



Australian Government

Department of Defence

Defence

WORKPLACE EQUITY AND DIVERSITY PLAN

2005-2007

2005-2007



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Sponsor:

Head of Defence Personnel Executive

Requests and inquiries should be addressed to the Publisher:

Defence Equity Organisation

Russell Offices (R1-1-C055)

CANBERRA ACT 2600

Ph: (02) 6265 3259

Foreword

Defence places great emphasis on ensuring its people work in an environment where they are treated fairly and their diverse backgrounds and skills are valued. We are committed to ensuring Defence workplaces are fair and inclusive, which will, in turn, enhance operational capability and effectiveness.

While the principles of equity and diversity are a fundamental element of good leadership and management practices, all Defence personnel are responsible for ensuring everyone in the workplace is treated well and in accordance with their different circumstances and needs. The *Defence Workplace Equity and Diversity Plan 2005-2007* sets out the basis for equity and diversity within Defence and ensures the principles and practices are implemented, managed and evaluated.

We present the *Defence Workplace Equity and Diversity Plan 2005-2007* to all Defence personnel and are confident that every effort will be made to integrate equity and diversity in Defence.



R.C. Smith AO, PSM
Secretary
Department of Defence

10 February 2005



P.J. Cosgrove AC, MC
General
Chief of the Defence Force

10 February 2005

Table of Contents

Foreword	1
Table of Contents	2
Glossary	3
Defence's Strategic Vision of Equity and Diversity	4
What do Equity and Diversity mean?	4
The Principles of Equity and Diversity in Defence	4
The Purpose of the Workplace Equity and Diversity Plan	5
Roles and Responsibilities	6
Service Chiefs/Group Heads	6
Branch Heads and Formation Commanders	6
Commanders, Managers and Workplace Supervisors	7
The Defence Equity Organisation	7
Defence Equity Coordinators	8
Equity Advisers	8
The Workplace Equity and Diversity Plan	8
Themes	9
Implementation	9
Annual Reporting	9
Defence Workplace Equity and Diversity Plan 2005-2007	
1. Action Plan for Service Chiefs/Group Heads	11
2. Action Plan for Commanders and Managers	14
3. Action Plan for various Services/Groups and sections	18
4. Action Plan for the Defence Equity Organisation	20

Glossary

ADF	Australian Defence Force
APS	Australian Public Service
Commanders and Managers	Any person at Director/Unit Commander (or equivalent) level who has personnel working under them
CSIG	Corporate Services and Infrastructure Group
DEO	Defence Equity Organisation
DPE	Defence Personnel Executive
WEDP	Workplace Equity and Diversity Plan
Workplace	Includes HMA Ships (all vessels, including commissioned seagoing vessels and submarines), vehicles, aircraft and Defence establishments, business workplaces, units, facilities, accommodation and any other location which an ADF member, Defence APS employee or Defence contracted staff member attends for the purpose of carrying out their work. This definition includes deployments, military exercises and operational environments.

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 dealt with in a fair and inclusive manner that will, in turn, enhance the operational effectiveness and capability of Defence to achieve its mission.

What do Equity and Diversity mean?

Equity is about fairness. It is about providing everyone with a fair and safe working environment, with access to training and development opportunities, and with the chance for promotion. It is about giving everyone the opportunity to use and enhance their individual talents and skills for their own improvement and for the advancement of the organisation as a whole.

Diversity is about inclusiveness. It means that the differences brought to the organisation by people of divergent backgrounds, experiences and perspectives are valued and respected. It means that the contributions brought to the organisation by a diverse range of people are utilised and maximised, thereby enhancing the effectiveness and capability of the organisation.

To assist in embedding the principles of equity and diversity into the organisation, Defence has put in place numerous policies, procedures and programs that reflect the ethos of fairness and inclusiveness.

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; and
- consulting people on policies and decisions that affect them.

The Purpose of the Workplace Equity and Diversity Plan

The Secretary of Defence and the Chief of the Defence Force are responsible for the development and implementation of the Workplace Equity and Diversity Plan (WEDP). The WEDP takes into account Defence's values and corporate goals as well as the broader Commonwealth legal and policy framework.

The values and behaviours endorsed by the Defence Executive influenced the development and purpose of the WEDP.

The Defence Values	Behaviours
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

The Acts and guidelines underpinning equity and diversity and the WEDP are as follows:

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

- the Government's *A New Agenda for Multicultural Australia*; and
- the *Whole-of-Defence Strategy Map*.

A WEDP will help create an environment in which:

- equity and diversity are recognised as being essential to best practice and need to be incorporated into day-to-day business in Defence;
- an accountability framework will be established to make visible the performance of leaders and managers and hold them to account for that performance; and
- measures implemented to incorporate equity and diversity will take into account the corporate business plans of Defence.

Roles and Responsibilities

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 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 performance agreements; and
- demonstrate, through their behaviour, commitment to the principles of equity and diversity.

Branch Heads and Formation Commanders

Branch Heads and Formation Commanders must ensure that commanders, managers and workplace supervisors within their Branch meet their obligations in respect to equity and diversity in their workplaces. In particular, they are to ensure that commanders and managers implement the relevant actions in the WEDP and that all members of their Branch complete the mandatory annual equity and diversity awareness training.

Commanders, Managers and Workplace Supervisors

Commanders, managers and workplace supervisors are responsible and accountable for equity and diversity in their workplaces. It is a fundamental element of leadership that commanders, managers and workplace supervisors look after the wellbeing of their people. They are required to:

- a. implement and report on Defence's Workplace Equity and Diversity Plan;
- b. develop a fair and inclusive workplace;
- c. ensure that all personnel and prospective personnel are valued and treated fairly, on individual merit and with respect and dignity;
- d. ensure that the different skills and contributions that personnel possess as a result of their background, experiences and perspectives are utilised where appropriate;
- e. take all appropriate action to prevent and/or eliminate unacceptable behaviour;
- f. act to stop unacceptable behaviour immediately it is reported or observed and respond promptly, seriously and with sensitivity to allegations of unacceptable behaviour;
- g. ensure that all personnel involved in unacceptable behaviour complaints are informed of the options for resolution;
- h. ensure that all personnel involved in unacceptable behaviour complaints are aware of and are provided access to the range of support mechanisms;
- i. report incidents of unacceptable behaviour in accordance with the relevant Defence policy instructions;
- j. maintain, support and promote the Equity Adviser Network;
- k. ensure that all personnel complete the mandatory equity and diversity training annually and that the training is recorded in PMKeyS; and
- l. demonstrate, 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 this policy.

The Defence Equity Organisation

The Defence Equity Organisation (DEO) is responsible for promoting the principles of equity and diversity in Defence through the development of appropriate policies and strategies. Its mission is to inform, educate, encourage and ensure that equitable policies, processes and practices form an integral part of doing business in Defence as the basis for a fairer and better work environment.

The DEO is the lead authority on all equity and diversity policies and strategies in Defence, including awareness training, unacceptable behaviour incident reporting, the management and resolution of incidents and Equity Adviser networks. The DEO is also responsible for the development and management of the WEDP.

Defence Equity Coordinators

As the Defence Equity Organisation representative for their region, the coordinators facilitate and coordinate the Defence Equity Adviser Network and are available to provide advice on equity and diversity policy and related issues. In addition, Defence Equity Coordinators can be consulted over complex equity issues. The full responsibilities of Defence Equity Coordinators are contained in Defence Instruction (General) Personnel 35-7 *The Defence Equity Adviser Network*.

Equity Advisers

Trained Equity Advisers are suitable volunteers who are available in workplaces to:

- a. provide all personnel with information and options for the resolution of workplace equity and diversity issues; and
- b. support Defence in implementing equity and diversity initiatives that contribute to operational capability and effectiveness.

The full responsibilities of Equity Advisers are contained in Defence Instruction (General) Personnel 35-7 *The Defence Equity Adviser Network*.

The Workplace Equity and Diversity Plan

It is the responsibility of all Defence personnel to make certain that the principles of equity and diversity are adhered to in their workplaces.

All Defence personnel are to:

- treat others fairly;
- provide a work environment free from unacceptable behaviour, and protect the image and reputation of Defence;
- act in a professional manner at all times; and
- undertake mandatory equity and diversity awareness training annually.

Themes

Leadership and Accountability	All commanders and managers promote and demonstrate a clear commitment to equity and diversity. Defence complies with equity and diversity requirements.
Policy	All personnel policies, procedures and practices are fair and inclusive.
Support	Support mechanisms enable all personnel to address equity and diversity issues and concerns.
Training	Fair and inclusive training and education programs are designed, promoted and attended by Defence personnel.

Implementation

The WEDP is divided into four parts:

- Part 1 - Action Plan for Service Chiefs/Group Heads,
- Part 2 - Action Plan for Commanders and Managers,
- Part 3 - Action Plan for various Services/Groups and sections, and
- Part 4 - Action Plan for the Defence Equity Organisation.

The functional areas identified in each part are responsible for implementing the actions specified. In Part 3, some actions will require combined input from several areas. The actions contained in the WEDP 2005-2007 are the minimum requirements to ensure that equity and diversity continue to be a part of the way Defence operates. Services and Groups are encouraged to pursue measures that exceed the WEDP actions, to make their workplaces fair and inclusive, and make Defence an employer of choice.

Annual Reporting

To satisfy annual statutory reporting requirements, the reporting period is for 12 months, from 1 May to 30 April the following year. Services and Groups are to provide performance reports to the Defence Equity Organisation by 15 June each year. The information provided will contribute to the production of the Workplace Equity and Diversity Annual Report, which details the performance of Defence in meeting its obligations to equity and diversity.

Annual Performance Questions have been included against each action in the WEDP. This will ensure that personnel with reporting responsibilities are aware of what information is required by the end of the reporting period. Reporting proformas and full guidelines on reporting will be issued to Service/Group Equity Coordinators at least three months prior to the end of the reporting period.

The performance of the Services and Groups in relation to the WEDP actions will be rated in the Workplace Equity and Diversity Annual Report. Weightings will be affixed to WEDP actions to assist in determining the rating achieved. The weightings will be detailed in the reporting proformas.



Defence Workplace Equity and Diversity Plan 2005-2007

1. Action Plan for Service Chiefs/Group Heads

Theme	Action	Annual Performance Questions
Leadership & Accountability	1.1 Monitor the performance of commanders and managers to ensure that they demonstrate their commitment to equity and diversity, and are aware of their responsibilities.	<ul style="list-style-type: none"> How have you monitored the performance of commanders and managers in your Service/Group to ensure that they demonstrate their commitment to equity and diversity, and are aware of their responsibilities? What strategies have you put in place to improve the performance of commanders and managers in matters relating to equity and diversity?
Leadership & Accountability	1.2 Include WEDP requirements in appropriate corporate/business plans to promote fair and inclusive workplaces.	<ul style="list-style-type: none"> Have the WEDP requirements been included in appropriate corporate /business plans throughout your Service/Group? What performance indicators have been built into the appropriate corporate/business plans to measure the effectiveness of Action 1.2.?
Leadership & Accountability	1.3 Ensure that all personnel are aware of equity and diversity principles and responsibilities, and that all personnel complete mandatory training annually.	<ul style="list-style-type: none"> As Service Chief/Group Head, what means have you used to ensure that all personnel in your Service/Group are aware of equity and diversity principles, responsibilities and mandatory training requirements? What have the commanders/managers in your Service/Group done to promote and implement the mandatory equity and diversity awareness training requirement within their workplaces? Has participation in the annual mandatory equity and diversity awareness training been recorded in PMKeyS against the names of all personnel in your Service/Group? What number of personnel is there in your Service/Group? According to PMKeyS, what number of personnel in your Service/Group undertook the annual mandatory equity and diversity awareness training?

Defence Workplace Equity and Diversity Plan 2005-2007

1. Action Plan for Service Chiefs/Group Heads (continued)

Theme	Action	Annual Performance Questions
Leadership & Accountability	1.4 All unacceptable behaviour complaints are managed in accordance with Defence policy and are finalised within six months of their initial submission, unless subject to criminal law, civil litigation, Defence Force Discipline Act action, or adverse administrative action.	<ul style="list-style-type: none"> • What action have you taken to ensure that all your commanders/managers manage and report unacceptable behaviour in accordance with the Defence policy instructions? • Based upon information provided by commanders and managers: <ul style="list-style-type: none"> - Did the commanders/managers in your Service/Group manage and report incidents of unacceptable behaviour in accordance with Defence unacceptable behaviour policy instructions? - Except for those complaints subject to criminal law, civil litigation, DFDA action, or adverse administrative action, were all complaints of unacceptable behaviour resolved within six months of their initial submission?
Leadership & Accountability	1.5 Ensure that all Defence contracts negotiated by your Service or Group include a clause requiring all Defence contracted staff to adhere to the requirements of DI (G) PERS 35-3 and DI (G) PERS 35-4, including undertaking annual equity and diversity awareness training.	<ul style="list-style-type: none"> • Have you directed that a clause requiring all Defence contracted staff to adhere to the requirements of Defence unacceptable behaviour policies, and to undertake annual equity and diversity awareness training, be included in all Defence contracts negotiated by your Service/Group? • What action has been taken to ensure that all Defence contracted staff comply with this clause?



Defence Workplace Equity and Diversity Plan 2005-2007

2. Action Plan for Commanders and Managers

Theme	Action	Annual Performance Questions
Leadership & Accountability	2.1 Implement and report annually on Defence's Workplace Equity and Diversity Plan.	<ul style="list-style-type: none"> • What have you done to ensure that you maintain currency in equity and diversity? • Did you attend the Equity and Diversity Workshop for Commanders, Managers and Supervisors? • What have you done to communicate equity and diversity principles, responsibilities, mandatory training requirements and your commitment to all your personnel?
Leadership & Accountability	2.2 Develop a fair, safe and inclusive workplace.	<ul style="list-style-type: none"> • What have you done to ensure that your workplace is fair, safe and inclusive, where the different skills and contributions that personnel possess as a result of their background, experiences and perspectives are utilised where appropriate?

Defence Workplace Equity and Diversity Plan 2005-2007

2. Action Plan for Commanders and Managers (continued)

Theme	Action	Annual Performance Questions
<p>Leadership & Accountability</p>	<p>2.3 Manage and report complaints of unacceptable behaviour, and ensure all personnel involved have access to support and are informed of options for resolution.</p>	<ul style="list-style-type: none"> • What did you do to ensure that any person in your workplace who was involved in an unacceptable behaviour complaint was: <ul style="list-style-type: none"> a) informed of the options for resolution; b) aware of and provided with access to the range of support mechanisms; c) aware of mandatory reporting requirements; d) informed of the progress of the complaint on a monthly basis; and e) informed of the final outcome of the complaint? • In accordance with the relevant Defence unacceptable behaviour policy instructions, did you ensure that: <ul style="list-style-type: none"> a) all complaints of unacceptable behaviour were reported to DEO on form AC875-1; b) monthly progress reports were passed to DEO on form AC875-2; and c) finalisation of the complaints was reported to DEO on form AC875-3?
<p>Support</p>	<p>2.4 Support and promote the Equity Adviser Network and ensure that trained Equity Advisers are available in your workplace.</p>	<ul style="list-style-type: none"> • How many active Equity Advisers do you have in your workplace? • How many personnel from your workplace attended Equity Adviser training during the last year? • How often is the list of Equity Advisers in your workplace updated and promulgated in your workplace? • What do you do to support and promote the Equity Advisers within your workplace?

Defence Workplace Equity and Diversity Plan 2005-2007

2. Action Plan for Commanders and Managers (continued)

Theme	Action	Annual Performance Questions
Training	2.5 Ensure that all personnel complete the mandatory equity and diversity training annually and that the training is recorded in PMKeyS.	<ul style="list-style-type: none"> • How did you communicate the mandatory training requirement in your workplace? • As commander or manager, did you attend the training with other personnel and explain to your personnel the appropriate standards of behaviour within your workplace?
Training	2.6 The specific needs of staff with disabilities attending training programs are met.	<ul style="list-style-type: none"> • Are you aware of any of your staff members having difficulty in accessing or undertaking any training courses because of a disability they may have? • If so, specify what occurred, what training course was involved, and the training provider. • How were the difficulties resolved?



Action Plan for various
Services/Groups and sections

Defence Workplace Equity and Diversity Plan 2005-2007

3. Action Plan for various Services/Groups and sections

Theme	Action	Annual Performance Questions	Responsible
Leadership & Accountability	3.1 Develop the next Defence employees certified agreement (DECA) in accordance with equity and diversity principles.	<ul style="list-style-type: none"> Detail how equity and diversity principles have been included in the development of the next Defence (APS) employees certified agreement. 	DPE
Policy	3.2 Develop policy to increase employment opportunities in Defence for people with a disability.	<ul style="list-style-type: none"> Has a policy been developed? Briefly outline the measures contained in the policy. 	DPE
Support	3.3 Ensure all 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. Plan how to address identified deficiencies.	<ul style="list-style-type: none"> Which buildings and facilities do not comply with the Human Rights and Equal Opportunity Commission's Advisory Notes on Access and Premises, June 1997? What action is being taken to ensure that these buildings and facilities comply? 	CSIG
Support	3.4 Record the complaints made by people with a disability about accessibility to Defence buildings and facilities across Australia.	<ul style="list-style-type: none"> How many complaints have been lodged by people with a disability about accessibility to Defence buildings and facilities? How were these complaints resolved? 	CSIG
Training	3.5 Ensure that competency based training in equity and diversity is included in all ADF career and development training.	<ul style="list-style-type: none"> Briefly explain how competency based training in equity and diversity is included in all ADF initial entry training and promotion courses? 	Training Commands



Defence Workplace Equity and Diversity Plan 2005-2007

4. Action Plan for the Defence Equity Organisation

Theme	Action	Annual Performance Questions
Policy	4.1 Develop a strategy to eliminate employment-related disadvantage on the basis of gender.	<ul style="list-style-type: none"> • Has a strategy to eliminate employment-related disadvantage on the basis of gender been developed and approved? • Provide a brief summary of the strategy. • How has the strategy been promoted throughout Defence?
Policy	4.2 Report on the progress of the Defence Disability Management Strategy. Publicise information on the Disability Discrimination Act, Defence's Disability initiatives, and the resources available to people with disabilities and their carers.	<ul style="list-style-type: none"> • What progress has been made on the Defence Disability Management Strategy? • How was information on resources and options for people with a disability and their carers publicised, and made widely available? • To what extent did Defence personnel indicate the value of the information?
Support	4.3 Manage the Defence Equity Adviser Network.	<ul style="list-style-type: none"> • 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 DEO?

Defence Workplace Equity and Diversity Plan 2005-2007

4. Action Plan for the Defence Equity Organisation (continued)

Theme	Action	Annual Performance Questions
	4.4 Defence Equity Coordinators are to manage, develop and promote the Defence Equity Adviser Network in their region.	<ul style="list-style-type: none"> • How have you identified all active Equity Advisers and Senior Equity Advisers within your region? • Are trained Equity Advisers available in all workplaces in your region? • How have you maintained the master-list of Equity Advisers for your region? • How have you coordinated and mentored the Senior Equity Advisers in your region? • What was your Equity Adviser training liability for the year and how many Equity Advisers were trained in your region?
Support	4.5 Defence Equity Coordinators promote annual Harmony Day celebrations in their region.	<ul style="list-style-type: none"> • What did you do to promote Harmony Day in your region? • Did any establishments in your region celebrate Harmony Day? • If so, what was the nature of the celebrations?
Support	4.6 Defence Equity Coordinators promote annual International Day of People with a Disability celebrations in their region.	<ul style="list-style-type: none"> • What did you do to promote International Day of People with a Disability in your region? • Did any establishments in your region celebrate International Day of People with a Disability? • If so, what was the nature of the celebrations?
Support	4.7 Coordinate and promote annual International Women's Day celebrations in Canberra.	<ul style="list-style-type: none"> • How was International Women's Day promoted? • What was the nature of the International Women's Day celebration?

Defence Workplace Equity and Diversity Plan 2005-2007

4. Action Plan for the Defence Equity Organisation (continued)

Theme	Action	Annual Performance Questions
Support	4.8 Coordinate and promote the Aboriginal and Torres Strait Islander Memorial Service in Canberra, as the Defence contribution to NAIDOC Week, annually.	<ul style="list-style-type: none"> Briefly describe the arrangements made for the Aboriginal and Torres Strait Islander Memorial Service.
Training	4.9 Review the Defence Equity Adviser Refresher course.	<ul style="list-style-type: none"> Has the Defence Equity Adviser Refresher course been reviewed? Provide a brief outline of the Defence Equity Adviser Refresher course.
Training	4.10 Develop equity and diversity awareness training packages and materials annually.	<ul style="list-style-type: none"> Provide a brief description of the annual equity and diversity awareness training packages and materials.
Training	4.11 Develop a Senior Equity Adviser Workshop.	<ul style="list-style-type: none"> Has the Senior Equity Adviser Workshop been developed? Provide a brief description of the workshop content.

Equity and Diversity in Defence

Equity means a fair go for everyone. Diversity focuses on inclusiveness and values individual differences. The concept is about improving operational capability and effectiveness to achieve the Defence mission of 'defending Australia and its national interests'.