



**Defence Workplace  
Equity and Diversity Plan**

**2007-2009**

## Foreword

Defence has developed the Defence Workplace Equity and Diversity Plan (WEDP) 2007-2009 to demonstrate its commitment to equity and diversity. The WEDP sets out principles and performance indicators for Service Chiefs/Group Heads, Services/Groups and Fairness and Resolution Branch. While the principles in the WEDP and many of the performance indicators are ongoing, a number of the actions are designed to focus on specific key priorities to be addressed during the term of this plan.

With a greater focus on recruitment and retention of Defence personnel it is important that we provide a robust equity and diversity plan which will ensure a logical and fair application of the principles and practices of equity and diversity across Defence. People are, and will always be, a fundamental part of our capability. The organisation relies heavily on the diverse level of experience and backgrounds of all personnel in order to maintain a functional operational capability. Valuing the differing skills and attributes of all personnel is essential to providing an inclusive workplace.

We expect everyone in Defence to treat each other with respect and dignity. As leaders you have an additional responsibility to ensure that everyone in your chain of command or management line is treating each other in the right way. We will not tolerate unacceptable behaviour. Everybody, and we mean everybody, must be given a fair go. This is embedded in our values and service ethos. To observe unacceptable behaviour and do nothing about it is to condone it. We expect you to accept this responsibility.

We encourage all staff to actively pursue implementation of the WEDP to ensure Defence meets its responsibilities in this area.



MICHAEL PEZZULLO  
Acting Secretary  
Department of Defence

| July 2007



A G HOUSTON AO, AFC  
Air Chief Marshal  
Chief of the Defence Force

| July 2007

## Defence's Strategic Vision of Equity and Diversity

Defence is committed to making the principles of equity and diversity a part of the everyday business of the organisation. These principles mean that all people in the workplace are treated in a fair and inclusive manner that will, in turn, enhance the operational effectiveness and capability of Defence to achieve its mission.

## Defence Values

- **Professionalism** – striving for excellence in everything we do
- **Loyalty** – being committed to each other, our leaders and the organisation
- **Integrity** – doing what is right
- **Courage** – the strength of character to do what's right – extending to both courage of convictions (moral courage) and courage in harm's way (physical courage)
- **Innovation** – actively looking for better ways of doing business
- **Teamwork** – working together with respect, trust, and a sense of collective purpose

## Defence's legal obligations

- *Defence Act 1903*
- *Racial Discrimination Act 1975*
- *Sex Discrimination Act 1984*
- *Human Rights and Equal Opportunity Commission Act 1986*
- *Privacy Act 1988*
- *Disability Discrimination Act 1992*
- *Workplace Relations Act 1996*
- *Public Service Act 1999*
- *Age Discrimination Act 2004*
- Australian Public Commission's *Guidelines on Workplace Diversity*

# Defence Workplace Equity and Diversity Plan 2007-2009

## The Principles of Equity and Diversity in Defence

- treating each other with respect and dignity
- recognising people as individuals and valuing differences
- using the different contributions that people can make to the team
- making judgements genuinely based on fairness and merit
- eliminating artificial, unfair and inappropriate barriers to workplace participation
- providing appropriate means to monitor and address discrimination and harassment
- providing opportunities for flexibility when meeting organisational requirements
- consulting people on policies and decisions that affect them

## The Purpose of the Workplace Equity and Diversity Plan

Defence has developed a WEDP because:

- It is good practice and needs to be incorporated into day-to-day business
- an accountability framework needed to be established to make visible the performance of commanders and managers and hold them accountable for that performance
- measures implemented to incorporate equity and diversity need to take into account the corporate and business plans of the organisation
- Government policy and Commonwealth legislation specify the requirement for a plan that includes specific actions

## Annual Reporting

To satisfy annual statutory reporting requirements, the reporting period is for 12 months, from 1 July to 30 June the following year. Services and Groups are to provide performance reports to Fairness and Resolution Branch by 1 August each year.

# Who is responsible?

## Everybody in Defence

Everybody is responsible for:

- treating others fairly
- providing a work environment free from unacceptable behaviour, and protecting the image and reputation of Defence
- undertaking mandatory equity and diversity awareness training annually
- ensuring their behaviour is legal and upholds the APS (for Defence APS personnel) and Defence Values
- doing their job to the best of their ability
- contributing to a safe, secure and fair workplace
- actively balancing their life

## Service Chiefs/Group Heads

Service Chiefs and Group Heads are responsible and accountable for equity and diversity in their Service/Group. To enable Defence compliance with legislative and Government requirements, they are required to:

- implement, promote and report annually on Defence's WEDP in their Service/Group
- set equity and diversity standards and communicate and demonstrate these standards and the Defence Values throughout their Service/Group to ensure that workplaces are fair and inclusive, free from discrimination and harassment
- incorporate equity and diversity requirements in corporate/business plans and allocate appropriate resources
- ensure that commanders and managers meet their responsibilities through the inclusion of equity and diversity responsibilities in accordance with Defence policy
- incorporate equity and diversity into their Service/Group's day-to-day business

## Defence Workplace Equity and Diversity Plan 2007-2009

## Commanders, Managers and Workplace Supervisors

Commanders, managers and workplace supervisors are responsible and accountable for equity and diversity in their workplaces. They are required to:

- implement the Defence Workplace Equity and Diversity Plan
- develop and provide a fair, safe and inclusive workplace
- ensure that all personnel and prospective personnel are valued and treated fairly, on individual merit and with respect and dignity
- ensure that the different skills and contributions that personnel possess as a result of their background, experiences and perspectives are utilised where appropriate
- take all appropriate action to prevent and/or eliminate unacceptable behaviour
- manage and report incidents of unacceptable behaviour in accordance with the relevant Defence policy instructions
- maintain, support and promote the Equity Adviser Network
- ensure that all personnel complete the mandatory equity and diversity training annually and that the training is recorded in PMKeyS
- demonstrate and promote, through their behaviour, commitment to the principles of equity and diversity
- commanders, managers and workplace supervisors are to ensure that the personnel they supervise - ADF members, Defence APS employees and Defence contracted staff - are aware of the WEDP

## Service Chiefs/Group Heads

Principle	Performance
Corporate, business and human resource plans demonstrate that Defence values the diverse backgrounds of its people, and is able to access and make use of the diverse skills and experience of its people.	<ul style="list-style-type: none"> <li>• What workplace equity and diversity objectives are reflected in the corporate, business and human resource plans in your Service/Group?</li> <li>• What action has been taken to implement workplace equity and diversity objectives within your Service/Group?</li> <li>• Provide examples of how the diverse skills and experience of personnel in your Service/Group are appropriately utilised.</li> </ul>
Workplace structures, systems and procedures help personnel balance their work, family and other caring responsibilities effectively.	<ul style="list-style-type: none"> <li>• How are people in your Service/Group assisted in maintaining a balance between their work and personal lives?</li> <li>• How effective have these measures been proven?</li> </ul>
Employment decisions are transparent, equitable and procedurally fair.	<ul style="list-style-type: none"> <li>• How does your Service/Group ensure employment decisions are merit-based and fair?</li> <li>• What processes are undertaken in your Service/Group to assist people with disabilities, people from non-English speaking backgrounds and Indigenous Australians to demonstrate their ability during the selection process?</li> </ul>
All people behave in an acceptable manner and unacceptable behaviour complaints are managed in accordance with Defence policy.	<ul style="list-style-type: none"> <li>• What initiatives are in place in your Service/Group to prevent incidents of unacceptable behaviour?</li> <li>• Have commanders and managers in your Service/Group managed and reported unacceptable behaviour in accordance with the Defence policy instructions?</li> </ul>
Contractors adhere to equity and diversity principles and comply with unacceptable behaviour policies and guidelines.	<ul style="list-style-type: none"> <li>• Ensure that all Defence contracts negotiated by your Service or Group include a clause requiring all Defence contracted staff adhere to the requirements of DI(G) PERS 35-3 and DI(G) PERS 35-4, including undertaking annual equity and diversity awareness training.</li> <li>• Provide examples of the equity and diversity clauses included in contracts.</li> </ul>

## Service Chiefs/Group Heads

<p>Commanders and managers at all levels are accountable for their performance in relation to equity and diversity.</p>	<ul style="list-style-type: none"> <li>• How have you ensured that commanders and managers in your Group/Service have modelled and promoted the principles of equity and diversity?</li> </ul>
<p>Recruitment and retention of critical skills messages are developed for specific demographic segments including women, Indigenous Australians and people with a disability.</p>	<ul style="list-style-type: none"> <li>• What measures have you implemented in your Group/Service to attract minority groups to areas of critical skill shortages?</li> </ul>
<p>The particular needs of ethnic and cultural minorities, and people with a disability are taken into consideration when planning change activities.</p>	<ul style="list-style-type: none"> <li>• What consultation is undertaken with people with a disability, and ethnic and cultural minorities during the planning of change activities within your Service/Group?</li> <li>• What action is taken to address concerns raised by people with a disability, and ethnic and cultural minorities when planning change activities?</li> </ul>
<p>All business skilling initiatives incorporate strategies to ensure accessibility by ethnic and cultural minorities, and people with a disability.</p>	<ul style="list-style-type: none"> <li>• What strategies have been developed to ensure accessibility by ethnic and cultural minorities and people with a disability?</li> <li>• Provide a brief description of these strategies.</li> </ul>
<p>All Defence personnel undertake mandatory equity and diversity training annually.</p>	<ul style="list-style-type: none"> <li>• In accordance with data contained in PMKeyS what percentage of personnel in your Group/Service completed the mandatory equity and diversity training?</li> </ul>

## Defence Support Group (DSG)

Principle	Performance
Defence buildings and facilities (owned and rented) comply with the Human Rights and Equal Opportunity Commission's Advisory Notes on Access and Premises, June 1997.	<ul style="list-style-type: none"> <li>• Which Defence buildings (owned or rented) and facilities do not comply with the Human Rights and Equal Opportunities Commission's Advisory Notes on Access and Premises, June 1997?</li> <li>• What plans are in place to address identified deficiencies?</li> <li>• What action is being taken to ensure that these buildings and facilities comply?</li> </ul>
Complaints made by people with a disability about accessibility to Defence buildings and facilities across Australia are appropriately managed.	<ul style="list-style-type: none"> <li>• What process is in place to record complaints made about building inaccessibility?</li> <li>• How many complaints have been lodged by people with a disability about accessibility to Defence buildings and facilities?</li> <li>• How were these complaints resolved?</li> </ul>
The needs of ethnic and cultural minorities and people with a disability are taken into account and addressed in the development and implementation of service delivery projects.	<ul style="list-style-type: none"> <li>• How have the needs of ethnic and cultural minorities, and people with a disability been taken into account in the development and implementation of the following projects:                             <ul style="list-style-type: none"> <li>○ e-recruitment,</li> <li>○ onepac and</li> <li>○ CAMPUS upgrade?</li> </ul> </li> </ul>
Websites are accessible to everyone to meet business needs.	<ul style="list-style-type: none"> <li>• With the upgrade of PMKeyS, what has been done to ensure that the self service facility is accessible to all Defence personnel, including people with a disability?</li> </ul>
Information about Defence is available to ADF members families.	<ul style="list-style-type: none"> <li>• How accessible are the Defence Service Centre Cooma's products and services to the families of members from a non-English speaking background?</li> </ul>

## Personnel Executive (PE)

Principle	Performance
Employment opportunities in Defence for people with a disability are increased.	<ul style="list-style-type: none"> <li>• Has a policy been developed to increase employment opportunities for people with a disability?</li> <li>• Briefly outline the measures contained in the policy.</li> </ul>
The number of Indigenous Australians in Defence is increased through improved retention and development opportunities.	<ul style="list-style-type: none"> <li>• What strategies are in place to increase the number of Indigenous Australians Defence?</li> <li>• Provide a brief description of these strategies.</li> </ul>
The number of women in Defence is increased through improved recruitment, retention and development opportunities.	<ul style="list-style-type: none"> <li>• What strategies are in place to increase the number of women Defence?</li> <li>• Provide a brief description of these strategies.</li> </ul>
Employment programs at base level entry for people with a disability and Indigenous Australians are explored.	<ul style="list-style-type: none"> <li>• In reviewing base level entry positions, such as traineeships and apprenticeships, what consideration has been given to developing particular programs for people with a disability and Indigenous Australians?</li> <li>• Provide details of these programs, if any.</li> </ul>
Employment of the ageing workforce in Defence is addressed.	<ul style="list-style-type: none"> <li>• Has an employment strategy been developed to specifically address the ageing workforce in Defence?</li> <li>• Provide a brief description of the strategy.</li> </ul>
The next Defence Collective Agreement (DeCA) is developed incorporating equity and diversity principles and includes facilitative clauses to encourage the employment of minority groups.	<ul style="list-style-type: none"> <li>• Provide details of how equity and diversity principles have been included in the development of the next DeCA.</li> </ul>

## Chief Information Officer Group (CIOG)

Principle	Performance
Websites are accessible to everyone to meet business needs.	<ul style="list-style-type: none"><li>• What action has been taken to ensure that Defence websites achieve level AA conformance with World Wide Web Consortium (W3C) web content accessibility guidelines?</li><li>• What level of conformance has been achieved across Defence?</li></ul>
Assistive technology software is available in Defence.	<ul style="list-style-type: none"><li>• What strategies have been put in place to ensure the timely installation of assistive software?</li><li>• Have any corporate licences been purchased to assist in the timely installation of software? Please provide details of why not.</li></ul>

## Fairness and Resolution Branch (FR)

Principle	Performance
Defence supports the recommendations contained in the MAC 6 report, ' <i>Employment of People with a Disability in the APS.</i> '	<ul style="list-style-type: none"> <li>• What progress has been made on the Defence response to the MAC6 report?</li> <li>• Provide a brief summary of the response.</li> </ul>
Defence provides advice and support through the Equity Adviser Network.	<ul style="list-style-type: none"> <li>• Is the master-list of Defence Equity Advisers being maintained by the Defence Service Centre-Cooma and the Defence Equity Coordinators to the satisfaction of the Directorate of Alternative Resolutions and Equity?</li> <li>• What is done to address deficiencies in the currency of the list?</li> <li>• What measures are in place to support the Equity Advisor Network?</li> </ul>
Defence is committed to being a leader in equity and diversity.	<ul style="list-style-type: none"> <li>• What progress has been made towards developing a maturity model for equity and diversity?</li> </ul>
Defence promotes and uses Alternative Dispute Resolution (ADR) in conflict resolution.	<ul style="list-style-type: none"> <li>• What is the percentage increase in ADR interventions for the year?</li> <li>• How has ADR been promoted across Defence?</li> </ul>
Defence promotes awareness and understanding of the particular needs of ethnic and cultural minorities and people with disabilities.	<ul style="list-style-type: none"> <li>• What has been done to promote the needs of ethnic and cultural minorities?</li> <li>• What action has been taken to promote the needs of people with disabilities?</li> <li>• What progress has been made to develop a Reconciliation Action Plan (RAP) for Defence?</li> </ul>
Defence complies with the requirements of the <i>Privacy Act 1988</i> .	<ul style="list-style-type: none"> <li>• What action has been taken to develop an overarching Defence policy on privacy of personal information?</li> <li>• Provide a brief summary of the progress to date.</li> </ul>
Defence is able to track, report and manage complaints.	<ul style="list-style-type: none"> <li>• What progress has been made towards the development of the ComTrack database?</li> <li>• What is the timeline for completion of the project?</li> </ul>