learn and enhance capability; a place where talent is nurtured and leadership opportunities are explicitly open to all with the capacity and drive to seek them; a place that fosters collaboration and inclusion.

This Diversity and Inclusion Strategy tells us where we want to be in 2017. It tells us about which areas of our organisation need priority attention if our goals for diversity and inclusion in Defence are to be achieved. It commits us all to a plan of actions that aim to ensure that together, in 2017 Defence has become an employer of choice for all in Australia who want a career in the service of defending our nation. It is not a road map. It is an overarching strategy.



About Diversity and Inclusion in Defence

Diversity in Defence means respect for individual difference. It means valuing and utilising the unique knowledge, skills and attributes that our people bring to their work. Diversity reflects the variety of personal experience that arises from differences of culture and circumstance. We maximise our capability by drawing on the diversity of our people.



Inclusion means fostering a work environment where individual differences – whatever they may be – are appreciated and valued as characteristics that enhance our work environment, our productivity and our capability.

Diversity and inclusion in Defence is a critical capability issue. The Defence organisation of the 21st Century must harness the broadest talents if we are to remain fully ready to defend Australia. In the competitive labour market for talent in Australia and with a globalised workplace Defence can no longer rely on a workforce drawn from a narrow pool of talent.

About Our Diversity and Inclusion Strategy

Aligning with *Pathway to Change*, this Strategy has a five year life span, to be reviewed in 2017. This Strategy comprises of five goals for achieving diversity and inclusion in Defence and identifies our immediate areas of focus. Our ultimate aspiration for diversity and inclusion in Defence is to be accomplished through the achievement of the five goals identified in this strategy.

Our Diversity and Inclusion Strategy provides an overarching framework of strategic directions. It pulls together the repeated commitments in Defence documents such as *Pathway to Change*, *People in Defence*, and our *Reconciliation Action Plan*. The Strategy directly aligns with our Defence Values, and those of each Service and the Australian Public Service.

This Strategy articulates five Strategic Goals which will underpin successful diversity and inclusion in Defence.

The Strategy also identifies immediate diversity priorities for Defence. These priorities align with each stage of the employment life cycle of Defence people - attract, recruit, develop, retain and transition. They also reflect those groups in Defence requiring priority attention, including:

- Women,
- Indigenous Australians,
- People from Culturally and Linguistically Diverse (CALD) backgrounds,
- People with Disability,
- Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) persons,
- Mature age and an Intergenerational workforce, and
- Youth.

A detailed Diversity and Inclusion Implementation Plan will support the Strategy. The Implementation Plan will describe the specific activities and initiatives to be undertaken by the Services and Groups to realise our strategy and goals for diversity and inclusion in Defence. The Implementation Plan will harness the Defence cultural levers for change and build on Defence wide, Services or APS current plans, strategies, programs and activities for the particular diversity groups, to make progress.

Defence does not need to wait for this Implementation Plan to begin delivering on our priorities. Enhancing capability through diversity and inclusion has already begun in Defence, and one of the most important actions is ensuring that each individual takes responsibility to be inclusive and to develop their appreciation of diversity and inclusion.

Figure 1. Defence Diversity and Inclusion Strategy

* 'Future' refers to any identified priority groups that may arise after the publication of this Strategy.



Preliminary Representation of Diversity in Defence

As at 31 December 2012, Defence employed a workforce of 79,292 people consisting of 56,955 serving ADF members and 22,337 APS employees, with an additional 25,329 Active Reserve members.

The following is a statistical representation of our current quantifiable measures of key diversity themes in Defence:

Table 1. Diversity Statistics of Defence Workforce as at 31 December 2012

Workforce as at 31 Dec 2012	Total Number	Percentage of Total	Female	Male	ATSI	NESB ¹	People with Disability (APS only)
ADF ²	56,955	71.83%	13.95%	86.05%	0.97%	5.41%	-
APS ³	22,337	28.17%	40.56%	59.44%	0.67%	14.11%	2.33%
TOTAL	79,292	100.00%	21.45%	78.55%	0.88%	7.86%	-

Table 2. Diversity Statistics of ADF Workforce as at 31 December 2012

ADF Workforce as at 31 Dec 2012	Total Number	Percentage of Total	Female	Male	ATSI	NESB ¹
NAVY – Permanent ²	13,870	24.35%	18.44%	81.56%	1.09%	4.41%
ARMY – Permanent ²	29,040	50.99%	10.36%	89.64%	1.12%	5.90%
AIR FORCE – Permanent ²	14,045	24.66%	16.97%	83.03%	0.55%	5.38%
TOTAL ADF Permanent²	56,955	100.00%	13.95%	86.05%	0.97%	5.41%
NAVY – Active Reserve ⁴	4,735	18.69%	20.74%	79.26%	0.68%	3.53%
ARMY – Active Reserve ⁴	16,568	65.41%	13.39%	86.61%	2.36%	10.50%
AIR FORCE – Active Reserve ⁴	4,026	15.90%	21.71%	78.29%	0.50%	6.14%
TOTAL Active Reserve⁴	25,329	100.00%	16.08%	83.92%	1.75%	8.50%

1 Due to data restrictions, Defence NESB personnel are identified as those whose first language is 'English and another language' or 'another language'.

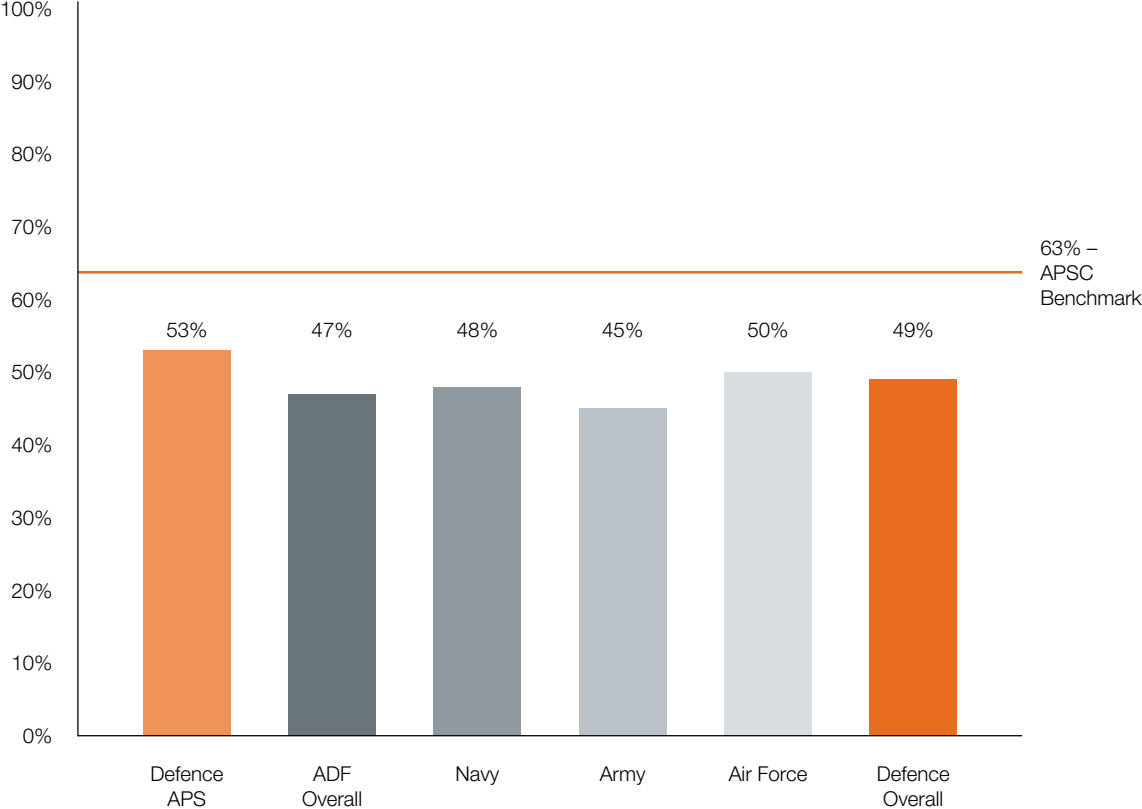
2 ADF Permanent figures include permanent ADF, continuous full-time service Reservists, and residual gap year participants.

3 APS figures include ongoing and non-ongoing employees.

4 Active Reserve figures does not include Reserve members on continuous full time service (these are counted in ADF Permanent figures) or Standby Reserve members.

The Defence Attitude Survey 2012 collected attitudinal information around diversity. The following table shows that all Defence workforce segments reported lower satisfaction with their organisation’s commitment to having a diverse workforce than the wider APS in the last survey:

Perceptions of Organisational Commitment to Diversity
“I am satisfied with Defence’s commitment to having a diverse workforce”



This information is intended to provide a preliminary depiction of Diversity in Defence, with the data we currently have available, to provide a point of reference as we progress towards accomplishing our goals for Diversity and Inclusion in Defence.

Our Strategic Goals for Diversity and Inclusion in Defence

To achieve our intent for diversity and inclusion in Defence, we must strive to realise the following five strategic goals to maximise and optimise on our people capability for now and into the future.

GOAL

1

Defence is a flexible, adaptable and agile organisation that is able to accommodate the diverse needs of people as they move through various life and career stages.

Defence must become a more flexible, adaptable and inclusive organisation to attract and retain talent in a competitive environment.

It is necessary for Defence to understand and recognise the diversity of its current and future workforce and respond flexibly to the individual needs, life stages, culture and practice of its people. By implementing mechanisms and support structures that enable the retention and development of high-value personnel, Defence will benefit from maintaining a motivated, engaged and talented workforce.

Defence needs to understand the reasons for people exiting Defence during the recruitment process and at various points throughout their life and career. This understanding will enable Defence to build processes and policies that ensure greater through-career retention. Defence needs to remain engaged with high-value people who choose to leave Defence and afford them every opportunity to return to the organisation.

By being accommodating of people's needs, Defence will continue to develop a positive and inclusive work environment that delivers commitments.

Success:

Defence will have achieved this goal when Defence has the workplace structures, systems and procedures in place to assist our people to effectively balance work with family, carer responsibilities, cultural obligations, and other commitments and interests in their lives; and Defence has the flexibility, adaptability and agility to support our people as they move through the various stages of life and career.

GOAL

2

Defence utilises creative, targeted human resource solutions to achieve the numerous strategic capability benefits that diversity brings to all levels of the organisation.

Defence has a need to enhance capability through diversity and inclusion and can achieve this by being competitive for the best talent for a career in Defence and utilising this talent effectively. By implementing targeted human resource solutions, Defence has the opportunity to attract, recruit, retain, progress, and develop people from a broader range of diverse groups and to benefit from the energy, values, and perspectives that this broader talent pool can offer.

Defence will more deliberately identify and develop strategic partnerships in the wider Australian community, including with cultural, educational and sporting organisations, to engage and attract a diverse range of talent.

By embracing diversity and inclusion, Defence can ensure that they are able to employ people with the right skills in the right numbers at the right time by focusing on both the needs of Defence and the needs of employees from diverse backgrounds.

Defence can benefit immensely from utilising the diversity of our workforce and drawing strength from our diversity.

Success:

This goal will have been achieved when Defence has agency, human resource, and services and groups plans, including strategies to attract, recruit, develop, and retain our people, that champions the value in the diversity of our people and applies that diversity to its advantage by drawing on the skills and experiences of its people to achieve Defence objectives. Defence will be successful when it continues to have the People Capability to deliver on its objectives and commitments and meet Government requirements.

GOAL

3

Defence recognises and understands that true inclusiveness does not mean treating everyone exactly the same way, all the time.

Every person in Defence should have an equal opportunity to contribute to the organisation. However having equal opportunity does not necessarily mean treating everyone the same at all times. People come with their individual circumstances, life experiences, culture, and needs. As such, in some circumstances, people need to be treated differently to provide them with the same opportunities.

Defence needs to recognise individual differences, whatever they may be, and be considerate of accommodating those needs to enable all to contribute to the best of their abilities.

To be an inclusive employer, Defence will acknowledge the different characteristics each person has, and appreciate and value these as qualities that can enhance productivity and our capability.

Success:

To achieve this goal, Defence will have recognised the diversity of its people and applies flexible and supportive approaches to workplace conditions and career pathways to enable access to, and the full employment of, the skills and experiences of every member of its workforce. Defence will have fully applied the strategies and plans that support diversity and inclusion in the employment of its people.

GOAL

4

Defence is viewed by all as an organisation committed to diversity and inclusion.

When diversity and inclusion are embraced by an organisation as an asset to enhance learning and effectiveness, performance is enhanced.⁵ The Diversity Council of Australia provides international evidence for increased productivity through diversity. Defence's progress in harnessing diversity and inclusion to enhance capability will not only be measured by the increased representation of priority groups in our organisation, diversity will also be measured by the influence that the Defence culture allows these groups to have and by the extent to which Defence understands that diversity and inclusion is a resource for building effectiveness and capability. Enhancing capability through diversity will mean increasing the diversity and inclusion in Defence leadership as well as diversity and inclusion in its workforce overall.

When the diversity of Defence people reflects the broader Australian society, Defence will secure the trust and respect of the Australian community, Government, and the Defence workforce. When Defence is viewed as an organisation that is committed to diversity and inclusion, Defence will only benefit.

Defence will show their commitment to diversity and inclusion by:

- Having leadership accountable for driving and promoting diversity and inclusion.
- Challenging traditional models of recruitment, progression, development, and retention.
- Incorporating diversity and inclusion into policies and practices where feasible.
- Viewing diversity as an opportunity to build capability.
- Being accountable and contributing to Government diversity initiatives.

Success:

Defence will achieve this goal when a career in Defence is considered by people from all parts of the Australian community, when Defence capitalises on diverse perspectives, views and attitudes of their workforce, and when Defence creates an environment where people can thrive and individual diversity is retained and valued.

⁵ Cultural Diversity at Work: The Effects of Diversity Perspectives on Work Group Processes and Outcomes. Robin J. Ely and David A. Thomas Harvard University June 2001.

GOAL

5

Defence has strategies in place to support the employment of identified diverse groups that require immediate priority attention.

As an organisation, Defence does not accurately reflect the society from which it is drawn. In many regards, it lacks the perspectives and experiences of women, Aboriginal and Torres Strait Islander peoples and those of culturally and linguistically diverse backgrounds.

Harnessing all available leadership talent and ensuring a mix of skills, perspectives and experience is critical to increasing capability. Capitalising on diversity of thought and experience provides powerful leverage to problem solve more effectively, make sound decisions and to innovate.

Defence has identified the following diverse groups as requiring priority targeted attention for the period 2012-2017:

- Women
- Indigenous Australians
- People from Culturally and Linguistically Diverse backgrounds
- People with Disability
- Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) people
- Mature Age and an Intergenerational workforce
- Youth

Women, Indigenous Australians, people with disability, and people from culturally and linguistically diverse backgrounds have been identified as groups requiring priority attention as they have been recognised as an under utilised group within Defence, either as having lower than desired workforce representation or workplace participation rates. People who identify as LGBTI, the mature aged, and young people have been identified as priorities as Defence has recognised that more can be done to support inclusion and enhance the employment and engagement of these groups.

To achieve this goal, Defence has identified objectives to address the employment needs of each of these identified priority groups.

Success:

This goal will be achieved when the key objectives have been realised; when the diversity of the Australian community is reflected in our strategies to attract, recruit, develop, retain, and transition our people; and when we have the required People Capability to deliver on our commitments.



Our Identified Priorities

Women and the Employment Life Cycle

Key Objective

Increase the representation of women in Defence to better reflect the Australian society and strengthen the retention of the women Defence has recruited and trained. Improve opportunities and workplace flexibility to create a fairer and more inclusive work environment to position Defence as an employer of choice for women and men alike.

Background

While women make up half the population, they are underrepresented in the Defence organisation. In addition, recent proceedings have highlighted a need for women in Defence to be treated more adequately, appropriately, and have the same opportunities as men in contributing to Defence.

The equal treatment of women should be at the core of any Australian workplace, regardless of its size, history or purpose. As such, Defence is focussing its efforts on implementing greater changes in the workplace to ensure greater representation of women generally within Defence and specifically in leadership positions. Actions are being taken to remove the direct and indirect structural and cultural barriers preventing women from achieving their full potential and full participation.

At 31 December 2012, women represented 13.95% of the permanent ADF workforce⁶ and 40.56% of the Defence APS workforce⁷, compared with 57.3% of the wider APS (according to the APSC State of the Service Report 2011-2012).

In 2011/2012, reviews were undertaken into the treatment and employment of women in Defence, specifically the *Review of Employment Pathways for APS Women in the Department of Defence*, and the Australian Human Rights Commission reviews, firstly of the treatment of women at the Australian Defence Force Academy (ADFA) (phase one) and, secondly, a review of the effectiveness of cultural change strategies and initiatives required to improve leadership pathways for women in the Australian Defence Force (phase two).⁸ Actions have commenced to address the implementation of the recommendations from these reviews.

Some of the issues relating to the employment of women in Defence are not only challenges faced by women but by many men as well. For example, getting the balance right between work and family responsibilities is a challenge faced by both men and women. Therefore, improvements in the workplace applied through addressing these issues will be of benefit to both genders. Additionally, by encouraging men to utilise mechanisms typically accessed by women, such as those providing workplace flexibility, normalises these mechanisms.

By embracing the concept of diversity, valuing differences, demonstrating fair, respectful and inclusive behaviour, Defence will more effectively attract and retain women who can support Defence to better reflect the community it serves. The following specific actions will ensure that Defence has a consistent approach to the employment of women and men across the organisation.

⁶ Comprised of ADF Permanent, CFTS and Gap year members.

⁷ Including ongoing and non-ongoing employees.

⁸ Australian Human Rights Commission website (<http://www.humanrights.gov.au/defencereview/index.html>)

Themes

ATTRACT	<ul style="list-style-type: none">• Raise the profile of Defence as an employer of choice for women.• Identify, recognise and proactively profile and promote the achievements of women in leadership.• Work with networks to attract women to our workforce.
RECRUIT	<ul style="list-style-type: none">• Implement targeted programs to support the recruitment of women to Defence.• Increase the profile of women in Defence Force Recruiting marketing and public affairs.• Ensure all APS selection panels and ADF promotions boards to senior ranks include at least one female representative, with preference towards having a gender balance.
DEVELOP	<ul style="list-style-type: none">• Ensure equal opportunities for women in all jobs in Defence.• Ensure that Defence provides a flexible and supportive approach to workforce conditions, career management and career pathways.• Employ and promote Defence policies and practices that are inclusive and accommodating of differences.• Provide appropriate and supportive mentoring and network frameworks that meet diverse needs.• Improve organisational performance by having a critical mass of women on decision-making boards and bodies.
RETAIN	<ul style="list-style-type: none">• Ensure that Defence provides a flexible and supportive approach to workforce conditions, career management and career pathways.• Improve employment opportunities, enhance workplace flexibility, and create a fairer, more respectful and inclusive work environment.• Employ and promote programs and strategies to balance work and personal and/or family responsibilities and commitments.• Provide targeted career management, skilling, coaching and mentoring to ensure a higher number of women in supervisory, management and senior executive roles.
TRANSITION	<ul style="list-style-type: none">• Maintain connections with women taking a career break, extended parental leave, study leave break or any other type of extended leave.• Employ policies and processes to enable trained previous Defence personnel to return to the organisation.• Actively promote and facilitate discharging ADF members transferring into the Reserve force to maintain connection and strengthen the retention of talented/trained women.

Indigenous Australians and the Employment Life Cycle

Key Objective

Increase representation of those who identify as Aboriginal and Torres Strait Islander Australians in Defence and deliver on the Council of Australian Governments (COAG) agenda commitment of achieving 2.7% Indigenous representation by 2015 and beyond. Encourage and foster Indigenous participation and potential within Defence and position Defence as an employer of choice for Indigenous Australians.

Background

Indigenous Australians have played a significant part in our military history for more than 100 years and Defence is proud to continue this involvement with many Indigenous people serving in the Navy, Army and Air Force as full and part-time members. Defence also recognises those who contribute in the APS section of our workforce.

Defence is committed to increasing the participation rates of Indigenous Australians across the workforce including meeting the agreement of the Council of Australian Governments (COAG) to achieve a minimum Aboriginal and Torres Strait Islander representation of 2.7% across the sector by 2015.

As at 31 December 2012, our data indicated that Indigenous people represented 0.97% of the permanent ADF workforce⁹ and 0.67% of the Defence APS workforce¹⁰ compared with 2.2% of the wider APS¹¹. For the active Reserve, Indigenous Reserve representation was the highest for Army (2.36%) followed by Navy (0.68%) and Air Force (0.50%)¹². The decision to formally self-declare Aboriginal and/or Torres Strait Islander heritage is personal and voluntary. Self identification assists in allocating resources, supports Indigenous employment programs and provides greater opportunities for Indigenous-specific activities.¹³

Defence has various initiatives already in place to encourage greater Indigenous participation in Defence with many of these initiatives encompassed in the *Defence Reconciliation Action Plan 2010-2014* and the *Defence Indigenous Employment Strategy 2012-2017*. In addition to a diverse range of employment opportunities, Defence currently offers support programs and further education opportunities for its Indigenous personnel. The following specific actions aim to integrate these initiatives into broader strategies to realise Defence's commitment to being truly representative of the nation we serve.

9 Comprised of ADF Permanent, CFTS and Gap year members

10 Includes ongoing and non-ongoing employees

11 As per Australian Public Service Commission State of the Service Report 2011-2012

12 The mode of entry into the Reserve workforce differs between the Services.

13 Personal information, as recorded in PMKeyS, is treated confidentially according to the Privacy Act 1988.

Themes

ATTRACT

- Build relationships with Indigenous communities across the nation.
- Contribute to the whole of Government reconciliation plans and actions.
- Recognise and publicly acknowledge the contribution Indigenous communities make to the defence of Australia.
- Promote Defence as an employer of choice for Indigenous Australians.
- Incorporate Aboriginal and Torres Strait Islander (ATSI) culture and heritage into appropriate Defence ceremonies.

RECRUIT

- Implement and promote programs to support the recruitment of Indigenous Australians.
- Increase the profile of ATSI Australians in both targeted and general recruitment marketing and public affairs.

DEVELOP

- Recognise and accommodate the cultural needs, responsibilities and roles of Indigenous personnel.
- Mentor and support Indigenous personnel and networks.
- Implement and promote programs to support the development of Indigenous Australians.
- Ensure that Defence provides a flexible and supportive approach to workforce conditions, career management and career pathways.

RETAIN

- Enable flexible work practices to accommodate balance of the cultural needs, responsibilities, and roles of Indigenous personnel.
- Increase the knowledge and understanding of Indigenous issues across Defence.
- Ensure ATSI culture and heritage is incorporated into appropriate Defence policies and practices.
- Provide appropriate targeted development, leadership and career management opportunities for Indigenous Australians.

TRANSITION

- Maintain connections with personnel taking a career break, extended parental leave, study leave break or any other type of extended leave.
- Employ policies and processes to enable trained previous Defence personnel to return to the organisation.
- Actively promote and facilitate discharging ADF members transferring into the Reserve force to maintain connection and strengthen the retention of talented/trained Indigenous Australians.

People from Culturally and Linguistically Diverse Backgrounds and the Employment Life Cycle

Key Objective

Increase representation of Australians from culturally and linguistically diverse backgrounds in Defence to better reflect the Australian community, build an organisation where cultural diversity is respected and valued, and position Defence as an employer of choice for all Australians.

Background

Defence is committed to diversity in the workplace and to creating an inclusive environment that enables all personnel to contribute to achieving Defence's goals. Defence aims to provide an inclusive working environment that respects, values and utilises the contributions of people of different backgrounds, experiences and perspectives.

The definition of "Culturally and Linguistically Diverse (CALD) background" can be constituted by ancestry, birthplace, birthplace of parents, religion, language, and year of arrival in Australia.¹⁴ Defence recognises this broader terminology and acknowledges those who may identify within this definition of CALD within the organisation.

However due to the current limitations of data collected, Defence reports on non-English Speaking Background (NESB) based on personnel who have indicated that their first spoken language at home is 'English and another language' or 'another language'. As at 31 December 2012, our data indicates that personnel from a non-English Speaking Background (NESB) represent 5.41% of the permanent ADF workforce¹⁵ and 14.11% of the Defence APS workforce¹⁶ compared with 5.3% of the wider APS¹⁷. In this comparison, it is important to note that the broader APS defines people from NESB as those who were born overseas and arrived in Australia after five years of age and whose first language was not English. Actions are being undertaken to address this discrepancy to enable access to extractable data for aligning these definitions.

It is recognised that cultural diversity is an asset to an organisation and Defence needs to recognise its capacity to gain from the diversity of its workforce for operational capability. The following specific actions outline a high level approach to creating a supportive, flexible and fair work environment that embraces cultural and linguistic diversity and commits to establishing a workforce that reflects national society.

14 According to the Australian Bureau of Statistics

15 Comprised of ADF Permanent, CFTS and Gap year members

16 Includes ongoing and non-ongoing employees

17 As per the Australian Public Service Commission State of the Service Report 2011-2012

Themes

ATTRACT	<ul style="list-style-type: none">• Profile Defence as an employer of choice for people from culturally and linguistically diverse (CALD) backgrounds.• Celebrate cultural diversity in Defence by being actively involved in community cultural events and networks.
RECRUIT	<ul style="list-style-type: none">• Implement programs to support the recruitment of Australians from CALD backgrounds.• Increase the profile of multicultural Australians in general recruitment marketing and public affairs and develop specific marketing material for people from CALD backgrounds.• Research factors affecting multicultural recruitment and implement actions to address issues.
DEVELOP	<ul style="list-style-type: none">• Employ and promote Defence policies and practices that are inclusive and accommodating of cultural needs and responsibilities.• Ensure that Defence provides a flexible and supportive approach to workforce conditions, career management and career pathways.• Ensure development and career opportunities are inclusive and do not disadvantage people from CALD backgrounds.
RETAIN	<ul style="list-style-type: none">• Educate and create stronger awareness in Defence about different cultures and religions.• Enable flexible work practices to accommodate balance of cultural and family responsibilities and commitments.• Ensure the workplace is a safe, inclusive environment where individuals who wish to practise their religion do not feel inhibited or at risk and feel encouraged and supported by the organisation.• Celebrate cultural diversity in Defence by being actively involved in cultural events and networks.• Foster a fairer, more respectful and inclusive work environment.• Recognise, value and leverage from the cultural and linguistic diversity of our workforce.
TRANSITION	<ul style="list-style-type: none">• Maintain connections with personnel taking a career break, extended parental leave, study leave break or any other type of extended leave.• Employ policies and processes to enable trained previous Defence personnel to return to the organisation.• Actively promote and facilitate discharging ADF members transferring into the Reserve force to maintain connection and strengthen the retention of talented/ trained members.

People with Disability and the Employment Life Cycle

Key Objective

Remove barriers to, and encourage the participation of, people with disability in the Defence workforce. Increase representation of people with disability in Defence APS in support of Government initiatives, and build an organisation where diversity is respected and valued, and position Defence as an employer of choice for all Australians.

Background

The employment of people with disability is important to ensure their full participation in the Australian community. Defence recognises that people with disability bring valuable skills to the workforce and strives to enable all personnel to contribute to achieving Defence's goals. Defence has stated its commitment to a fair and equitable workplace for all personnel and this includes providing a work environment that values and respects the diverse nature of the workforce.

The Australian Government has identified that despite the tight labour market in Australia, people with disability are an under-utilised resource and is seeking to improve practices with regards to the employment of people with disability.

The definition of disability is extensive and includes not only loss of bodily or mental functions, but also the presence in the body of organisms capable of causing disease or illness. A disability may be an impairment, condition, or illness, may be visible or hidden, may be permanent or temporary and may have minimal or substantial impact on a person's abilities.

As at 31 December 2012, people with disability represent 2.33% of the Defence APS workforce¹⁸ compared with 2.9% of the wider APS.¹⁹ Defence recognises that to meet future workforce demands, we must have strategies to support the employment of people with disability as they represent a growing proportion of the Australian labour market. In response, Defence has developed the *Disability Action Plan* which seeks to develop an inclusive work environment that enables personnel with disability to contribute to Defence's goals.

Although the ADF is exempt, to a certain extent, from the discrimination provisions in the *Disability Discrimination Act 1992* due to the stringent requirements of employment required in the ADF, Defence also recognises their commitment to members of the ADF (and APS) who have developed a temporary or permanent disability whilst employed by Defence and must manage the employment of these personnel accordingly. Of note, the Support for Wounded Injured or Ill Program (SWIIP) provides support to wounded, injured or ill ADF members throughout their Service careers and after transition from the ADF.

The following specific actions outline the strategies to enable the employment of all people with disability in Defence.

¹⁸ Includes ongoing and non-ongoing employees

¹⁹ As per the Australian Public Service Commission State of the Service Report 2011-2012

Themes

ATTRACT	<ul style="list-style-type: none">• Promote Defence APS as a workplace that is supportive and welcoming of the employment of people with disability.• Promote the employment of people with disability in Defence APS through disability networks.
RECRUIT	<ul style="list-style-type: none">• Ensure the recruitment process for Defence APS positions are free from unlawful discrimination against a person with a disability (or that person's associates).• Provide access to premises information and assist with reasonable adjustments as required.• Improve recruitment practices to enable more candidates with disability to enter Defence APS.• Develop effective processes to use affirmative measures to employ people with an intellectual disability in the Defence APS.
DEVELOP	<ul style="list-style-type: none">• Ensure that employment, training and development, and promotional opportunities are free from unlawful discrimination against people with disability.• Increase knowledge and understanding of disability by providing educational and practical information on disability and supporting people with disability.• Provide support to people with disability and supervisors of people with disability to assist them to understand their responsibilities, undertake reasonable adjustments in the workplace and remove barriers for employment to allow people with disability to effectively perform and progress.• Provide accessible training, traineeships and mentoring opportunities for people with disability.
RETAIN	<ul style="list-style-type: none">• Create a supportive environment that recognises and values diversity and the contribution people with disability make.• Provide appropriate support and advice network frameworks.• Implement strategies/policies/processes to retain skills of people with disability or people who develop a disability (temporarily or permanently) in Defence where possible.• Provide flexible career options to enable people with disability to take career breaks and return to the organisation as needed.• Research factors affecting the employment of people with disability and implement strategies to address identified issues.• Identify barriers to flexibility and facilitate flexible work practices to accommodate individual needs of people with disability at all classifications/ranks.• Facilitate the transition of ADF members who acquire a disability to alternative employment within Defence if feasible.• Undertake reasonable adjustments in the workplace to enable people with disability to work and reach their full potential.• Address accessibility needs and assist with reasonable adjustments as required.• Ensure all people are respected and involved in decisions about their work so as to ensure any disability can be adjusted for as necessary.
TRANSITION	<ul style="list-style-type: none">• Maintain connections with personnel taking a career break or extended leave due to temporary or permanent disability.• Implement policies and processes to enable previously Defence employed personnel to return to the organisation.

Lesbian, Gay, Bisexual, Transgender and Intersex persons and the Employment Life Cycle

Key Objective

Position Defence as an employer of choice for Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) persons, and as an organisation that respects and supports the inclusion of sexuality and gender diverse persons.

Background

Defence is committed to having a diverse workforce and inclusive workplaces. Defence strives to make the most of the skills and talents of all personnel and aims to reap the capability benefits of having a diverse workforce through embracing and supporting all personnel, including LGBTI persons.

In 1992 the Australian Defence Force ended its prohibition on openly gay, lesbian and bisexual personnel serving in the military, and in 2010 the Defence Instruction regarding the employment of transgender personnel in the ADF was cancelled. Prior to these changes to Defence policy many members suspected of being an LGBTI person were subject to adverse treatment including administrative or medical discharge and various forms of harassment.

Elements of inherited institutionalised culture still linger within Defence and can cause LGBTI personnel to feel excluded or unwelcome in the workplace. However, Defence maintains its commitment to valuing and supporting the inclusion of LGBTI persons. Defence demonstrated this in 2013 by authorising volunteers to march in uniform in the Sydney Gay and Lesbian Mardi Gras for the first time.

Additionally in 2013, Federal protections for LGBTI persons were introduced in the *Sex Discrimination Act 1984* to provide protection from discrimination on the basis of attributes of sexual orientation, intersex status and gender identity. The Australian Government Guidelines on the Recognition of Sex and Gender were also published, aiming to bring a consistent approach to recording individuals' sex and/or gender in Government departments and agencies.

Defence seeks to create an inclusive workplace by driving long term sustainable LGBTI awareness and support structures, and continues to support the employment and inclusion of this diversity group through the following specific actions.

Themes

ATTRACT/ RECRUIT

- Increase visibility of LGBTI persons in Defence through active involvement in international days that celebrate LGBTI inclusion and safe environments.
- Increase visibility of LGBTI inclusion in Defence to the LGBTI community through participation in community events that celebrate LGBTI inclusion and safe environments.
- Build, utilise and maintain relationships with external LGBTI networks, communities and service providers.
- Promote Defence as an employer of choice with active initiatives to foster an inclusive work environment for all diverse groups including specific strategic communications and marketing that target lesbian, gay, bisexual, transgender and intersex persons entering the workforce.
- Encourage Defence personnel to participate in activities to positively reinforce and continue the welcoming culture of Defence through an ADF/APS career.

DEVELOP

- Develop sexual orientation, intersex and gender identity awareness and education training for provision at initial and leadership training.
- Promote an organisational culture that fosters development and progression regardless of sexual orientation, gender or gender identity.
- Employ and promote Defence policies and practices that are inclusive.
- Encourage talented LGBTI personnel to seek professional mentors and encourage senior LGBTI personnel to become professional mentors.
- Provide a forum for communication of best practice LGBTI workplace inclusion within Defence.
- Attend professional and academic diversity conferences to mutually exchange better practice workplace inclusion strategies between Defence, industry, government agencies and military allies.

RETAIN

- Ensure programs and strategies to balance work and personal responsibilities and/or family commitments are inclusive of all family structures.
- Create an environment of trust, respect and inclusion.
- Develop and maintain an employee network capable of providing education, promoting workplace inclusion and supporting LGBTI people through sexuality and/or gender discovery.
- Create a workplace environment where LGBTI personnel feel safe to present as their preferred gender and include their families in Defence family events.
- Regularly measure and report on the effectiveness of workplace inclusion initiatives for LGBTI people to ensure progress towards an inclusive culture.
- Foster cooperation with military allies to support LGBTI personnel and their families during operations and postings.
- Ensure LGBTI outreach programs extend to Defence training establishments.

TRANSITION

- Ensure any discrimination concerns identified by exiting personnel are addressed.
- Employ policies and processes to enable personnel previously employed by Defence to return to the organisation.
- Encourage talented LGBTI personnel exiting Defence to continue being professional mentors.
- Encourage exiting personnel to continue to participate in employee network events.

Mature Age and an Intergenerational Workforce and the Employment Life Cycle

Key Objective

Establish Defence as an employer of choice for all age groups and an organisation supportive of mature age employment.

Background

Research indicates that the workforce in Australia is ageing, and that employers are facing skills shortages as experienced personnel choose to leave the labour force. As such, employers must look at ways to support mature age workers in order to utilise and retain their skills and knowledge.

Defence recognises the contribution that the mature age workforce gives to the organisation. Defence also wishes to retain the corporate knowledge of our long term personnel. As such, Defence must look at ways to recruit mature age personnel as a source of new skills and manage existing personnel to ensure that their skills and knowledge are retained.

The definition of a 'mature age' worker differs depending on context; however in terms of applying strategies to address issues relating to mature age employment, these are inclined to commence to apply to people aged 45 years and over.

At 31 December 2012, people aged 45 years and over represented 13.12% of the permanent ADF workforce²⁰, 31.35% of the Active Reserve workforce, and 51.82% of the Defence APS workforce²¹. These figures highlight the differing challenges in the workforces with regard to the mature age employment and management of an intergenerational workforce.

For the first time in history, the Australian workforce comprises of five different generations who hold vastly different values, beliefs and motivators. This intergenerational workforce raises new challenges for employers to effectively manage their workforce.

Defence acknowledges the intergenerational diversity of their workforce and must consider the ways in which the generations relate to each other in the working environment and are managed.

The following specific actions aim to implement approaches for managing a mature age and intergenerational workforce through all stages of employment.

²⁰ Comprised of ADF Permanent, CFTS and Gap year members.

²¹ Including ongoing and non-ongoing employees.

Themes

ATTRACT	<ul style="list-style-type: none">• Profile Defence as having an age inclusive culture and as an employer of choice for people of all ages.• Examine and identify employment opportunities for mature age personnel.
RECRUIT	<ul style="list-style-type: none">• Promote employment opportunities for mature age personnel.• Ensure that recruitment practices are free from age bias and discrimination.
DEVELOP	<ul style="list-style-type: none">• Facilitate the professional development of all personnel regardless of age.• Develop and apply cross-generational age management approaches.• Facilitate and encourage information sharing through mentoring and coaching programs to preserve corporate knowledge and foster cross-generational knowledge transfer.• Encourage all personnel to seek training and development opportunities to stay competitive.• Explore ways to prevent career stagnation for long-tenured employees.
RETAIN	<ul style="list-style-type: none">• Educate on the prevention of age bias and discrimination.• Promote an organisational culture that supports flexible work arrangements cognisant of age.• Recognise and support personal commitments and responsibilities.• Ensure personnel are aware of flexible work options to help them balance work and personal responsibilities.• Enable flexible and supportive approaches to workforce conditions to assist in managing health related absences.• Identify means to support and employ an ageing military workforce, with specific reference to physical health and fitness.• Improve organisational performance by having age diversity on decision making boards and bodies.
TRANSITION	<ul style="list-style-type: none">• Implement retirement transition options (such as phased retirement) enabling Defence to capitalise on the skills and corporate knowledge of experienced personnel.• Facilitate options to utilise transitioned mature age personnel in various capacities to draw on corporate knowledge – such as casual, contract or informal work opportunities.• Maintain connections with personnel upon retirement/leaving Defence and embrace them as part of the Defence community.

Youth and the Employment Life Cycle

Key Objective

Defence is regarded as an employer of choice amongst young Australians and an organisation that is supportive of youth development and engagement.

Background

Defence recognises that youth are the next generation into the labour force and need to engage and develop this workforce to enable them to contribute to Defence capability now and in the future.

Defence is committed to providing a range of safe, challenging, high quality and contemporary youth engagement and development activities. Defence has a number of programs aimed at enabling the employment of young Australians.

In general, youth refers to people aged between 12 and 24 years of age. At 31 December 2012, people aged 24 years and under represented 26.87% of the permanent ADF workforce²², 15.38% of the Active Reserve workforce, and 2.76% of the Defence APS workforce²³.

The employment of young Australians adds to the diversity of our workforce and the way we operate. Defence is committed to an inclusive work environment which encourages the participation of our youth and contributes to the development of productive and confident young Australians.

To facilitate the contribution of the younger workforce, it is essential that we capture, leverage and contribute to the skills that youth can bring to the organisation. We must consider the ways we manage the employment of youth and build relationships in an intergenerational work environment. The following specific actions endeavour to support the engagement, development, and employment of youth to foster their contribution in achieving Defence's capability.

²² Comprised of ADF Permanent, CFTS and Gap year members.

²³ Including ongoing and non-ongoing employees.

Themes

ATTRACT

- Profile Defence as an employer of choice for people of all ages.
- Promote diversity of the Defence workforce and Defence career opportunities to young Australians.
- Support the Australian Defence Force Cadets community based youth development organisation.

RECRUIT

- Implement programs to provide accessible pathways into employment and in support of the recruitment of youth.
- Implement strategies to support youth in their transition to increased independence and responsibility that is involved within the recruitment processes.

DEVELOP

- Promote training and professional development support to all personnel.
- Apply policies for the management of young personnel.
- Facilitate and encourage information sharing to preserve corporate knowledge and build on the organisational knowledge and education of youth.
- Develop and apply cross-generational age management approaches.
- Provide appropriate and supportive coaching, mentoring and network frameworks.
- Provide challenging work and incentives for performance to all personnel.
- Provide career pathways and opportunities to progress.

RETAIN

- Implement generational and cultural training to promote understanding of youth and the prevention of age bias and discrimination.
- Apply means to protect young people on Defence establishments.
- Ensure that Defence provides a flexible and supportive approach to workforce conditions, career management and career pathways.
- Promote an organisational culture that supports flexible work arrangements cognisant of age.
- Recognise and support personal commitments and responsibilities.
- Ensure personnel are aware of options to help them balance work and personal commitments and responsibilities.
- Ensure LGBTI outreach programs extend to ADF Cadets.

TRANSITION

- Maintain connections with personnel taking a career break, study leave break or any other type of extended leave.
- Actively promote and facilitate discharging ADF members transferring into the Active Reserve workforce to maintain connection and strengthen the retention of talented/ trained personnel.

Our Performance Indicators of Diversity and Inclusion in Defence

To evaluate the effectiveness and success of this strategy and the achievement of our goals for diversity and inclusion in Defence, we will look through the three lenses as utilised in Defence's 'People in Defence' strategy.



Community Lens

Performance Indicators:

- Defence has strategies that have achieved the attraction and recruitment of Australians from diverse groups.
- Defence has increased the proportion of the community from diverse backgrounds considering a career in Defence.
- Defence has increased recruiting achievement among diverse groups of targeted attention.
- Defence has positioned itself as an employer of choice among diverse groups.



People Lens

Performance Indicators:

- Defence has the mechanisms and support structures that champions diversity and inclusion.
- Defence has increased the diversity of our workforce to better reflect the Australian community.
- Defence has increased job satisfaction among its people.
- Defence is retaining critical people throughout the stages of career and life.



Government Lens

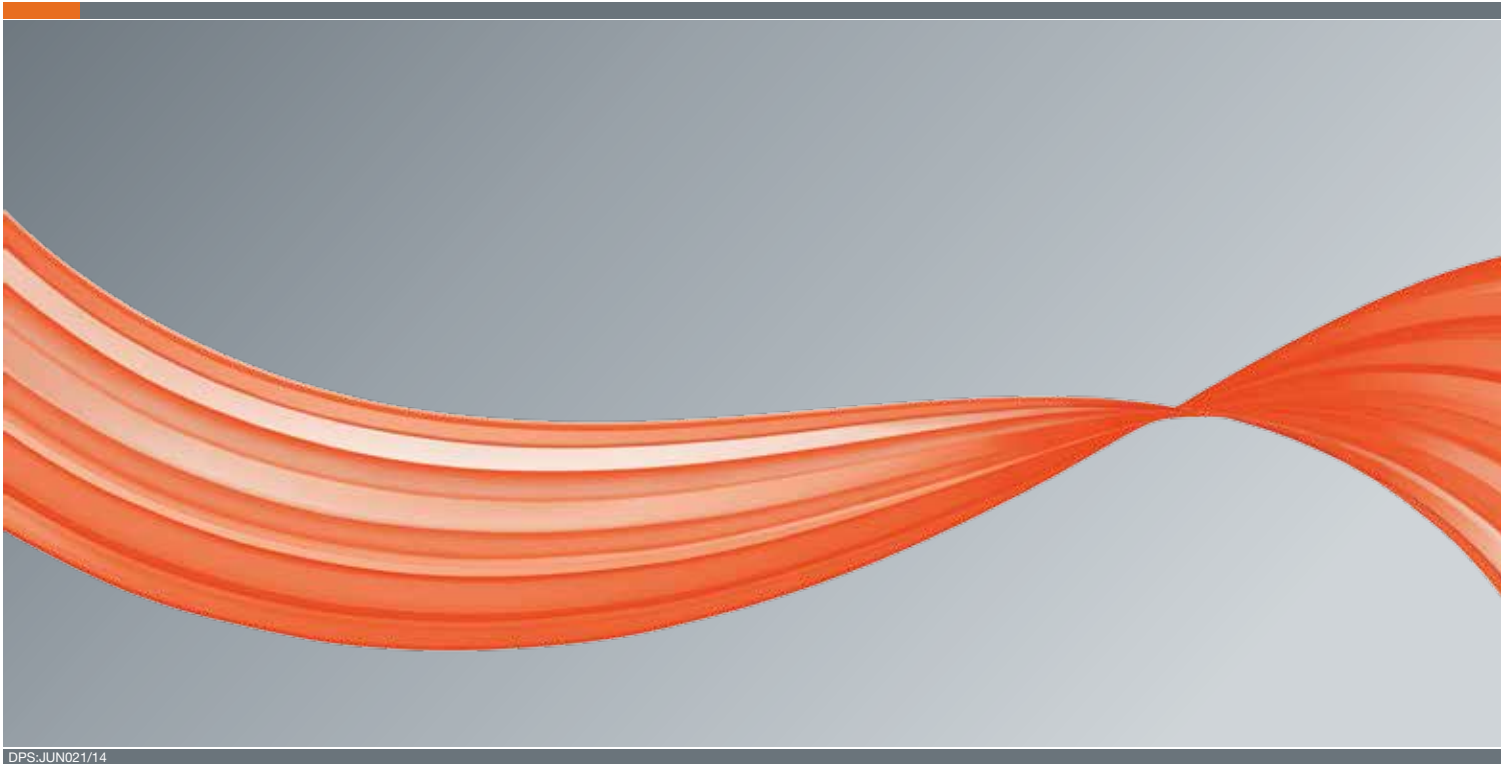
Performance Indicators:

- Defence is able to deliver People Capability to meet Government requirements and Defence capability.
- Defence delivers on whole of Government initiatives for diversity in the workplace.
- Defence complies with the Australian Public Service Commissioner's Direction on Workplace Diversity.

The Diversity and Inclusion Implementation Plan will support our Strategy by describing the specific activities and initiatives to be undertaken by the Services and Groups to realise our goals for diversity and inclusion in Defence. It will harness the Defence cultural levers for change and build on current plans, strategies, programs and activities for identified priority groups to ensure progress.



Australian Government
Department of Defence



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