

Department of Defence

**INFORMATION DEFGRAM NO 553/2010**

Issue Date: 2 September 2010

Expiry Date: 2 December 2010

---

**TRANS-GENDER PERSONNEL IN THE AUSTRALIAN DEFENCE FORCE**

1. Information DEFGRAM 299/2010 advised of the cancellation of Defence Instruction (General) (DI(G)) PERS 16–16—*Trans-gender personnel in the Australian Defence Force*. It is anticipated that an interim policy document will be released in December this year. In the meantime, commanders and managers are advised to:

- a. manage Australian Defence Force (ADF) trans-gender personnel with fairness, respect and dignity in accordance with [DI\(G\) PERS 50–1—Equity and Diversity in the Australian Defence Force](#) and existing Defence medical review provisions; and
  - b. ensure all personnel are not subjected to unacceptable behaviour in accordance with [DI\(G\) PERS 35–3—Management and Reporting of Unacceptable Behaviour](#).
2. The cancellation of DI(G) PERS 16–16 does not affect the rights and obligations of ADF personnel.
3. Further enquiries relating to trans-gender personnel in the ADF or the cancellation of DI(G) PERS 16–16 are to be referred to the contact officer.

s22  
[REDACTED]

**John Diercks**  
Director-General Fairness and Resolution  
People Strategies and Policy Group

**Distribution:** 1, 2, 3, 4, 5, 6, 9A, 12, 14

**Contact Officer:** s47E(d) [REDACTED]

Telephone: s47E(d) [REDACTED]

Email: s47E(d) [REDACTED]

Department of Defence

**INFORMATION DEFGRAM NO 559/2011**

Issue Date: 15 August 2011

Expiry Date: 15 November 2011

---

**UNDERSTANDING TRANSITIONING GENDER IN THE WORKPLACE**

1. The purpose of this Information DEFGRAM is to inform commanders and managers of the availability of a guidance document titled 'Understanding Transitioning Gender in the Workplace'.
2. 'Understanding Transitioning Gender in the Workplace' was developed to assist commanders and managers to understand the various elements of a person's working life that are impacted when transitioning gender occurs. It is not a prescriptive tool, rather a reference point that can be used to gain an insight into transitioning, to identify some of the actions required, and other parts of Defence and other agencies who can assist if necessary. It has been developed in consultation with Service personnel areas and in consideration of information obtained from Ministry of Defence United Kingdom, The Gender Centre, Inc and other authoritative sources. Every effort has been made to accommodate suggestions from various areas, however, in some cases it has not been possible.
3. 'Understanding Transitioning Gender in the Workplace' can be found on the Fairness Resolution website at s47E(d)
4. The information in this document will also be useful for anyone who may be working with someone transitioning and therefore it should be widely disseminated

s22

**John Diercks**Director-General Fairness and Resolution  
People Strategies and Policy Group**Distribution:** 1, 2, 3, 4, 5, 6, 9A, 12, 14**Contact Officer:**

s47E(d)

Telephone: s47E(d)

Email: s47E(d)



Australian Government  
Department of Defence

# Pathway to Change: Evolving Defence Culture

A Strategy for Cultural Change and Reinforcement

Response to the Defence Culture  
Reviews and Reform Directions



# Pathway to Change: Evolving Defence Culture

**2012**



©Commonwealth of Australia 2012

This work is copyright. Apart from any use as permitted under the *Copyright Act 1968*, no part may be reproduced by any process without prior written permission from the Department of Defence.

Announcement statement – may be announced to the public.

Secondary release - may be released to the public

All Defence information, whether classified or not, is protected from unauthorised disclosure under the *Crimes Act 1914*. Defence information may only be released in accordance with the Defence Protective Security Manual and/or Defence Instruction (General) OPS 13–4—*Release of Classified Defence Information to Other Countries*, as appropriate.

The Department of Defence acknowledges the Nous Group who assisted in the preparation of this publication.

**Authors:** The Defence Committee, Department of Defence

**Sponsor:** Chief of the Defence Force  
Secretary of the Department of Defence

**Contact:** For further information please write to:  
Office of the Vice Chief of the Defence Force  
Russell Offices  
CANBERRA ACT 2600

ISBN 978-0-642-29759-4

## Message from the Secretary and the Chief of the Defence Force

Defence is a highly capable organisation bound by complementarities of our strong single Service and Australian Public Service (APS) cultures. Defence people are dedicated professionals who rise to challenges large and small, demonstrate high standards of professionalism, and contribute to our reputation for excellence within the Australian community. On most days.

The *Pathway to Change* strategy commits us to being our best on *all* days, and in all ways. It is a strategy to ensure we have the culture that delivers success in major strategic reforms and addresses the findings from recent independent Reviews into aspects of Defence's culture and performance (the Reviews). At its centre is a statement of cultural intent that describes how we expect all in Defence to think about their work and behaviour towards others.

As an organisation, in the eyes of Government and the nation, we must be '*trusted to defend, proven to deliver and respectful always*'. This applies as much to the individual Services – Navy, Army and Air Force – as to our APS personnel. And it applies to each of us as individuals – on or off duty, in uniform or not.

Our *Pathway to Change* strategy builds on Defence's collective strengths while recognising that there are some cultural changes that we must make if we are to continue to mature and evolve as an institution and as a community of professionals.

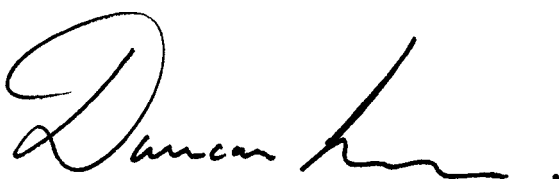
This strategy sets out the end point we want to reach and the high level actions we will pursue to travel there. A more detailed implementation plan will follow shortly.

The *Pathway to Change* is addressed to all of us. Leaders have particular responsibilities to shape, drive and model the change; but all of us must meet the accepted way of behaving every day.

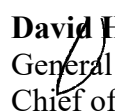
The cultural change program we are committing to here takes account of and complements our wider Strategic Reform agenda. Strategic Reform and the *Pathway to Change* are two sides of the one coin that will produce a more capable, integrated, and consistently outstanding organisation, one that is fully inclusive, collaborative and professional in all respects.

As such, the *Pathway to Change* marks an important step in our evolution; the beginning of a 5-year program of integrated and far-reaching efforts to tackle our cultural challenges at their roots.

We commend the *Pathway to Change* strategy to you and urge you to help Defence turn the corner on our culture – this is important to you, the organisation we represent, and the nation we serve.



**Duncan Lewis** AO, DSC, CSC  
Secretary of the Department of Defence



**David Hurley** AC, DSC  
General  
Chief of the Defence Force

INTENTIONALLY BLANK

# 1 Our Cultural Intent

The Australian Defence Organisation (Defence) has a long and honourable history of service in the defence of the nation and support of its interests. In doing so, we have won Australians' admiration and respect over many decades.

Core to much of our success has been the strength of our culture, collectively and within each of the Services. Our culture binds us as an organisation and shapes the way that we operate every day. On most occasions and in most circumstances we perform admirably, and in many situations we excel.

However, as is evident from Force 2030<sup>1</sup>, we have strategic challenges ahead that require us to be even better in our approach to work and in our dealings with each other. The Strategic Reform Program<sup>2</sup> (SRP) and associated initiatives will deliver more focused effort and expenditure as well as improved internal governance. It is not possible to achieve our reform goals through technical and structural changes alone; each initiative has a human dimension requiring a shift in attitude and behaviour too.

This in itself provides ample motivation for cultural change in Defence. But there is a further imperative. Recent events and a suite of Reviews remind us that we need to ensure our people demonstrate exemplary behaviour commensurate with the nation's expectations, in and out of uniform, on and off duty.

Despite our great strengths as an organisation, it is all too apparent that we are not uniformly good. We and Australia rightly expect that Defence will deliver to consistently high standards, whether in theatres of operations, capability development, support to our operations, our everyday personal behaviour or in how we treat our colleagues. We have learnt, to our cost, that we do not consistently meet these high standards and, more worryingly, that our culture has tolerated shortfalls in performance.

Most of these failures are personal, but our inability to consistently address them quickly points to flaws and gaps in Defence's processes and the need to reshape aspects of our single Service and whole of Defence culture. Put simply, we cannot be entirely satisfied with all aspects of our current culture; there are parts that serve us poorly, which limit our performance, hurt our people and damage our reputation.

We are therefore determined to build on important initiatives such as New Generation Navy, the Adaptive Army and Air Force's Adaptive Culture Program and take further actions to ensure that Defence remains a great and critical Australian asset.

*Pathway to Change: Evolving Defence Culture* is Defence's statement of cultural intent and our strategy for realising that intent. Our work in implementing this strategy starts with accepting individual responsibility for one's own behaviour, assisting others to live the culture, and putting the onus on leaders to be exemplars of positive and visible change at all times. It also involves amending policies and processes that do not align with our cultural intent.

---

<sup>1</sup> Department of Defence 2009, *Defending Australia in the Asia Pacific Century Force 2030*, Defence Publishing Service, Canberra

<sup>2</sup> Department of Defence 2009, *Strategic Reform Program 2009 – Delivering Force 2030* and Department of Defence 2010, *Strategic Reform Program – Making it Happen*, Defence Publishing Service, Canberra

## 1.1 Our statement of cultural intent is strong and unambiguous

Our statement of cultural intent sets out our enduring cultural aspiration which we must work towards and strive to emulate every day. If we succeed in achieving and maintaining the culture expressed in this statement of intent, we can be confident that all of the strategic and internal reforms we are undertaking will deliver enduring, positive results.

**Defence's cultural intent – We are trusted to defend, proven to deliver, respectful always**

**Australia:** We exist to protect the nation and, when necessary, fight for its national interests. We recognise that our success requires the enduring support and respect of the Australian Government and community. Our actions reflect the highest standards of professionalism and honour that go with service in defending Australia's security.

**On operations and beyond:** We rise to meet the challenges to Australia again and again. We succeed in warfighting and on all operations because we know what we are striving for; because we are well-prepared and capable; and because we are comprehensively supported. Building our organisation is as important as delivering on operations. We act speedily, with consistency, discipline and clarity. Our reputation for providing sound, frank advice is well-earned, valued and carefully maintained. People know they can trust us to do the right thing and do it well.

**Our organisation:** We are accountable for our actions. We are outward and forward looking, always seeking to learn better ways of doing things, and to improve our professionalism and performance in all areas. We connect across our expert Services and Groups to deliver more than any part can by acting alone. Our common purpose and strong relationships make us agile, adaptable, collaborative, and aligned to deliver maximum effect.

**Our people:** We draw on all parts of Australia. We trust and respect each other, and strive always to keep our people safe. We are candid and speak up at all times. To win, we know we must create inclusive, fair-minded teams, drawing on our collective capability and nurturing our skills. Our people can expect outstanding leadership from all levels; and our leaders can expect exemplary behaviour from all in Defence.

## 1.2 We recognise our cultural strengths and shortfalls

In measuring ourselves against our cultural intent, we can readily recognise our many areas of strength. These include our:

- unwavering commitment to serving the nation;
- world class capacity in joint operations and capacity to work effectively with allies and partners;
- deeply felt sense of service, whether it be in the Navy, Army, Air Force or APS;
- strong discipline in the face of adversity;
- significant investment in education and training;
- substantial steps in increasing the number of women in the Services; and

- efforts through New Generation Navy, Adaptive Army and Air Force's Adaptive Culture Program to evolve our single Service cultures and ensure success on future operations.

However, we also know that some people within our ranks do not live by the strong values readily accepted by the majority of our people. We have therefore identified opportunities to develop our processes and evolve our culture to meet the future needs of Defence and the nation.

**Defence's cultural intent – We are trusted to defend, proven to deliver, respectful always**

We have not previously stated our shared cultural intent explicitly, nor developed a Defence-wide plan to realise our cultural intent. The following elaborates on what we see as the key features of each component part.

**Australia:**

Defence needs to maintain the ongoing respect of the nation to do our work well.

- Our people are rightly held to higher standards and greater scrutiny than the majority of Australian society. They reflect the most noble aspects of the Australian character, but at times we have fallen far short of these standards.
- Our relationship with the Australian community requires acknowledgement and attention. We cannot take the community's support for granted.

**On operations and beyond:**

Our speed, discipline and clarity on operations needs to translate to all domains of our work.

- Preparedness, capability development and support need to be valued as highly as operations.
- Policy development and advice will always be an important part of Defence business.
- 'Professionalism' in Defence means being respectful and credible, self-regulating, proactive and innovative. However we do not always perform evenly against these essentials.

**Our organisation:**

We must become more accountable and integrated both organisationally and individually, and better at learning from our mistakes.

- We need to place a far greater emphasis on being accountable for our actions and those of our colleagues.
- We must become greater than the sum of our parts. We must share and work together to deliver greater overall success than we would working individually as Services and Groups.
- Our working environment must promote openness, candour and contestability; it holds us all back when we hide from the truth.
- We need to more effectively manage our own improvement and build our credibility by becoming more self-questioning and learning from successes and failures.

## Our people:

We must become more inclusive and better manage grievances.

- We need to close gaps in terms of our inclusiveness of all of our colleagues and our respect for them in all circumstances.
- We must improve the way we manage grievances and in doing so we need to:
  - focus on the interests of individuals (ensure integrity of process and enable them to report bad behaviour without fear of victimisation);
  - work collaboratively with Services and Groups; and
  - ensure sufficient capacity to resolve individual cases consistently, fairly and quickly, through clear rules and disciplined responses.

## 1.3 Realising our cultural intent – in 'spirit and letter' will enable success across a range of reforms

*Pathway to Change* is concerned with giving effect to this statement of cultural intent. It is informed by our own analysis, the directions of our Strategic Reform Program, other major internal reforms and direction, and the recommendations of the Reviews. The main inputs are illustrated in Figure 1.

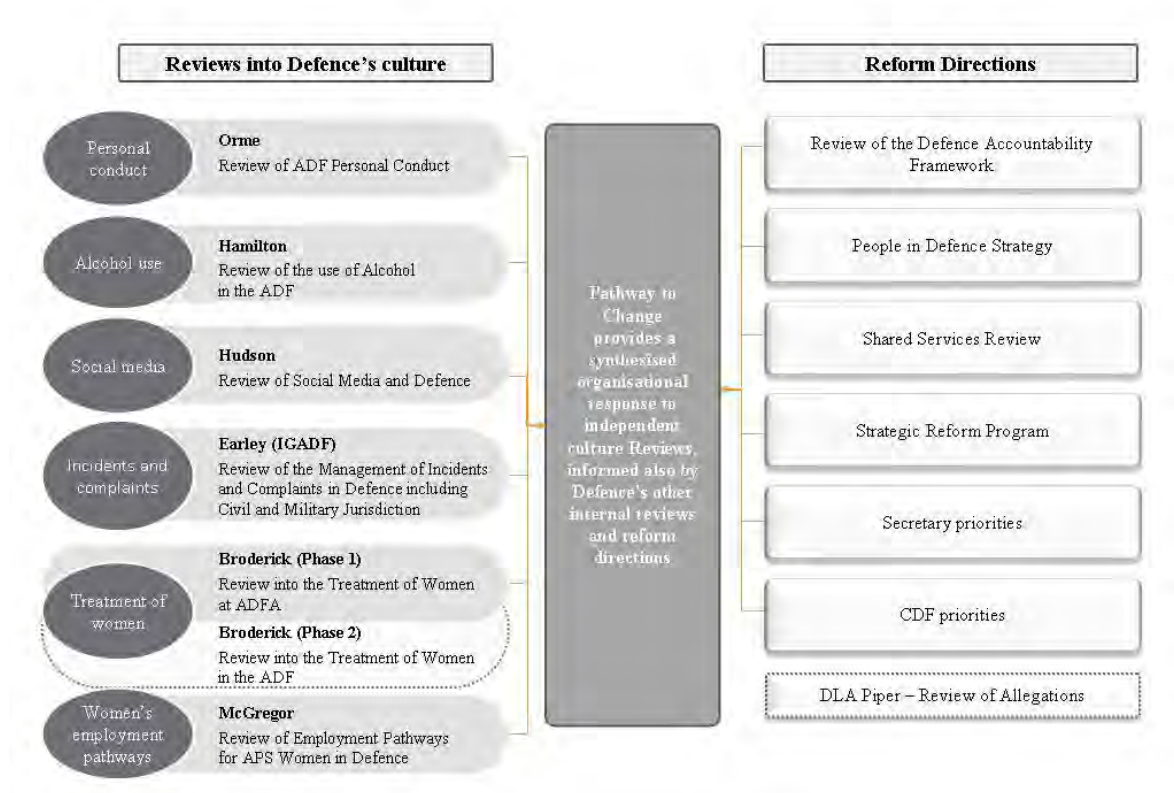


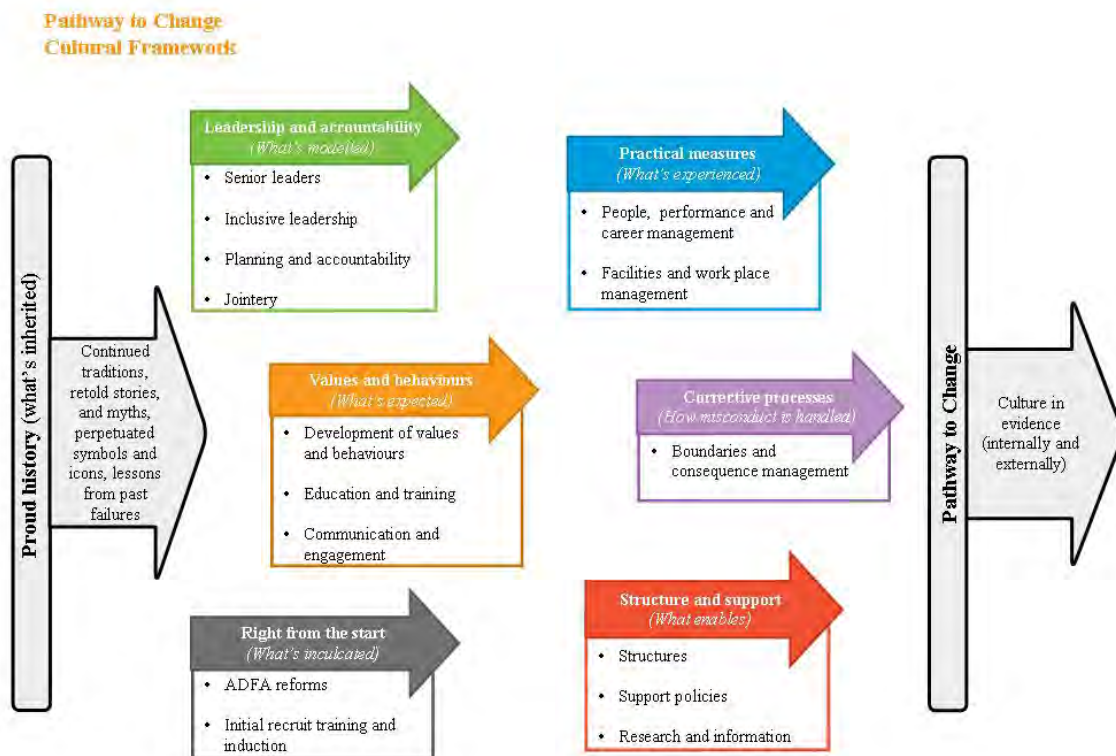
Figure 1: Key inputs to Pathway to Change



## Pathway to Change – The strategy to achieve our cultural intent

The *Pathway to Change* strategy recognises that like all cultures, ours is shaped by our history, including the much noted strength of individual Navy, Army, Air Force and APS cultures and sub-cultures. These provide a solid foundation for our work and for an overarching Defence culture. They also present a genuine challenge given that there are important elements of these cultures that we must evolve if we are to realise our stated cultural intent.

Achieving this evolution requires sustained effort in six areas which are our key levers for cultural change and reinforcement. These are illustrated in Figure 2 and explained in more detail below.



**Figure 2: Cultural levers for change**

### Leadership and accountability

We currently invest heavily in our leadership capacity, particularly across our Services. We must use this investment so that cultural change and reinforcement is modelled by our leaders. In particular, we will make significant demands of our star ranked leaders to accept individual responsibility for addressing our cultural shortfalls and building on our strengths.

We will develop and encourage a pervasive jointery across our senior leadership by promoting leaders who consistently demonstrate a commitment to a unified Defence, one that makes a virtue of our individual strength because it delivers a more powerful joint capability.

We will also broaden the composition of our senior leadership groups by creating greater opportunity for increased diversity. We will simplify our governance processes with stronger single point accountability and we will expect greater accountability by all of our leaders at all levels for their actions and those of their people. This will go hand in hand with a greater professionalism in our leaders which we take to mean more respectful and credible, self-regulating, proactive and innovative.

### **Values and behaviours**

We will initiate a discussion across Defence about our cultural intent and the extent to which our current single Service and APS values and behaviours complement each other and properly articulate that intent. It will be a comprehensive consultation about the things for which we hold ourselves and each other to account. The refreshed values and behaviours will be introduced into our education and training programs so that their importance is constantly reinforced. Moreover, we will use our internal and external communication channels to keep them front of mind, including in our engagement with the Government, Parliament and wider community.

### **Right from the start**

Defence culture must be inculcated with our people from their earliest days in Defence regardless of their avenue of entry – through direct recruitment to the Navy, Army or Air Force, via the Australian Defence Force Academy (ADFA), or through graduate or lateral entry to APS positions. It will feature in all inductions so that new Defence people start on the right path and are fully aware of the obligations that come with a Defence career. Those obligations will include holding themselves and others to account at all times.

### **Practical measures**

We know that our people, like all Australians, take their cultural cues both from their leaders and from their everyday experiences. Indeed in most cases their everyday work and their lived experience constitutes the most powerful determinant of behaviour.

We will therefore make changes to ensure that our work experience is consistent with the *Pathway to Change*. We will change the way we manage people, in particular focusing on how we manage their performance.

We will examine our facilities and policies so that, for example, the pricing of alcohol is consistent with our alcohol management strategy. We will also simplify and change policies that very directly target our people's everyday experience of work in Defence.

### **Corrective processes**

For most of our people, the *Pathway to Change* will provide a way of operating within clear boundaries as to what is expected and acceptable. However, we should anticipate that some of our people will stray outside the boundaries of acceptable behaviour. For these people, we will have simpler and more effective processes with clearer consequences for their behaviour, which will both return them to within the accepted boundaries and signal that Defence people are fully accountable for their behaviours.

We will also improve our processes through which we respond to and handle incidents of unacceptable behaviour. Our response will focus on the interests of individuals, work collaboratively with Groups and Services and have the capacity to resolve individual cases fairly, quickly and consistently.

## Structure and support

The Structure and Support lever will directly support the five other levers by which we will shape the *Pathway to Change*. We will review the effectiveness of specific structures and we will modify and introduce a number of additional policies to enable all of us to work to achieve our intent. Finally, sustaining the *Pathway to Change* will require an investment in internal and external research and monitoring of our performance data so that we can adjust our plans as we progress.

### 1.4 The Secretary and Chief of Defence Force Advisory Committee will lead implementation of the *Pathway to Change*

To fully realise the cultural change and reinforcement program will require a sustained effort from all Defence staff, and in particular our leaders, over many years. The work must start immediately.

We will lead and manage the cultural change through the six key levers for change. While several require input from many parts of Defence, each lever will be led by the Defence senior leaders as shown in Figure 3. Consistent with the *Review of the Defence Accountability Framework*<sup>3</sup>, these individual Committee members will be accountable to the Secretary and Chief of Defence Force Advisory Committee for the delivery of the outcomes of their change lever. The Secretary of the Department of Defence (SEC) and Chief of the Defence Force (CDF) will take overall accountability.

Implementation on each of these levers will commence immediately, but we recognise that the time required to complete the work for each lever will vary, and realising a substantial change in our culture will take some years.

Lever for implementation	Defence Lead	Implementation time	Likely time for cultural effect
1. Leadership and accountability	CDF, SEC	2 years	5 years
2. Values and behaviours	VCDF, DEPSEC PSP, and Service Chiefs	2 years	5 years
3. Right from the start	VCDF, DEPSEC PSP	1 year	2 years
4. Practical measures	COO <sup>4</sup>	2 years	5 years
5. Corrective processes	COO	1 year	3 years
6. Structure and support	COO	1 year	3 years

Figure 3: Implementation accountability and timetable

<sup>3</sup> Black, R 2011, *Review of the Defence Accountability Framework*, Department of Defence, Canberra

<sup>4</sup> Chief Operating Officer

## 2 Defence's rich history is a well from which we continue to draw

Defence's culture is moulded and continues to be heavily influenced by military tradition and a shared story of proud service. The sacrifices made by our people, in many ways and at many times, are felt keenly by all in Defence. Wins and losses by Australia's armed forces permeate how people understand their responsibilities. Regardless of where we sit in the organisation, the military tradition influences how we approach our work, how we interact with each other and how we assess the contribution we make to Australia's security. This is a large part of what makes us an effective and highly regarded institution. The individual Service and APS cultures provide the foundation for Defence's contemporary culture.

Moreover, military tradition is an important part of Australia's national identity. Service to our country in the Australian Defence Force (ADF) reflects Australia's view of nobility, integrity and duty. It represents the best of the Australian character. For this reason, Australian Defence personnel, especially those in uniform, will always be held to a higher standard than many other professions. They are – we are – icons in Australian society.

Defence is an institution and it is a community. When people join, they form bonds that go beyond the usual collegiate relations of co-workers. When they leave, they often remain connected, formally or informally, to their networks. Often, family members serve together, or continue the tradition in successive generations. The partners and children of serving personnel become part of the community as well, and form their own close ties.

In this way the Defence culture extends and influences wider community perceptions of what Defence stands for, and what is good and right.

### 2.1 It is important to the nation – and to the Defence community – to maintain pride in our history

With such high expectations of service and an esteemed reputation to uphold, it is not surprising that we are sometimes found wanting. For alongside Defence's history of honourable and respectful service, there is also a history of incidents and failures that have challenged the reputation of the institution. We are good, but we are not uniformly good all the time.

In many respects the goal of continual 'self-improvement' has made a positive difference. Nonetheless we also recognise that any big and complex organisation benefits from objective, external scrutiny and a thorough 'health-check'.

This would be important regardless of any particular catalysts, incidents or major breaches of public trust, for there are other strategic drivers in Defence that compel us to continually re-evaluate our performance. It is even more important when it is clear that there are some systemic issues that have not been properly addressed. At each juncture when these flaws have been exposed we have reflected and considered how to fix them. Our solutions – oftentimes very sound – have resulted in new processes, new systems and new rules. These changes alone will not prevent such problems emerging. Programs such as New Generation Navy, Adaptive Army and Air Force's Adaptive Culture Program are now tackling the need to evolve Defence's cultures. These programs provide a solid foundation upon which to implement the *Pathway to Change*, but they need to be taken further.

## 2.2 Retaining our pride and our standing means making some fundamental changes

The first step to solving the problem is to accept that there is a problem.

In 2011 the Government called for, and Defence initiated, several independent Reviews to answer questions about the attitudes towards and treatment of women in Defence; our systems of accountability; grave misconduct perpetrated by some and implicitly condoned by others; and the causes of such behaviour.

The Reviews point to opportunities to improve our systems and processes and also evolve our cultures. These Reviews remind us that the Australian public has high expectations of our behaviour.

There are those who would say, ‘those incidents are about a few bad apples’. But we cannot afford to subscribe to such a view; for that would imply that they are unsurprising – even routine.

It is not an acceptable state for actions that affect the safety and wellbeing of our people, and compromise our capability, to be in anyway regarded as ‘normal’. We should be surprised, angered, embarrassed and saddened – every time there is a revelation about unconscionable behaviour by a member of the Defence community.

Our reaction should be, ‘how could that have happened?’ and not, ‘of course these things happen’.

We need to develop the instincts within Defence that always lead us towards the right judgements. Systems, processes and rules help, but we need to develop good habits of thinking and good reflexes in our actions so that we default to the most appropriate way of working with others and dealing with challenges.

## 2.3 Those changes centre primarily on issues of our culture – our ‘being’ and ‘doing’ in Defence

We have seen that isolated reforms, internal ‘continuous improvement’ programs, and efforts centred on Defence’s structure rather than its people take us only so far. The only way to avoid a repeat of past mistakes is to really start to change our collective ‘being’ as well as our ‘doing’.

The *Pathway to Change* is both our statement of intent for the change we want to see and a strategy for achieving the change. It reflects how we will implement the recommendations of the cultural reviews and reform programs, all of which will improve the way Defence undertakes some parts of its business. It represents a clear commitment to shape our collective attitudes, systems and behaviours in the interests of improving our capability and ensuring the continuing support from the Australian public whom we serve.

Defence’s Strategic Reform Program sets out how we will strengthen the Defence ‘backbone’. The *Pathway to Change* deals with the supporting muscles and sinews that keep the body of Defence highly functional, working in sync toward shared goals. Its themes are those of other reform directions: improved capability, clear accountability, more efficient processes and a sense of professionalism in the ‘back-room’ to match that evident on operations. As such the *Pathway to Change* will complement and accelerate important changes to keep us modern, adaptable and well-integrated.



Detailed implementation planning is underway and more information will be forthcoming. Our plan will include measures to assess how we are improving our processes, re-conceptualising our responsibilities to the organisation and each other, and creating a more positive and collaborative environment.

### 3 Leadership and accountability: change starts with leadership from the top and throughout

Defence has always valued – and produced – outstanding leaders. More than most other organisations, we assign tremendous responsibility to our young, junior staff, and that responsibility extends to the care and wellbeing of their peers and those they lead. We know what constitutes good leadership: character and vision. Yet there are occasions when we lose our moral centre and forget the tenets that we signed up to when we joined Defence.

The *Pathway to Change* speaks to all in the organisation, and asks each individual to hold him or herself to account for their actions. However it has a particular message for anyone in any type of leadership position: you have a particular responsibility to model agreed values and behaviours, to do your utmost to ensure that those in your charge do likewise, and to take seriously any signs that there are problems that need to be addressed. Leaders will be held especially accountable for how they exercise their authority in this respect.

Our other key message is that all in Defence should expect our leadership groups to be more diverse and collaborative than they are now. The *Pathway to Change* will address the inclusion of women in decision-making bodies<sup>5</sup> and will put much more emphasis on peer-to-peer collaboration.

#### 3.1 Senior leaders at all levels must drive and exemplify Defence's culture change

For the *Pathway to Change* to succeed we rely on leaders at all levels to represent the change to others and promote positive engagement with the reforms that will flow both from the Reviews and from broader efforts to build Defence's capability.

Our senior leaders are particularly influential with our people, and therefore the expectations we have of them are greater. We already invest heavily in our leadership capacity, and so our goal is to better harness the character and wisdom in our senior ranks to build on our strengths.

The Secretary and Chief of Defence Force Advisory Committee will engage with you about the cultural change it expects leaders to drive. This will start with our top 100 and move quickly to extend the threads of change throughout Defence. The Committee will look to all leaders across Defence to work with their peers in refreshing and giving life to the agreed values and behaviours.

---

<sup>5</sup> McGregor, C 2011, *The Review of Employment Pathways for APS Women in the Department of Defence*, Department of Defence, Canberra

### 3.2 Defence's leadership will be more inclusive than in the past

Defence has made good progress in bringing more women into our organisation and providing opportunities to serve and progress in a variety of roles. Noticeable gaps remain however, in the representation of women across senior leadership positions. This has important implications for both our culture and our capability.

Decision-making and oversight bodies benefit from having diverse membership; this is widely accepted. There is clear evidence that having a critical mass of women on a Board improves performance against a range of criteria.

It is important to note that in Defence we do not operate on a quota system. Women in our organisation have been recruited, deployed and promoted on merit. They tell us explicitly that they do not want special treatment.

In accordance with one Review recommendation, we will redouble efforts to draw women into our senior and middle-management, particularly into APS roles where we have a large, immediately available pool in the broader APS from which to draw. This will be crucial to ensuring women internal and external to Defence have more role models. Increasing diversity within our leadership will change the dynamics and improve the quality of decision-making among our leadership group. This is not about favoured treatment, but strengthening the field of applicants drawn upon to fill positions.

We will ensure that women are appropriately represented in places where pastoral care and support to their female colleagues is required (eg ADFA). We will also reinforce the existing Service women's networks and establish an APS women's network across Defence with Senior Executive Service women in sponsorship roles.

These measures will be underpinned by tighter accountabilities and clear oversight. For example:

- the Vice Chief of the Defence Force (VCDF) will be accountable for the implementation of initiatives to ensure the full inclusion of women at ADFA;
- specific commitments will be included in performance agreements to promote diversity and inclusion in Defence; and
- there will be an external committee comprised of the Secretary Department of Prime Minister and Cabinet, the APS Commissioner, Secretary of the Department of Defence, and a female departmental secretary to oversee implementation of broader reforms to improve the status of APS women in Defence.

### 3.3 Governance in Defence will ensure clear alignment with strategic directions and robust accountability

The vastness and complexity of Defence is such that we risk having competing strategies and confused priorities. Integrated planning is crucial and is something we should understand better than most. There is clear room for improvement on this score.

The *Review of the Defence Accountability Framework* makes a strong case for improving decision-making in Defence through better corporate planning and measurement of performance. One of the objectives of the *Pathway to Change* is to support a clear and integrated view of what we want to achieve, how we will achieve it, and how we will track progress. It will do this, in part, by introducing simplified internal governance arrangements and more effective and appropriate accountability mechanisms.



Such changes will improve our professionalism, discipline, efficiency and effectiveness across the board. Moreover, they will go hand in hand with the development of our leaders.

We will start by improving our corporate planning processes through the Simplified Business Model<sup>6</sup> for Defence which enables a clear line of sight to desired outcomes. The model also provides for specific layers of accountability and measures of performance. Those individual accountabilities will be reflected in performance agreements.

As part of this effort to bring clarity to our roles and promote proactive (rather than reactive) collaboration, we have already reduced the number and size of our Defence committees, and will introduce more disciplined operating principles and procedures. This will involve setting up mechanisms, where appropriate, for increasing contestability to improve the quality of our advice and decision-making. We need to avoid the traps of advocating for our position or our unit and missing the overarching set of expectations or objectives.

### 3.4 Our culture will not just promote – but will insist on – joint initiative and collaboration

Accountability in Defence begins and ends with the individual. It is incumbent on each of us to be performing at our best and accepting responsibility for actions within our control or influence. This is the case whether we are operating as an individual or as a member of a team – whether we are in a formal or an informal situation.

At an organisational level, accountability runs vertically and horizontally. In line with recommendations in the *Review of the Defence Accountability Framework*, we will introduce mechanisms that promote partnership and shared responsibility for delivering outcomes. We will expect colleagues to recognise the value that each is adding to delivering a final outcome – whether their role is at the ‘enabling’ or ‘output’ end of the process. This will be reinforced through our performance assessment processes and through the way we cost and fund specific programs or initiatives (eg by thinking ‘whole-of-life’ or ‘whole-of-process’).

Such changes will be highly relevant to, and necessary for, the successful implementation of an expanded Shared Services model in Defence – something that we must make work if we are to deliver on our capability improvement and efficiency goals.

They are equally relevant to ensuring that we have a collaborative and respectful culture in Defence that makes best use of its people. We need to draw on each other better by actively seeking out those who can contribute to improving the quality of our work, giving it more force, or providing helpful criticism.

In the interests of promoting a more inclusive and all-of-Defence culture, we will reaffirm and make more transparent the current integrated approach to considering star and Senior Executive Service (SES) level promotions. In doing so we will address the current misperception that these are managed through separate Service star plot and APS career management processes. As part of the integrated approach, we will reaffirm to our Captain/Colonel/Group Captain/Executive Level 2 levels and above that they must identify with whole-of-Defence objectives in addition to representing their Service, Group or APS perspective.

As a corollary to this, we will redouble efforts to ensure the right balance of line expertise with capability in performing joint and complex integrated group roles.

---

<sup>6</sup> Strategic Reform and Governance Executive 2010, *The Simplified Defence Business Model*, Defence Publishing Service, Canberra

**Key actions:**

1. Align senior leadership (all Colonel equivalent and Executive Level (EL) 2 and above) behaviour and modelling with the *Pathway to Change*.
2. Over a five year period, increase diversity within leadership groups.
3. Fully implement the *Review of the Defence Accountability Framework* planning and accountability mechanisms that support efficient internal collaboration and effective delivery of reforms.
4. All Colonel/EL2 equivalent and above to work with jointery and integration as their prime decision-making lens (rather than Group or Service-specific).
  - Re-issue the Secretary and CDF guidance on the integrated ADF career management process for all star rank and SES promotions.
  - In principle, manage position tenure so that staff stay in roles for the time required to assure maximum expertise and sustained accountability for delivery of joint and complex integrated group roles.

## 4 Values and behaviours: Defence will re-consider its respective values and behaviours and draw together those we should hold in common

When the Secretary and Chief of Defence Force Advisory Committee discusses culture, it thinks of two things: mindsets and behaviours. Or as one of the Review authors put it, how we “act and think”. In Defence, we need to respond to clear and unequivocal instructions, but thinking for oneself and being accountable for one’s own actions is also important. One of the Reviews observed that we rely heavily on our young people’s judgement when often they are yet to develop the necessary maturity to make these decisions. In such cases, we need to provide very explicit rules. In other cases, most particularly in the absence of clear instructions or guidance, we need a common understanding of what is valued and what is expected by leaders and peers. This enables us to ‘self-regulate’.

The Services and Defence APS each have their respective values and behaviours to guide their actions. They are strong, clear and useful statements and we do not want to diminish their value. People are drawn to the individual Services or to different types of APS work in Defence, and it is important not to lose sight of the different ethos and credos of the distinct parts of the Defence organisation.

It is important, however, for Defence to take a step back and look at these reference points and to make sure that they convey the messages and set the expectations that are necessary to give full force to the cultural change.

Once the Secretary and Chief of Defence Force Advisory Committee has considered the need for changes or additions to our respective values and behaviours, it will draw on them to inform internal corporate policy, internal communications and education and training programs.

## 4.1 Defence is bound by shared values, but these need to be refreshed to become a more positive guiding force

Many of the Reviews speak of Defence's need to remember the strong values that motivate and bind us. Several suggest that we go further by developing an updated and integrated set of clear values to guide our approach to work.

Such values must align with Defence's strategic, corporate and warfighting goals. They need to resonate with our people, but as importantly, they must resonate with Force 2030 and other driving operational imperatives.

The Services already have their own statements of values, and Defence also has 'PLICIT', which expresses Defence's commitment to acting with 'professionalism, loyalty, integrity, courage, innovation and teamwork'. While it remains important to reflect the different nature of work done by different parts of Defence, we need to have a clear and shared understanding of what we value across Defence. Specifically we need to show that there is uniform commitment to certain standards, expectations and ambitions – those we hold in common.

The *ADF Personal Conduct Review*<sup>7</sup> recommends a culture for Defence that is: just, inclusive, reporting and learning. This implies a set or sets of associated values reinforced through training and drawn on as a guide to policies and behaviours.

Other Reviews draw out other values we should emphasise. For example, the *Shared Services Review* puts a premium on the value of professionalism in service delivery throughout the corporate support functions of Defence. More explicitly, the *Review into the Treatment of Women at ADFA*<sup>8</sup> recommends that Defence include diversity as part of a positive statement about leveraging and improving Defence's capability, rather than having it packaged with policies that have punitive measures attached.

We agree that Defence needs guiding values. These must be based on existing values, refreshed and extended as necessary to capture both the spirit and the letter of the Reviews' recommendations, the differences in Navy, Army, Air Force, APS and Defence's overarching cultural intent.

The process of reconsidering values is as important as the final outcome, and we do not want to pre-empt the final product or products. Nor do we want to imply that there will be one set of values without any separate Service or Group specific values. This is something for Defence people throughout the organisation to reflect and deliberate upon. We will therefore embark on a far-reaching engagement to obtain and test views in all parts of the organisation on how to build on existing statements of values and ensure that they are positive and useful guides, as opposed to punitive instruments or rules.

---

<sup>7</sup> Orme, C 2011, *Beyond Compliance Professionalism, Trust and Capability in the Australian Profession of Arms – Report of the Australian Defence Force Personal Conduct Review*, Defence Publishing Service, Canberra

<sup>8</sup> Broderick, E (2011) *Report on the Review into the Treatment of Women at the Australian Defence Force Academy*, Australian Human Rights Commission, Sydney

We anticipate that to fully reflect the cultural intent, this engagement will need to address internal unity, mutual respect and jointery; diversity in our ranks; professionalism in our approach to operational and non-operational roles; and our obligation to support each other and uphold the positive reputation of the individual Services and Defence as a whole. It is crucial that our people collectively and individually ‘own’ the values, and that they are expressed in a way that carries meaning for people in all reaches of the organisation.

## 4.2 Having an unequivocal understanding of expected behaviours within Defence is crucial

Values shape the mindset we bring to our work, and make clear the things that we as an organisation regard as important. This, in turn, influences our judgments about how we behave.

It is an intrinsic part of the *Pathway to Change* that we share an understanding of what is acceptable and unacceptable behaviour. This is important for our internal operations and for our reputation with the wider public. Defence people, and not just those in uniform, represent our organisation. How we behave, at all times, reflects on us and shapes our standing in the community.

Moreover, people look to the Services in particular for cues on what behaviour is right and acceptable. If we do step out of the bounds of acceptable behaviour, this not only has internal repercussions but can provide implicit endorsement of inappropriate behaviour among others.

The *Pathway to Change* clearly articulates expectations of behaviour and requires processes in place to intervene or assist if those expectations are not being met. As we consider and develop Defence’s values at the organisation and Service/Group levels, the Secretary and Chief of Defence Force Advisory Committee will consult with staff on the associated behaviours that reflect those values and align with our stated cultural intent. We may conclude that there is no one set of behaviours, but different sets appropriate to the different Services and APS (as now). Regardless of the final form or language adopted, there will be common themes that reflect our cultural reform directions.

One of the Reviews recommended that a formal Defence Code of Conduct be introduced. This is not supported as it is potentially counter-productive and can lead to mixed messages. While it is important to be clear about expectations and the consequences of failure to operate within set boundaries, a Code of Conduct is an additional and, in our view, unnecessary step in a values based organisation. Nevertheless, in the course of considering how we should evolve our values and behaviours, we will ensure that there is clarity on expected behaviours and personal accountabilities.

## 4.3 Defence’s values and behaviours will infuse our education and training programs

The Reviews include recommendations regarding the importance of ‘socialising’ the agreed cultural norms and expectations within Defence. We must continually reinforce to our people the need to adhere to Defence’s agreed values and behaviours and to model them in all aspects of our professional and personal life.

Understanding of equity and diversity in our organisation requires special attention. The nature of warfare and its physiological demands in the past, has meant that men predominated in the armed forces. But we know that despite some physiological demands remaining constant, the character of warfare has changed and, as importantly, social norms have evolved dramatically.

The Review findings reveal worrying attitudes that we must reshape. First, we sometimes take group identity and loyalty too far so that it translates into an ‘us’ and ‘them’ mentality. Defence must be inclusive, we must recognise the strength that comes from collaboration and teamwork, and not division and exclusion. Second, evidence from the *Review of the Treatment of Women at ADFA* finds that a significant minority of people interviewed wrongly believe that Defence operates on a quota system for women, and this affects how they regard and relate to their peers in a negative way.

We need to be absolutely unambiguous: inclusivity and diversity are crucial to Defence’s ability to operate at peak performance and demonstrate maximum capability. The *Pathway to Change* will tackle unfair treatment. For example, in line with Review recommendations we will deliver unconscious bias training to the Senior Leadership Group. In responding to the particular concerns about incidents at ADFA, we will do a much better job of educating staff deployed there on how to support women and minorities better, including by identifying and addressing any issues speedily and appropriately.

In line with recommendations, we will also ensure that induction programs address values based behaviours. Such programs will again reinforce agreed values and behaviours. Separate training, also delivered in the early stages of our people’s Defence careers, will provide very clear advice on individual accountability as well as the avenues for seeking redress, while underlining the responsibility of all to act diligently and swiftly in response to such complaints.

Some of the Review authors make the important point that training needs to be tailored to different cohorts. We will adopt that principle when designing programs across the whole organisation, including determining which components are necessary for all.

#### 4.4 We will embed our values and behaviours through more effective communication

The conversation about values and behaviours will carry through to our internal communications. This will be reflected in internal documentation and in our public statements.

We will leverage the recommendations from the *Review of Social Media and Defence*<sup>9</sup> to develop a more integrated, intelligent and strategic approach to our communication, internally and externally.

One such recommendation is to investigate the benefits of aligning content strategies across Defence’s official social media platforms. The *Pathway to Change* implementation plan will most definitely look to use different forms of communication internally to convey key messages and also to seek views and enable internal discussion and debate about issues that affect people’s approach to their work.

---

<sup>9</sup> Hudson, R 2011 *Review of Social Media and Defence – Report by George Patterson Y&R*, Defence Publishing Service, Canberra



We will also examine our external messaging in light of the *Pathway to Change*. The Navy, Army and Air Force each have particularly strong brands and we will continue with our “people first” focus to attract and retain the best people for Defence. Social media provides particularly powerful platforms to convey such messages, and to demonstrate our commitment to meeting the community’s high expectations of us. We will also use official social media channels to show how we are changing.

## 4.5 We will improve communications during and after a ‘crisis’

It is clear from our own recent experience and from the analysis in the Review of Social Media and Defence, that we need better strategies for managing communications during an ‘incident’ or ‘crisis’. The *Pathway to Change* implementation plan includes a stream of work to develop a social media crisis plan that aligns with our marketing and other communication strategies.

In line with the Review by the Inspector General of the ADF (IGADF), we must also look to use mainstream channels more effectively to respond swiftly to criticisms aired in the media. The challenge of media management will be investigated further and refined to ensure that the facts relating to any type of incident or crisis are discovered quickly and conveyed effectively by the right people. We will also ensure we have the right mechanisms to maintain consistency between internal and external communications, and that we have an authoritative and appropriate ‘voice’ in the public domain to explain Defence actions and advocate for the interests of our organisation and people.

### Key actions:

5. Conduct Defence-wide discussion on values and behaviours to better capture the spirit and the letter of the Reviews' recommendations, the differences in the three Services and APS, and Defence's overarching cultural intent.
6. Ensure that all education and training programs are informed by the agreed values and behaviours.
7. Review our communication strategy, including social media strategy, to communicate the *Pathway to Change* and highlight its relevance to broader reform efforts.

## 5 Right from the start: setting expectations from the beginning

There are specific steps we will take immediately to ensure that upon joining, people have a shared understanding of their individual accountability and the expectations of their Service, Defence and society more broadly.

One of the Reviews informing *Pathway to Change* is the *Review into the Treatment of Women at ADFA*. It represents phase one of a two-part review; the second being the *Review of the Treatment of Women in the ADF* more generally. The phase one report contributes 31 recommendations, all of which are specific to ADFA and have thus focused our attention on the need to address improvements there.

ADFA attracts very capable people who are being groomed as future leaders. This adds to the pressure and yet we have failed to support them at times in the following ways:

- we have not provided the security for all our people to feel safe;
- we have not provided sufficient clarity for people to exercise good judgment;
- we have inadvertently exacerbated the conditions under which misconduct and inappropriate behaviour can manifest; and
- we have been insufficiently sensitive and responsive to risks associated with the prevailing sub-cultures in institutions like ADFA.

The *Review of the Treatment of Women at ADFA* gives us clear guidance on how to improve and we will do so diligently and promptly. Moreover, there are lessons and principles from the ADFA reforms that are relevant to all of our initial training and induction, and all our people. Where appropriate, we will consider their broader application so that all our people fully understand the *Pathway to Change* from day one.

## 5.1 We will take immediate steps to address the safety and behaviour issues at ADFA

At ADFA specifically, we will better educate our cadets on conduct, offer greater support, improve the quality and quantity of staffing and supervision and modify aspects of the physical environment to reflect our improved culture. We will set the tone for this change by clarifying our strategic vision for ADFA and reaffirming our commitment to ensuring the success of these future leaders.

ADFA is a place where work, study and home coalesce for our cadets. These future leaders learn much more than technical skills while there, and for some we have failed to support this development adequately. Henceforth we will better educate cadets on their individual accountability and values and behaviours, including diversity principles and sexual ethics. Separately, we will teach our young people about how they can and should respond when colleagues act outside the bounds of acceptable behaviour.

Work experience outside the learning environment of ADFA is another potential avenue for teaching our cadets Defence's behavioural expectations and the importance of upholding them. We will explore first year single service training, similar to the Navy Officer Year One (NOYO) program, for all ADFA cadets.

Mentoring will complement the more formalised curriculum and provide ADFA cadets with the additional support they need to cope with the uncertainty and stress of being in a very different environment. We will draw our mentors from outside of ADFA, and offer female cadets a female mentor, as part of an official program. In all cases we will make sure that our mentors are appropriate exemplars of the cultural intent we seek to achieve with the *Pathway to Change* strategy.

We must also support people at ADFA, cadets and staff, with avenues of further guidance and information that they are confident they can rely upon. Initiatives such as a 24-hour hotline offering advice on dealing with and making complaints will aid our people to cope with the uncertainty and stress of being in a very different environment in ADFA.



The *Review of the Treatment of Women at ADFA* highlights the quite particular skills our staff need in working at ADFA. In response to this we will ensure high quality ADFA educators and staff through training, specifically in educating and supervising young, mixed-gender groups. We will also ensure this through simplified but fair processes for removing underperforming people.

The next waves of cadets can expect other changes, to ADFA surroundings, aimed at improving safety and enhancing the learning environment. For example, we are investigating options for accommodating overnight supervisory roles at ADFA for increased security and support. The changes we make will be informed by research, including a Work Health and Safety audit of ADFA facilities, as well as investigation into the potentially different causes of male and female injury.

We are wholeheartedly committed to these improvements given ADFA's role in developing our next generation of Defence leaders and preparing them to model the *Pathway to Change* from the outset of their careers.

## 5.2 The principles underpinning changes at ADFA will inform our approach to all new starter training and induction

We will apply our learning from the ADFA-specific findings to our induction and initial training of all our junior people. The principles that we adopt start with addressing the areas of weakness listed above. This means that, in practice, with each program for new recruits we will emphasise issues of safety and security beyond physical wellbeing. We will provide unequivocal advice (drawing on our values and behaviours) on what is expected of Defence people. We will be attuned to the conditions that may implicitly foster poor behaviour or misunderstanding about what is acceptable. And we will be much more proactive in addressing any emerging risks while responding swiftly to any well-founded complaints. Our principles are pertinent to all junior starters: recruits to Services and graduate trainees as well.

### Key actions:

8. Fully implement agreed ADFA reforms.
9. Apply principles of ADFA reforms to all new starter training and institutes across Defence.

## 6 Practical measures: Defence will make visible, deliberate changes to our daily experiences

Without changes to our real-world, everyday experiences of Defence, our implementation of the *Pathway to Change* will fall severely short of the intent, possibly to the extent of being viewed as only remedial and not real change. With that in mind, beyond agreeing our philosophies and leading the change, we will make some very visible adjustments to the ways we work, which will be learnt and understood simply through our everyday encounter with them and not through new policy. Some of these changes are revolutionary and others are more subtle, but all will have implications for our daily routines. Our plan includes

modified management processes, appraisal of our people's performance in driving the culture, new and different career paths, and changes to some facilities.

We expect that, over time, such targeted policies will have a wider impact and as they do, the need for overt interventions will recede. Instead, we should be able to rely on good culture and practice to ensure a positive, accountable and productive working environment.

## 6.1 We will refine our people management approaches to better match our desired culture

Our people systems and processes govern a lot of what we actually do every day. They translate our cultural principles into the routine ways we experience life in Defence. To that end, our implementation plan includes a series of systemic changes to relevant processes, as well as a handful of more immediate people management initiatives.

Where they do not already exist, mentoring programs and job rotation processes are some of the changes we will introduce as part of being a learning organisation, building our culture of continuous improvement in our professionalism and performance in all areas. We will also develop a plain English recruitment guide for the APS that, among other things, makes clear the expectations we have of those who join the Defence community.

## 6.2 Career progression will therefore reflect strong alignment with the *Pathway to Change* as much as technical aptitude

The reform directions and Reviews informing the *Pathway to Change* have prompted us to think about opportunities for improving the career paths we offer in Defence, and the way we progress our people through them.

The *Shared Services Review* describes the improvement we will soon experience in the way many of us work with each other in providing valued support to the organisation. We will have pools of skilled people to draw from across our organisation. Our people in these shared services roles require particular technical skills and just as importantly, must approach their role with a whole of Defence attitude to achieve the lift in productivity that Defence requires. It is imperative we keep in our minds that we are all part of Defence working towards the same goals for Australia, rather than part of a particular Service or Group alone. Appointments to key shared services roles will be chosen carefully, going to those who best model the attitudes and behaviours required to make this reform a success.

How we promote our people along their pathways is a strong symbol of our cultural maturity. Putting the best and brightest in our most influential positions is vital, and our judgements in selecting the best and brightest need to span both competency and demonstrated modelling of the *Pathway to Change*. If we progress our people before they are ready and able to show their own cultural maturity, we will fail to fully leverage our capability and meet our strategic goals.

Similarly, in line with one of the Reviews, working at ADFA will attract greater profile. We will actively ensure that the right people are posted into key positions there, and that they are acknowledged for doing their jobs well.

### 6.3 Adjustments to the living environment, facilities and conditions

Several of the Reviews also recommend a series of actions for changing the facilities that we provide, as the physical workplace environment speaks volumes about the culture. These changes to workplace conditions will be strong symbols of the *Pathway to Change*. For example, we will re-design interactive education spaces at ADFA and require Commanders to assess situations in which alcohol is intended to be used within the ADF work location. There will be direct and practical benefits that flow from these visible changes.

### 6.4 In addition to making these changes, we will regularly reflect on whether each of us is driving the cultural change

We will have to help each other to achieve the *Pathway to Change*. This means considering and having candid conversations about each other's performance in the cultural and behavioural sense, not just our technical aptitude. The *Review of the Defence Accountability Framework* in particular emphasises that Defence must build a much stronger bridge between Defence's strategic outcomes and our respective roles and responsibilities, and to measure the contribution at each step along that bridge.

We will apply this logic in implementing the *Pathway to Change* by establishing clear measures for gauging progress, both in terms of tangible change, and in embedding the principles of our new culture. While the Reviews provide some baseline data, we will conduct a Defence-wide assessment of the current culture so that we can properly track improvements. We will take stock at certain checkpoints during implementation, and refine our approach wherever necessary. Measuring and managing our performance is critical to ensuring that our well-intended values and behaviours, leadership, processes and policies work.

#### **Key actions:**

10. Implement agreed people management, work, performance and policy measures that underpin reform objectives.
11. Reconfigure the living environment, facilities and conditions in line with the *Pathway to Change* cultural intent.

## 7 Corrective processes: we will be more effective in taking corrective action for misconduct

Our attitudes towards misconduct and approaches to responding to incidents are informed by our culture. Many of our current challenges in managing bad behaviour are the product of incoherent policy amendments and inconsistent approaches to managing our rules in the past.

The *Review of the Management of Incidents and Complaints in Defence*<sup>10</sup> reinforces that the actual boundaries we have set for ourselves are mostly fitting, but the actions we take when our people act outside these boundaries are not always effective. The *Pathway to Change* will simplify approaches for dealing with misconduct through policy amendment, including changes to privacy policy. We will more clearly communicate these approaches to make them easier to understand. As a priority, we will also clear our backlog of grievances that have been too tardily dealt with.

As we make these improvements, we expect that the number of reports of unacceptable behaviour may rise before falling over time. Therefore, we should not be alarmed by an early spike in reported incidents as it may well be a positive sign of renewed confidence in our system. We will test this interpretation through our planned check-point evaluations in implementation.

## 7.1 Our policies must reflect what we encourage and what is not tolerated under any circumstances

We acknowledge that Defence has not always managed grievance resolution processes well. This has been a cause of unhappiness for individuals and has reduced the organisation's ability to perform at the standard we require. We must be more consistent on this record and we will do so.

In relation to managing grievances, the principle guiding our responses include:

- be focused on the interests of our people, who are individuals that we value and support;
- have a separate and strong voice in Defence so that the interests of our people can be represented to Defence's senior leadership, the Government, Parliament and the Australian people;
- have the resources to carry out its work fairly, taking account of both the individuals and the Defence Organisation's needs;
- work with the command structures and organisational processes in the Services and Defence so that we can continue our mission at all times; and
- be able to resolve cases in reasonable time frames.

In support of these people-focused principles, we will refine our corporate and human resources policy to better support aggrieved people.

A number of our people, through the Review process, have called for amendments to be made to our approaches to privacy. However, confidentiality is a cornerstone of confidence in our corrective processes. Therefore, any decision to adjust our privacy restraints will be carefully considered in line with Commonwealth legislation and policy before being implemented.

---

<sup>10</sup> Earley, G (IGADF) 2011, *Review of the Management of Incidents and Complaints in Defence, including Civil and Military Jurisdiction – A Report by the Inspector General Australian Defence Force*, Defence Publishing Service, Canberra



The suggestions put forward in the Reviews are based on the principle that we must learn from our own and others' mistakes, and in order to do this our mistakes need to be shared. We will not introduce a culture of "naming and shaming" as that does not orient us towards getting to the bottom of our issues and understanding why incidents have occurred. Nonetheless, powerful learning happens through experience, and our management of boundary breaches and the consequences of such breaches are frail if they are perceived as "all talk and no action."

Achieving satisfactory closure is also an essential part of the process. We must formally allow and empower our leaders to disclose to involved parties the outcomes of corrective processes in sufficient detail to enable a sense of resolution.

Our intent in Defence has been to support each other when we bravely come forward about a behaviour-based issue, but we do not always live up to this with overt support, as we should. Being more diligent on this point will signal our commitment to improvement and cultural maturity.

## 7.2 We will enhance our people's understanding of how to lodge and respond to complaints

We need to be clearer on the action we encourage our people to take in response to a perceived issue, both in raising and in responding to a complaint. The Reviews have drawn our attention to the voluminous information that Defence has available on grievance and complaint processes, and the inadequate outcomes invoked through its confused application or manipulation that contradicts our values.

We will be clearer about what can be done for those raising an alarm and in taking action to correct behaviour. The *Review of the Management of Incidents and Complaints* recommends the use of simple plain language 'fact' sheets on grievance processes, to be displayed on bulletin boards and published on websites. This is good advice and we will follow it.

We will also take actions to shift attitudes and willingness to speak up when we become aware of inappropriate behaviour by a colleague in Defence. Several of the Reviews indicate that we do not do this sufficiently. The *Pathway to Change* stipulates that our people must put each other's safety and dignity before loyalty to a peer group.

We particularly need to remove the stigma of communicating distress to those who have a responsibility for our welfare; whether it relates to injury or other ailment, perceived threat, intimidation or harassment. There is no pride to be found in watching others suffer or for remaining in denial about a serious problem. As one Review termed it, we need to adopt a 'Reporting' culture.

As part of these efforts we will review our policy to provide consistent guidance regarding to whom to refer incidents. This includes how and when our leaders should refer reports on to a higher authority, as well as the channels our people should take in initiating their claims. Importantly, these changes will be uniform for all of us in Defence.

### 7.3 As a priority, we will resolve the backlog of grievances to remove roadblocks to improving these processes

Timeliness is one of the most critical factors influencing satisfaction with Defence's corrective processes. Delays in our decisions erode the efficacy of outcomes. We have been guilty of delays on too many occasions. We know that such lags also discourage our people from coming forward in the first place, thus undermining our cultural intent.

It is vital that we clear the slate. We will consider outsourcing this important task to qualified legal firms, as per the recommendation made in the *Review of the Management of Incidents and Complaints*.

Over time, the improvements we make to our approach to raising and handling misconduct will prevent this tardiness from recurring.

#### **Key actions:**

12. Address the backlog of grievances, and simplify responses to and management of unacceptable behaviour to make corrective processes faster and more transparent.

## 8 Structure and support: our supporting structures and policies will assist us to achieve our intent

Our support mechanisms will underpin our hard work in developing collective values and behaviours, shaping lived experiences, leading others and correcting unacceptable behaviour. They are an essential part of reinforcing our leaders' messages, and of ensuring that we are not prohibiting our people from achieving the culture we have defined.

The ways we group people together, formally and informally, and the roles we are each assigned to play within these groups, has a major influence on our Defence experiences. Our structural changes will signal and enable elements of the cultural change, and include appointing new resources (human and software), changing some people's responsibilities or relocating decision-makers.

Our policies formally determine what we do and do not condone. Enacting these policies should demonstrate what Defence values; but as the Reviews point out, often fails to do so. In many cases, our guidelines are open to interpretation, leading to inconsistent and confused usage. Rather than introducing new policies we will mostly modify our existing guidelines to be more usable and to assist the changes we are making in other facets of our organisation. Documents will be clarified, consolidated, and reformed to enable our people to more successfully employ them in their daily responsibilities.

## 8.1 We will reassign resources or change the responsibilities of current positions in line with our cultural change

As many of the Reviews acknowledge, we have had a tendency in Defence to routinely restructure in response to occurrences in our internal or external environment. We are very conscious that we must abandon continuous changes to our organisation charts, and where we are making structural changes they are merely to enable interventions to the everyday experiences of Defence people. To this end, there are three things we will do: reassign resources (mostly human) in various areas; increase the responsibilities of existing staff; and shift the location of where some decisions are made. There are also some structural implications from our changes to governance arrangements.

We will investigate the need to appoint new people and introduce new software so that we can achieve our outcomes specifically at ADFA, in social media and in how complaints are handled. Any reallocation of resources at a time of fiscal restraint signals our dedication to improving in these areas.

Our culture is also shaped by what existing Defence people are charged with doing. In some places, we will revise the responsibilities we ask of our people in favour of higher priority outcomes, such as promoting diversity and reducing the time taken to resolve complaints.

To align people's perceptions with the espoused culture, some decisions will be made by areas that are different to the ones where they are currently made. The structural implications of proposed changes to our governance will see us creating organisational capabilities or appointing sponsors to enable central oversight in some areas (including in SES and EL2 recruitment and in overseeing jurisdictional policy documents). Conversely, we will also disband some organisational elements with the intent to reduce the overall number of committees we have in Defence.

Informal structures, such as new APS women's networks, will also be a key part of enabling cultural change.

## 8.2 We will rationalise, clarify and, in few instances, reform our policies to better reflect the *Pathway to Change*

An overarching theme from the Reviews is that Defence's supporting policies are predominantly sound; it is our inconsistent application that requires attention. Indeed there are very few new policies that we will need to introduce; rather, we are focusing on clarifying, consolidating and reforming existing policy. Where we are reviewing policy, we will engage much more with community stakeholders and with other organisations to better inform our decisions.

To enhance the quality and consistency with which our people apply Defence policies, we will review a number of policies with the intent of clarifying them where there is conflicting information. This will assist us to make better decisions that are in accordance with the cultural intent.

Rationalisation is also key to making the volume of instructions, guidelines and forms more accessible and therefore more likely to be properly interpreted and applied in ways that are consistent with the *Pathway to Change*. The Reviews highlight the areas where we can and will eliminate some policies, and where we will combine others into single documentation to help make them clearer and easier to use.



Where current policies conflict with Defence's cultural intent, their reform is critical to enabling the cultural change and also an important symbol of our Department-wide commitment to the new ways of doing things. Some of the cultural Reviews point to specific policies to be overhauled or whole areas where we will review policies for inconsistency.

We plan to learn from the wider community. This includes the research community, expert organisations (for example specialists in alcohol harm reduction) and organisations that share characteristics with areas of Defence, such as the Group of Eight Universities for ADFA. Engaging in this way will both improve the quality of our current policy and provide meaningful comparisons to these organisations.

### 8.3 Our more strategic approach to using data will make us better informed and equipped to respond in future

We are skilled at gathering data in Defence but need to use our people data to our strategic advantage, as we do with data on operations. Currently, information about ourselves, our practices and our behaviours tends to be gathered and used for reacting to individual occurrences. In future we will establish databases and importantly, improve our approach to using the data so that we have a strong evidence base.

The change will be noticeable in time, as our smarter use of data defines how we respond to and continue to shape our culture. For example, we will gather and use data to discover the determinants of alcohol supply and availability in Defence<sup>11</sup>, to inform future decisions. This will necessarily involve a lot of effort in the backroom before noticeable improvements are felt. These initiatives are nonetheless important as they are the means by which we will keep close watch and continue to adjust our policies to ensure that the way we do things every day is consistent with the *Pathway to Change*.

#### **Key actions:**

13. Implement staffing, structures and review processes that enable the *Pathway to Change*.
14. Develop supporting policies to ensure full implementation of recommendations from independent culture reviews and associated reforms.
15. Establish research and data collection processes to inform ongoing development and implementation of the *Pathway to Change*.

---

<sup>11</sup> Hamilton, M 2011, *The Use of Alcohol in the Australian Defence Force – Report of the Independent Advisory Panel on Alcohol*, Defence Publishing Service, Canberra

## 9 Implementation will be led from the top, with the cultural result being realised over five years

The Secretary and the Chief of Defence Force will lead implementation of the *Pathway to Change*. Other leaders across Defence will also play key roles. However, achieving the full cultural intent of the *Pathway to Change* will require sustained effort by all Defence personnel and staff over many years.

### 9.1 The *Pathway to Change* will be implemented as an integrated program with clear, individual accountabilities

The Secretary and Chief of Defence Force Advisory Committee will provide overall implementation governance, with Secretary and CDF holding individual accountability (consistent with the *Review of the Defence Accountability Framework*) for the overall success of the *Pathway to Change* strategy. There will be, at minimum, six-monthly updates to the Committee on the implementation and regular reports to the Minister for Defence.

We will establish an Organisational Development Unit (ODU) to coordinate single Service, APS and Defence wide implementation of the *Pathway to Change*. The ODU will work through Deputy Secretary (DEPSEC) People Strategy and Policy Group (PSPG) to support the Secretary and CDF in the implementation of the *Pathway to Change*.

The Unit will structure its work on the *Pathway to Change* under the six key levers for change shown at Figure 2. Each of the six levers will be led by Defence leads as shown in Figure 3.

The Defence leads will be required to regularly evaluate progress and advise the Committee in order to keep the cultural change and reinforcement on track. The evaluations will be based on indicators and measures to be developed as part of the detailed implementation planning.

### 9.2 Implementation will require up to three years of dedicated work, and we will feel the cultural effects over one to five years

Implementation will commence immediately, and where possible will be front-loaded so that we can achieve greater change sooner.

Figure 4 below illustrates the implementation approach for each of the 15 actions, where lighter colouring reflects progressive implementation effort, and solid colouring reflects the time when full cultural effect will be achieved.

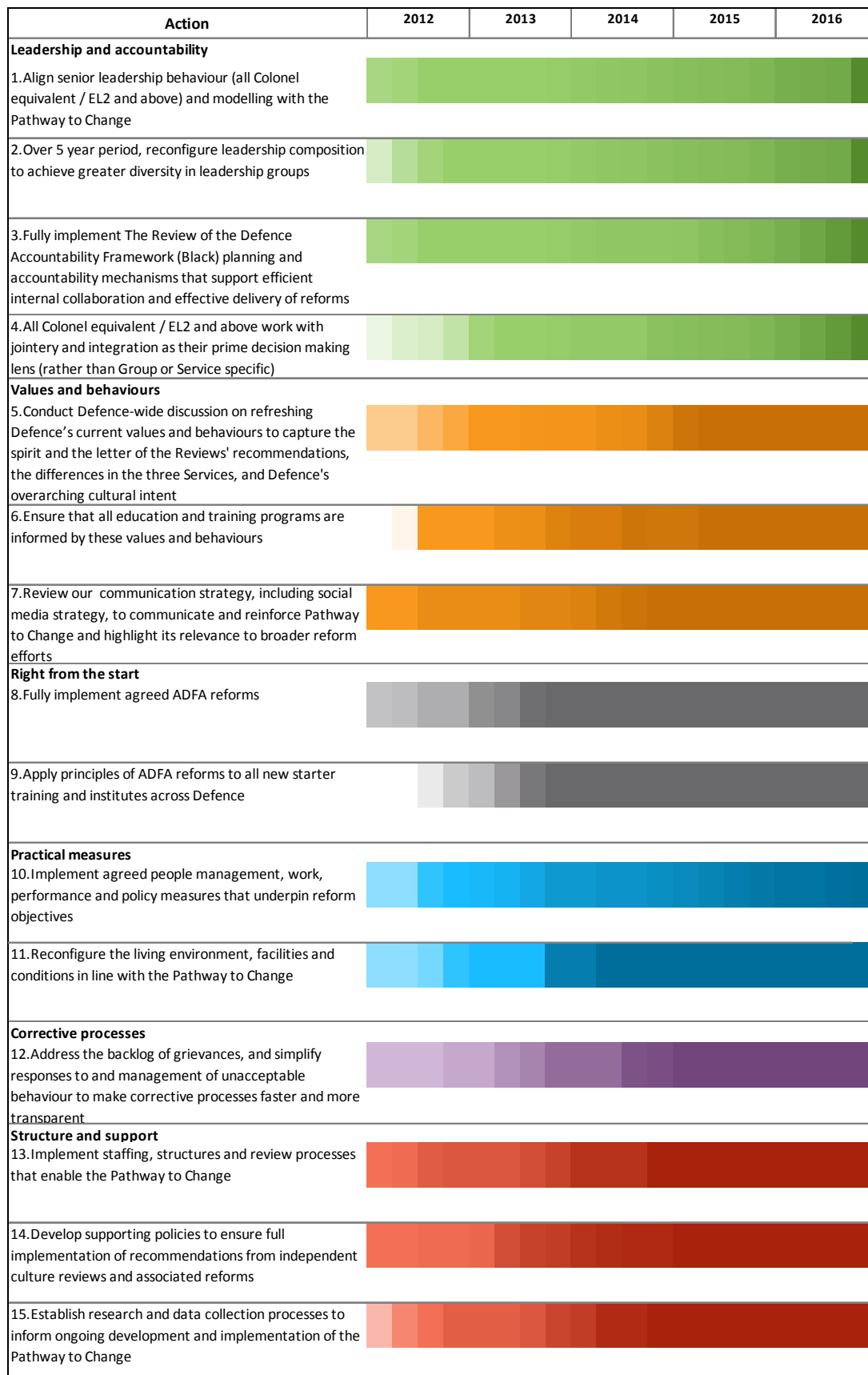


Figure 4: Implementation approach

### 9.3 The *Pathway to Change* Implementation Plan will detail the actions and timeframes for realising Defence's statement of cultural intent

The six key levers for change incorporate the 15 key actions outlined in this document, which in turn connect to the recommendations from the individual Reviews and Defence reforms, as illustrated in Figure 5. Such an approach ensures that the *Pathway to Change* strategy is implemented as one integrated program rather than through the individual Reviews, enabling us to achieve wholesale Defence cultural change while integrating the Review recommendations.

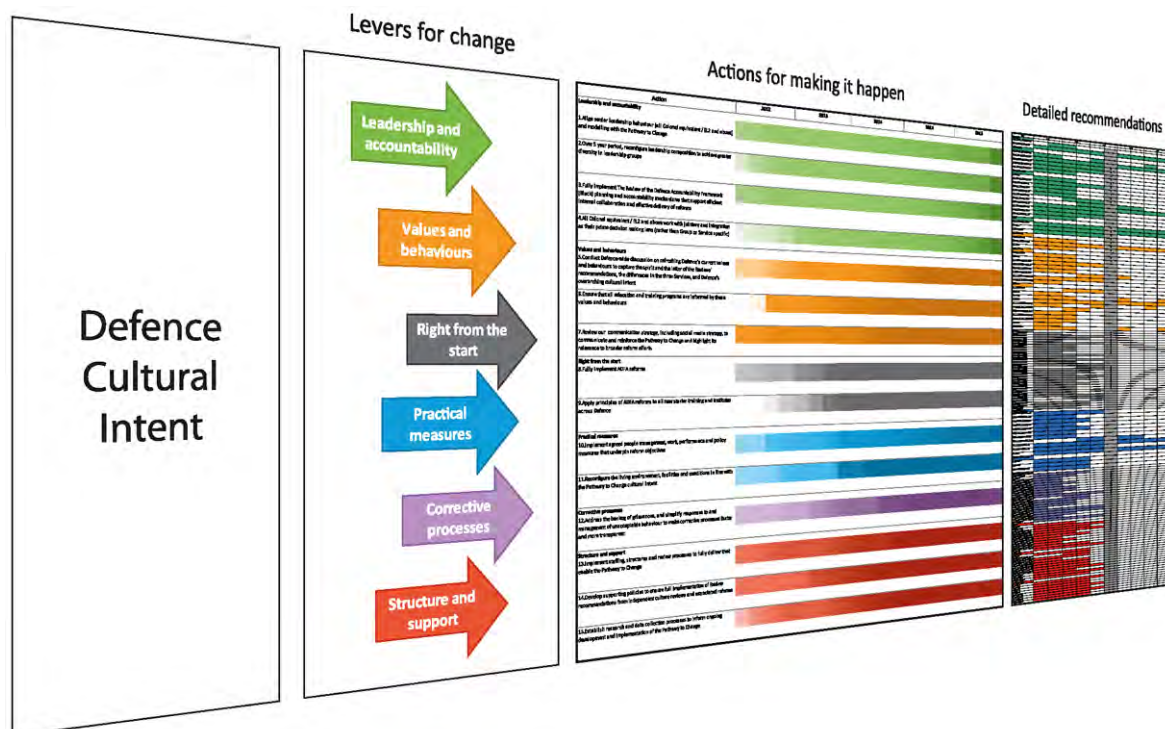


Figure 5: Pathway to Change high level implementation plan

INTENTIONALLY BLANK



## Appendix A Review and Reform recommendations

Below is a consolidated list of the recommendations from each Review, with an indication of the degree of support for each. We have accepted all but 24 of these recommendations in full. Those 24 have been agreed in-principle, which means we support the spirit and intent of the recommendations. In at least one case it is our intention to go further than the Review recommendation. In other cases, the recommendation will warrant further consideration as we move into implementation.

This appendix also includes advice from one of the Reviews<sup>12</sup> that did not take the form of formal recommendations but nevertheless will inform implementation of the *Pathway to Change*. (Such advice appears in the table without numbers). It is important to note that we will take account of all the contextual information in all of the Reviews to ensure that we capture the full intent of their respective recommendations.

Finally, we include here as well the relevant recommendations and reform directions from two other related documents: the *Review of the Defence Accountability Framework* and the *Shared Services Review*. The latter did not contain specific recommendations but we have extracted the key points related to necessary cultural change. As with the contextual information from the Reviews, we will remain alert to other major reform drivers and priorities in implementing the *Pathway to Change* to ensure that all changes introduced are not just complementary but mutually reinforcing.

- A.1 Personal Conduct Review (Orme)
- A.2 Review of the Use of Alcohol in the ADF (Hamilton)
- A.3 Review of Social Media and Defence (Hudson - George Patterson Y&R)
- A.4 Review of the Management of Incidents and Complaints in Defence including Civil and Military Jurisdiction (Earley - IGADF)
- A.5 Review of the Treatment of Women at ADFA (Broderick Phase 1)<sup>13</sup>
- A.6 Review of Employment Pathways for APS Women in the Department of Defence (McGregor)
- A.7 Review of the Defence Accountability Framework (Black)
- A.8 Shared Services Review

---

<sup>12</sup> Hamilton, op cit

<sup>13</sup> The *Review of the Treatment of Women in the ADF* (Broderick Phase 2) when completed will be considered in the context of the *Pathway to Change*

## A.1 ADF Personal Conduct Review (Orme)

Serial	Recommendations
1	<p>1. The ADF commence the development of an operations-focused culture underpinned by the profession of arms construct, to provide professional focus on both Service success as well as an institutional focus, by articulation of “the Australian profession of arms” concept.</p> <p><i>Agreed in-principle. Defence will progress this recommendation as part of our reconsideration of Defence values and behaviours.</i></p>
2	<p>2. The Services continue with their programs to improve avenues of communication for members to report concerns, through both the chain of command and also through confidential methods of reporting.</p> <p><i>Agreed.</i></p>
3	<p>3. Programs of socialisation be improved, by the development of:</p> <p>3a. a revised Common oath of enlistment, to reflect the central tenets of the Australian profession of arms;</p> <p>3b. explicit codes of conduct, underpinned by a central ADF code of conduct based on the profession of arms construct, and modified to express and be aligned with each Services’ need;</p> <p>3c. a “cradle-to-grave” program of professional socialisation and for education in leadership, followership and ethics, from pre-enlistment through to senior career-level Professional Military Education, and with significant reinforcement by local leaders in ships and units; and</p> <p>3d. a revised approach to the delivery of annual mandatory training that emphasises the importance of ADF culture, articulates our purpose, and places our response beyond mere compliance in order to reinforce culture and build capability;</p> <p><i>Agreed in-principle. Defence supports recommendations with the following caveats: We do not agree to the construct ‘profession of arms’ but support the underlying intent of this recommendation. We do not support either the introduction of specific codes of conduct or oath of enlistment. Nevertheless, Defence will investigate how best to more explicitly state our values and behaviours on enlistment, and reinforce them through education and practice.</i></p>
4	<p>4. A strategic communications program be developed, based on “the Australian profession of arms” construct, communicating the nature of the Australian military profession externally and internally.</p> <p><i>Agreed in-principle. The strategic communication program will be based on the outcomes of the reconsideration of Defence values and behaviours (see 1. above), and related reinforcement strategies (see 3. above).</i></p>
5	<p>5. Appropriate scholarly research and research institutions be sponsored and fostered, and the findings of and insights gained from such research be used to inform policy development, Professional Military Education, and doctrine, under the management and oversight of the Australian Defence College.</p> <p><i>Agreed.</i></p>

## A.2 Review of the Use of Alcohol in the ADF (Hamilton)

Serial	Recommendations
6	<p>1. <b>Policy.</b> Develop an overarching ADF wide alcohol policy to reflect evidence about effective practice, in conjunction with the current development of the ADF Alcohol Management Strategy. This should be directed at reducing alcohol related harm and include an increase in the attention paid to:</p> <p>1a. Primary prevention, especially in relation to:</p> <ul style="list-style-type: none"> <li>• communication and education about risks of alcohol consumption, ADF alcohol policy and regulations; and</li> <li>• controls on the supply and availability of alcohol within the ADF.</li> </ul> <p>1b. Secondary prevention, such as organisation wide screening to identify risk and respond with a broader range of opportunistic and brief interventions.</p> <p><i>Agreed in-principle. Defence will consider this in the context of building an evidence-based Alcohol Management Strategy</i></p>
7	<p>2. <b>Supply.</b> Reduce the supply and sale of higher strength alcohol products permitted to be sold or made available on ADF locations and at ADF functions.</p> <p><i>Agreed-in-principle. Defence will consider this in the context of building an evidence-based Alcohol Management Strategy</i></p>
8	<p>3. <b>Alcohol harm reduction.</b> Adopt a vision and a plan for implementation of alcohol harm reduction in the working environments of Defence by requiring Commanders to assess situations in which alcohol is proposed to be used informally or formally and where specific approval would then be required for the use and access to alcohol within ADF work location.</p> <p><i>Agreed.</i></p>
9	<p>4. <b>Data.</b> Develop an approach to collecting and responding to alcohol related data to enhance their value in terms of managing individuals and strategic planning; this will include alcohol screening of individuals at recruitment and across important career transition points, particularly post-deployment, and a whole of ADF Alcohol Incident Reporting System.</p> <p><i>Agreed.</i></p>
10	<p>5. <b>Audit and reporting system.</b> The Panel recommends that:</p> <p>5a. An audit of the available data regarding the determinants of the supply and availability of alcohol be conducted.</p> <p>5b. A valid and reliable reporting system for alcohol sales be established by the ADF, allowing for per capita calculations where possible.</p> <p><i>Agreed in-principle. Defence will consider this in the context of building an evidence-based Alcohol Management Strategy</i></p>

Serial	Recommendations
11	<p><b>6. Alcohol incident reporting system.</b> Develop a whole of Defence Alcohol Incident Reporting System so that it:</p> <ul style="list-style-type: none"> <li>• ensures data are recorded and managed in a consistent manner organisation-wide, and entry/maintenance is mandatory;</li> <li>• ensures that the systems include the necessary information to identify priority sub-groups (e.g. service, age, gender, rank, operation) and is easily extracted for reporting and epidemiological purposes;</li> <li>• incorporates reports of incidents, convictions, alcohol involvement and place of purchase and consumption;</li> <li>• provides a system that monitors issues at both the individual (early identification of an issue) and the organisational (epidemiological) levels; and</li> <li>• provides regular reports to Commanding Officers on incidents relating to their personnel.</li> </ul> <p>In this context, it is suggested that further analysis of existing incident databases regarding information collected, data collection procedures, and data definitions and inclusion criteria be undertaken.</p> <p><i>Agreed in-principle. Defence will consider this in the context of building an evidence-based Alcohol Management Strategy</i></p>
12	<p><b>7. Laws.</b> Working to a principle that Defence Laws with regard to alcohol need to operate in the context of State and Territory Laws in Australia, examine the consistency and interface between Defence and State/Territory laws regarding alcohol and related law enforcement practices.</p> <p>In addition, specifically:</p> <p>7a. review current legislation and instructions with a view to extending the powers of military law enforcement officers to use alcohol breath testing on ADF bases and to implement penalties; and</p> <p>7b. improve ADF Policing and Security Management System with regard to alcohol.</p> <p><i>Agreed in-principle. Defence will consider this in the context of building an evidence-based Alcohol Management Strategy</i></p>
13	<p><b>8. Engagement and opportunities with broader community.</b> Access expert input to policy and program development and implementation by forming alliances and partnerships with other organisations and individual experts on alcohol outside Defence.</p> <p><i>Agreed.</i></p>



## Additional Advice from the Review of the Use of Alcohol in the ADF

The following are not recommendations; however, we will draw on this advice and direction in implementation.

Place the responsibility for developing and implementing alcohol policy under health and personnel (i.e. Joint Health Command and People, Strategies and Policy).	
<i>Implementation of policy remains a respective Service and Group responsibility.</i>	
In managing the use of alcohol, focus on the drinking of all members, not just those who are alcohol dependent ("few bad apples" view) as much of the risk, cost and harm arise from those who are not dependent.	
Develop a communications strategy about reducing alcohol in ADF including sponsorship of events etc. that focus on reducing alcohol.	
Further consider the emphasis of the drafted revised policy on alcohol DI(G) 15-1, given there is no scientific evidence that education is the most effective way to reduce alcohol related harm.	
Review the ability of the proposed JeDHI system (Joint eHealth Data and Information) to record patient diagnosis, alcohol consumption and harm status (in both routine and mandated health consultations). Modify the system if necessary.	
Align with and lead community standards in alcohol harm reduction (do not just compare ADF to civilian community, as this does not orient Defence to reform).	
Develop a plan of alcohol related services as well as pathways to care, so that these are more accessible.	
Agree referral pathways for treatment in conjunction with community providers, to widen the available options.	
Take steps to reduce the uptake of smoking amongst recruits (at least) given the knowledge that smokers are more at risk of alcohol and other drug problems.	
Re-engineer the resources and approach underlying AREP resident rehab program.	
Establish a Centre on Alcohol and Capability to facilitate internal and external advice and expertise. With or without walls.	

Leadership and accountability
Values and behaviors
Right from the start
Corrective processes
Practical measures
Structured support



### A.3 Review of Social Media and Defence (Hudson - George Patterson Y&R)

Serial	Recommendations
14	1. <b>Unified Strategy.</b> Defence should consider establishing a Digital Executive Oversight Committee (DEOC) or similar. <i>Agreed.</i>
15	2. <b>Policy.</b> All policies relating to the use of social media, the internet or cyber activities should be reviewed. Services guidelines should also be reviewed to ensure they are consistent with the overall social media policy and engagement principles. <i>Agreed.</i>
16	3. <b>Education.</b> Defence should consider reviewing social media training and the way it is prioritised and delivered in order to ensure consistency. The review should include relevant resources, guidelines and support mechanisms. <i>Agreed.</i>
17	4. <b>Resourcing.</b> Human and software resources should be defined and provided to support the understanding and management of social media in Defence. <i>Agreed.</i>
18	5. <b>Channel/content plan.</b> Defence should investigate the benefits of aligning content strategies across official social media. <i>Agreed.</i>
19	6. <b>Crisis Management.</b> Defence should develop a social media crises plan that aligns with existing PR, marketing and brand communication plans. <i>Agreed.</i>
20	7. <b>Brand.</b> Defence should maintain its current brand direction of 'people first' in all its social media activities. <i>Agreed.</i>

■ Leadership and accountability
 ■ Values and behaviours
 ■ Right from the start
 ■ Corrective processes
 ■ Practical measures
 ■ Structure and support

## A.4 Review of the Management of Incidents and Complaints in Defence including Civil and Military Jurisdiction (Inspector General ADF - Earley)

Serial	Recommendations
21	<p>1. Subject to receipt of Part 3 of the HMAS Success Commission of Inquiry Report, the Director-General ADF Legal Services' proposed amendments of Quick Assessment (QA) processes should be expedited.</p> <p><i>Agreed in-principle.</i></p>
22	<p>2. Simple plain language 'fact' sheets on the redress of grievance process should be produced for use on unit bulletin boards, websites and other locations as appropriate.</p> <p><i>Agreed.</i></p>
23	<p>3. Information on grievance processes should be included in annual unit induction training using the IGADF Military Justice Awareness Briefing Package, or something similar, as a model.</p> <p><i>Agreed.</i></p>
24	<p>4. The presentation of complex policy guidance instructions should be simplified to better meet the differing needs of likely end-users.</p> <p><i>Agreed.</i></p>
25	<p>5. The production of a user friendly Complaints and Alternate Resolution Manual should be expedited to complement, or replace if appropriate, existing detailed guidance provided by Defence Instructions.</p> <p><i>Agreed.</i></p>
26	<p>6. Funding should be made available as a matter of priority to contract out the task of reducing the current grievance backlog of cases to suitably qualified legal firms.</p> <p><i>Agreed.</i></p>
27	<p>7. In the interests of longer-term stabilisation of the Complaint Resolution case officer complement, consideration should be given to greater use of Defence APS personnel as Complaint Resolution case officers.</p> <p><i>Agreed.</i></p>
28	<p>8. The entitlement of officers and warrant officers to access a further level of review of their grievances by the CDF should be discontinued.</p> <p><i>Agreed in-principle. Defence will consider this in the context of an improved process to manage grievances in Defence.</i></p>

Serial	Recommendations
29	<p>9. The Redress of Grievance (ROG) regulations and DI(G) PERS 34-1 should be amended to mandate that where it is clear that a Commanding Officer (CO) does not have the authority to resolve a grievance or where the circumstances of paragraph 17 of the Defence Instruction apply, the CO must refer the grievance without further inquiry to the relevant Service chief.</p> <p><i>Agreed in-principle: Defence will consider this in the context of an improved process to manage grievances in Defence.</i></p>
30	<p>10. The circumstances in which a commanding officer may refer a grievance to an authority who has power to resolve the grievance, where that authority is not the Service Chief, should be clarified.</p> <p><i>Agreed in-principle. Defence will consider this in the context of an improved process to manage grievances in Defence.</i></p>
31	<p>11. The policy described in DI(G) PERS 34-1 concerning the suspension of administrative action pending the resolution of a grievance should be reviewed so that suspension may be considered only where exceptional circumstances exist.</p> <p><i>Agreed in-principle: Defence will consider this in the context of an improved process to manage grievances in Defence.</i></p>
32	<p>12. The Street/Fisher recommendation to establish a discretionary delegation to CDF to compensate administrative/management/financial errors in addition to the current CDDA scheme should be implemented.</p> <p><i>Agreed in-principle.</i></p>
33	<p>13. To avoid any perception of apprehended bias in compensation decisions, the decision maker with respect to compensation—whether as part of CDDA or an ADF-specific scheme if established—should be organisationally separate from Defence Legal.</p> <p><i>Agreed in-principle: Defence will consider this in the context of an improved process to manage grievances in Defence.</i></p>
34	<p>14. To improve perceptions of impartiality of the complaints resolution process, consideration should be given to further examining the feasibility and benefit of including an independent, external ‘assessor’ in the preparation of briefs for Service Chiefs in selected cases based on the United Kingdom Single Service Board model.</p> <p><i>Agreed in-principle. Defence will consider this in the context of an improved process to manage grievances in Defence.</i></p>
35	<p>15. Publicity and training packages of the kind described in recommendations 2 and 3 above should contain explicit warnings about preventing, discouraging, victimising or otherwise dissuading members from making a complaint or facilitating the processing of a complaint.</p> <p><i>Agreed in-principle. Defence will consider this in the context of an improved process to manage grievances in Defence.</i></p>

Serial	Recommendations
36	<p>16. The need for performance measures in grievance management beyond the setting of realistic completion times should be reviewed in light of the Commonwealth Ombudsman's proposal to develop and publish a Defence grievance handling service charter.</p> <p><i>Agreed.</i></p>
37	<p>17. The following recommendations made by the Defence Force Ombudsman in his submission to this review should be implemented:</p> <p>17a. Defence agree that a 180 day time limit for finalisation of ROGs referred to service chiefs is not optimal, and any process of reform should include a staged reduction in the time taken to resolve complaints.</p> <p>17b. Defence undertake a case management risk analysis of each ROG to match the resources allocated to the ROG to the risk posed to the organisation.</p> <p>17c. Defence review the content and style of briefs to the service chiefs.</p> <p>17d. Defence undertake an evaluation of the extent to which the peer review and quality assurance processes value could be further streamlined.</p> <p>17e. Defence publish a service charter for the handling of ROGs that includes performance measures for which Defence will be held accountable in managing members' redresses.</p> <p>17f. Defence cease the practice of putting cases in an unallocated queue and allocate to case officers upon receipt.</p> <p><i>Agreed.</i></p>
38	<p>18. Subject to adequate guidance being made available to commanders and managers on the limitations of ADR as a solution to work-related issues involving command relationships or disciplinary incidents, greater use of ADR across Defence should be encouraged.</p> <p><i>Agreed.</i></p>
39	<p>19. The appointment of case officers to support complainants and respondents should be required in all cases, consistent with the intention of Chief of Army Direction 27/2009 and Chief of Air Force Directive 04/2006.</p> <p><i>Agreed.</i></p>
40	<p>20. DI(G) PERS 35-3 and DI(G) PERS 35-4 should be reviewed to clarify the administrative action which may be taken when disciplinary action is pending.</p> <p><i>Agreed.</i></p>
41	<p>21. The policy on the management of all unacceptable behaviour and sexual offences should be combined in a single policy reference. As an immediate measure a digest of existing policy, similar to AF Memorandum 14/11, should be issued so that commanders and managers have access to a single reference for the management of unacceptable behaviour and unacceptable sexual behaviour.</p> <p><i>Agreed in-principle.</i></p>



Serial	Recommendations
42	<p>22. Defence's administrative policies should be amended to provide for administrative suspension from duty, including the circumstances in which a Commander may suspend an ADF member and the conditions which may be imposed on the suspended member.</p> <p><i>Agreed in-principle.</i></p>
43	<p>23. In the short term, consideration should be given to using the IGADF complaints handling course as a training basis for all Defence workplace supervisors.</p> <p><i>Agreed.</i></p>
44	<p>24. In the longer term, competency-based complaints handling training should be developed as a promotion prerequisite.</p> <p><i>Agreed in-principle. Defence agrees with the principle and will identify where best to incorporate this training into training continuums.</i></p>
45	<p>25. Restricted reporting should not be adopted by the ADF. As a concept, it is inconsistent with the maintenance and enforcement of service discipline in that it potentially allows sexual assailants to continue to serve undetected.</p> <p><i>Agreed.</i></p>
46	<p>26. The viability of a complainant-focused, ADF-wide regional approach to responding to allegations of sexual offences such as that in place at HMAS Cerberus should be explored.</p> <p><i>Agreed.</i></p>
47	<p>27. Reform of the Defence (Inquiry) Regulations to restore the pre-2002 disclosure arrangements to give authority to Defence personnel to disclose documents in the course of their duties should be expedited.</p> <p><i>Agreed in-principle.</i></p>
48	<p>28. Relevant Defence legislation should be amended to provide privacy law exemptions to enable the general outcomes of discipline and administrative proceedings with names redacted to be made available to Defence personnel to ensure transparency of military justice outcomes, which should in turn assist commanders to maintain discipline.</p> <p><i>Agreed in-principle.</i></p>
49	<p>29. Any inconsistency between DI(G) ADMIN 45-2 and Provost Marshal—Navy Policy Directive 01/2010 be reviewed and clarified.</p> <p><i>Agreed.</i></p>
50	<p>30. Policy should be amended to permanently remove the requirement for use of the form AC875-4.</p> <p><i>Agreed.</i></p>



Serial	Recommendations
51	31. The Director of Military Prosecutions consider expediting her intended change to policy to require consultation with a victim prior to any relevant prosecution decision. <i>Agreed.</i>
52	32. Consolidation of the summary proceedings prosecution and disclosure policy in the Discipline Law Manual should be expedited. <i>Agreed.</i>
53	33. Defence's policy on jurisdictional resolution should be consolidated in one policy document to which other, related policy documents may refer without duplication. <i>Agreed in-principle.</i>
54	34. Currency of policy in this area is critical and maintaining current policy should be prioritised. Pending consolidation of jurisdiction policy, an urgent review should be undertaken to update and remove inconsistencies between existing policy documents. <i>Agreed.</i>
55	35. Consideration should be given to appointing one sponsor area to accept responsibility for all jurisdictional policy documents. <i>Agreed.</i>
56	36. Adequate arrangements should be put in place to ensure sufficient resources are available to maintain COMTRACK at optimum currency. <i>Agreed.</i>
57	37. A review of the interface between ADF and APS complaints management processes in the Defence workplace should be expedited. <i>Agreed.</i>
58	38. The way in which Defence responds to media criticism of incident reporting and management should be reviewed to provide, where appropriate, a more robust and swift rebuttal with enhanced visibility to ADF personnel. <i>Agreed.</i>

Leadership and accountability
Values and behaviours
Right from the start
Corrective processes
Practical measures
Structured support

## A.5 Review of the Treatment of Women at ADFA (Broderick)

Serial	Recommendations
59	<p>1. The ADF leadership, including the Chiefs of Service, reaffirm ADFA's pre-eminent role in the education and training of future leaders for the ADF.</p> <p><i>Agreed in Principle. ADFA plays an important but not pre-eminent role in the education and training of future ADF leaders.</i></p>
60	<p>2. The CDF issue a strong statement in support of ADFA and demonstrate a visible commitment to it.</p> <p><i>Agreed.</i></p>
61	<p>3. The CDF develop for ADFA: a) a strategic direction which clarifies ADFA's purpose and outcomes b) an associated communication plan to inform the ADF and the Australian community.</p> <p><i>Agreed.</i></p>
62	<p>4. ADFA develop a performance framework that incorporates the current metrics and new metrics to capture the implementation of the recommendations contained in this report.</p> <p><i>Agreed.</i></p>
63	<p>5. The VCDF be accountable for the implementation of the recommendations contained in this report to ensure the full inclusion of women at ADFA.</p> <p><i>Agreed.</i></p>
64	<p>6. ADFA develop and articulate a clear, unambiguous and widely disseminated statement about diversity, inclusion and gender equality which:</p> <ul style="list-style-type: none"> <li>• recognises the fundamental importance of women to the sustainability of the wider ADF;</li> <li>• provides a framework for the creation of a diverse workplace where both men and women can thrive;</li> <li>• emphasises the unacceptability of sexual harassment, abuse and discrimination to ADFA and the wider ADF.</li> </ul> <p><i>Agreed.</i></p>
65	<p>7. ADFA teach equity and diversity separately from complaints procedures.</p> <p><i>Agreed.</i></p>
66	<p>8. ADFA teach equity and diversity principles as core values underpinning ethical leadership.</p> <p><i>Agreed.</i></p>
67	<p>9. ADFA evaluate the effectiveness of the Equity Advisers Network to strengthen its advisory capacity.</p> <p><i>Agreed.</i></p>

Serial	Recommendations
68	<p>10. ADFA embed equity and diversity in all policies and practices through:</p> <p>10a. ADF and ADFA senior leadership teams championing diversity and gender equality and publicly condemning all forms of sexism, sexual harassment and violence against women;</p> <p>10b. ADFA introducing regular forums for all cadets and staff where female role models from within and beyond the ADF present on their experiences.</p> <p><i>Agreed.</i></p>
69	<p>11. The VCDF develop a strategy to allow for greater engagement between the Commandant and the ADF Service Chiefs.</p> <p><i>Agreed.</i></p>
70	<p>12. The Commander, Australian Defence College, work with the Deputy Chiefs of Service in order to achieve the following outcomes:</p> <p>12a. as one of their highest priorities, the provision of high quality staff to ADFA;</p> <p>12b. a stronger role for the Commandant in the selection of outstanding staff, with particular attention to increasing the representation of women;</p> <p>12c. a wider pool of good educators and positive role models for cadets by considering innovative solutions, such as separating rank and role;</p> <p>12d. a simplified process of removing underperforming staff and cadets to ensure expediency while maintaining due process and, in relation to the removal of staff, the least disruption to the supervision and training needs of cadets.</p> <p><i>Agreed.</i></p>
71	<p>13. The tenure of Commandants should be for a minimum of three years and should not be reduced, other than in exceptional circumstances.</p> <p><i>Agreed.</i></p>
72	<p>14. ADFA provide staff with appropriate induction, education and training on:</p> <p>14a. gender equality and the supervision of mixed gender environments; and</p> <p>14b. pastoral, disciplinary and educational practices relevant to the supervision and care of 17-23 year olds in a residential setting. Initial staff induction training should be supplemented by the creation of staff learning groups that are built on appreciative inquiry. The learning groups should be facilitated by an expert facilitator in partnership with ADFA.</p> <p><i>Agreed.</i></p>
73	<p>15. As part of their performance reviews, ADFA staff be assessed against, among other things:</p> <p>15a. their capacity to implement equity and diversity principles; and</p> <p>15b. confidential feedback from cadets and peers.</p> <p><i>Agreed.</i></p>

Serial	Recommendations
74	<p>16. The VCDF, in association with the Services:</p> <p>16a. explore first year single service training and work placement for all ADFA cadets. Options regarding this process should be completed within 12 months of the release of this report. The preferred option should be implemented in 2013 in readiness for the 2014 ADFA intake;</p> <p>16b. review the minimum entry age to ADFA to ascertain whether it is appropriate; and</p> <p>16c. explore a range of cadet recruitment options for ADFA which recognise the different life course of women compared to men.</p> <p><i>Agreed.</i></p>
75	<p>17. ADFA offer cadets a mentor, external to ADFA and from a range of backgrounds, to provide support and advice. Female cadets should be given the option to be placed with female mentors. Workplace-based mentoring programs targeting women that operate through universities, including UNSW, should be considered as a useful template.</p> <p><i>Agreed.</i></p>
76	<p>18. As part of the ADF's overall review of alcohol, ADFA:</p> <p>18a. review the pricing regime of drinks in the cadets' mess to minimise the risks associated with over consumption of alcohol; and</p> <p>18b. commence the process of regular alcohol testing of cadets as provided by Defence Instruction (General) Personnel 15-4 Alcohol Testing in the Australian Defence Force.</p> <p><i>Agreed.</i></p>
77	<p>19. As a priority, ADFA instruct an Occupational Health and Safety specialist to conduct a risk assessment of the residential accommodation, including bathrooms, to identify the existence and level of risk to cadets arising from mixed gender living arrangements. ADFA should implement the recommended risk minimisation strategies arising from this assessment.</p> <p><i>Agreed.</i></p>
78	<p>20. As a priority, to address the issue of isolation and to increase supervision in the residential setting the Commandant adopt a system based on a model of Residential Advisors for each first year Division (one male and one female) who will live in the residential block to provide after hours supervision. While they may be recent ADFA graduates engaged in postgraduate study, the Residential Advisors should be outside the Cadet structure, and should have appropriate skills and attributes in leadership, and the ability to provide after hours supervision and pastoral care for cadets. They should have a direct line of report to the Commandant in the case of serious pastoral or disciplinary incidents.</p> <p><i>Agreed.</i></p>



Serial	Recommendations
79	<p>21. The ADFA Redevelopment Project Committee:</p> <p>21a. investigate options for suitable residential accommodation for Divisional staff within the ADFA precinct;</p> <p>21b. investigate options for spaces within the residential setting which allow for better interaction between cadets, padres, medical, academic and Divisional staff; and</p> <p>21c. develop a set of principles addressing women's security and safety and promoting the better engagement between staff and cadets in the residential setting. These principles should underpin the future master plan.</p> <p><i>Agreed.</i></p>
80	<p>22. ADFA, in collaboration with an expert educator, provide cadets with interactive education on:</p> <ul style="list-style-type: none"> <li>• sexual ethics, respectful and healthy relationships;</li> <li>• the meaning, inappropriateness and impact of sexist language and sexual harassment;</li> <li>• the meaning of consent;</li> <li>• the appropriate use of technology; and</li> <li>• stalking, controlling and threatening behaviours and evaluate the effectiveness of this education every two years with an external evaluator and assess it against key indicators that measure attitudinal and behaviour change.</li> </ul> <p><i>Agreed.</i></p>
81	<p>23. ADFA review the training on making complaints of unacceptable behaviour (including sexual harassment and abuse and sex discrimination), with specific attention to creating specific modules tailored to different groups within ADFA – namely first-year cadets, more senior cadets and staff – to reflect their different responsibilities in relation to complaint/incident reporting, response and management.</p> <p><i>Agreed.</i></p>
82	<p>24. ADFA establish and promote a dedicated, ADFA-specific, seven day, toll-free hotline for all cadets, staff, families and sponsor families. The expert operators will provide advice and referral about the most appropriate mechanism or service (ADFA, ADF or external) to deal with the complaint. In establishing the line, ADFA should draw on the protocols and policies of the Army Fair Go Hotline.</p> <p><i>Agreed.</i></p>
83	<p>25. ADFA develop and annually administer a survey in order to more accurately measure the level of sexual harassment and sexual abuse among cadets. This survey should be followed up with a strategic organisational response by the Commandant, with feedback provided to cadets and staff to ensure that they have an investment in any reform arising from the survey results.</p> <p><i>Agreed.</i></p>



Serial	Recommendations
84	<p>26. To provide meaningful comparisons, ADFA develop this survey in consultation with other Group of Eight Universities' Residential Colleges and Halls, applicable to cadets as both military in training and university students. ADFA should consider including other single service training establishments in the development of this survey.</p> <p><i>Agreed.</i></p>
85	<p>27. In order to record, track and manage complaints and incidents, ADFA develop and maintain, through the ADF information system, a comprehensive, accurate and up-to-date online incident system/database. This system/database should identify all relevant information relating to individual complaints and incidents of unacceptable conduct, including sexual harassment, abuse and assault and sex discrimination, including:</p> <ul style="list-style-type: none"> <li>• name of complainant(s);</li> <li>• name of respondent(s);</li> <li>• date, details and nature of complaint/incident;</li> <li>• all steps taken in responding to and managing the complaint / incident, including the Quick Assessment Brief and all other documentation and reports required under the relevant Instruction (e.g. reports to Defence Fairness and Resolution);</li> <li>• response/resolution option adopted;</li> <li>• timeframe to resolution/closure;</li> <li>• feedback from complainant(s) and respondent(s); and</li> <li>• any further issues arising from monitoring the implementation of the response/ resolution.</li> </ul> <p><i>Agreed.</i></p>
86	<p>28. Reports from this database are to be reviewed by the Commandant on a monthly basis to ensure timely and appropriate actions. The Commandant should also report monthly to the Commander, Australian Defence College, on incidents, trends and identifiable concerns arising from the data.</p> <p><i>Agreed.</i></p>
87	<p>29. In order that standards of reporting, recording and resolving incidents are properly met, ADFA should ensure the database undergoes annual quality assurance testing to determine:</p> <p>29a. whether all complaints and incidents are being entered on the database and all required fields in the database are adequately completed; and</p> <p>29b. whether the record keeping and reporting standards in the Management and Reporting of Unacceptable Behaviour, Management and Reporting of Sexual Offences (including Forms AC 875-1 – AC 875-3) and Quick Assessment Instructions are being met in relation to all individual complaints of unacceptable behaviour or sexual offences.</p> <p><i>Agreed.</i></p>

Serial	Recommendations
88	<p>30. ADFA undertake a detailed evaluation to determine whether female cadets are more likely to become injured than male cadets and, if so, identify the causes and additional mechanisms to be put in place to manage this risk. Following this evaluation, strategies should be developed to:</p> <p>30a. improve injury and health management;</p> <p>30b. actively promote health and wellbeing with reference to best practice in comparable residential settings;</p> <p>30c. recognise the physical capabilities of individuals commensurate with their respective roles; and</p> <p>30d. eliminate stigma associated with medical restrictions.</p> <p><i>Agreed.</i></p>
89	<p>31. In order to provide cadets with a range of support options regarding health and wellbeing, sexual or personal abuse and violence, ADFA:</p> <p>31a. provide and/or display in plain view in residential and academic premises, information on key internal and external support services to cadets, including but not limited to the proposed ADFA Toll-free hotline (rec. 24), Women's Health Services, Mensline, the Rape Crisis Centre, Lifeline and drug and alcohol counselling; and</p> <p>31b. develop partnerships with key external service providers, including those that are predominantly utilised by women, to ensure that ADFA provides a holistic response to cadets' health, wellbeing and safety needs.</p> <p><i>Agreed.</i></p>

Leadership and accountability
Values and behaviours
Right from the start
Corrective processes
Preventive measures
Structure and support

## A.6 Review of Employment Pathways for APS Women in the Department of Defence (McGregor)

Serial	Recommendations
90	1.1 The Secretary issue an explicit statement to senior leaders and staff to reinforce the importance of gender diversity to build a sustainable workforce. <i>Agreed.</i>
91	1.2 The DC commits to engaging in improving representation of women through: <ul style="list-style-type: none"> <li>• making specific commitments within performance agreements and charter letters;</li> <li>• showing active engagement as a Diversity Council responsible for overseeing implementation initiatives;</li> <li>• holding quarterly discussion at the DC on the progress toward diversity outcomes; and</li> <li>• appointing a Diversity Champion at the Senior Executive Service Band 3 level.</li> </ul> <i>Agreed.</i>
92	1.3 Establish a senior rotation program for senior women at Band 2/3 with the broader APS. <i>Agreed.</i>
93	1.4 Deliver unconscious bias experiential training to the Senior Leadership Group. <i>Agreed.</i>
94	1.5 Ensure female membership in senior decision-making bodies. <i>Agreed.</i>
95	2.1 Embed a focus on identifying and developing women for leadership roles, including a facilitated shadowing and coaching component, in the new talent management system. <i>Agreed.</i>
96	2.2 Implement a development program for Executive Level women that includes job rotation, as well as over-representing women in existing development programs. <i>Agreed.</i>
97	2.3 Consolidate the various graduate programs under single management and increase the annual intake of graduates. <i>Agreed.</i>

Serial	Recommendations
98	<p>3.1 Develop a strategy to improve workplace flexibility led by the Diversity Council, which includes:</p> <ul style="list-style-type: none"> <li>• developing a ‘better practice guide’ for employees and managers;</li> <li>• creating a central webpage to promote success stories and provide practical information;</li> <li>• increasing awareness of Defence Remote Electronic Access Mobility Service (DREAMS) token availability; and</li> <li>• job design expertise.</li> </ul> <p><i>Agreed.</i></p>
99	<p>4.1 The People Strategies and Policy Group to develop a branding and attraction strategy for APS recruitment that:</p> <ul style="list-style-type: none"> <li>• promotes the variety of APS jobs within Defence, and</li> <li>• explicitly publicises senior APS women as role models.</li> </ul> <p><i>Agreed.</i></p>
100	<p>4.2 Implement an Executive Level 2 refresh program including:</p> <ul style="list-style-type: none"> <li>• holding cross-Group Executive level 2 bulk selection rounds;</li> <li>• using professional search firms; and</li> <li>• appointing external representatives on selection panels.</li> </ul> <p><i>Agreed.</i></p>
101	<p>4.3 Develop a ‘plain english’ recruitment guide that features:</p> <ul style="list-style-type: none"> <li>• gender balance on panels;</li> <li>• explicit expectation of women in recruitment fields; and</li> <li>• inclusive job descriptions.</li> </ul> <p><i>Agreed.</i></p>
102	<p>4.4 Adopt a common induction process which educates APS employees and their managers (both ADF and APS) on their obligations and accountabilities relating to APS employment.</p> <p><i>Agreed.</i></p>
103	<p>4.5 Set up a central human resource unit to oversee all recruitment and selection activity for the Senior Executive Service and Executive Level 2’s.</p> <p><i>Agreed.</i></p>
104	<p>5.1 Establish women’s networks across Defence with Senior Executive Service women in sponsorship roles.</p> <p><i>Agreed.</i></p>

Serial	Recommendations
105	5.2 Establish Defence wide mentoring programs for women. <i>Agreed.</i>
106	6.1 Expand the role of the Fairness and Resolution Branch to: <ul style="list-style-type: none"> <li>• promote diversity as a positive attribute for a workforce;</li> <li>• drive the actions arising from this Review; and</li> <li>• overhaul equity and diversity training which is currently outdated and compliance focused.</li> </ul> <i>Agreed.</i>
107	6.2 Leverage from the soon to be released, revised APS Values and educate APS/ADF managers on their staff management and workplace diversity responsibilities and obligations under the APS Act and the Defence Enterprise Collective Agreement. <i>Agreed.</i>
108	6.3 Establish a central maternity leave pool for central management of the full-time equivalent liability associated with maternity leave. <i>Agreed.</i>
109	6.4 Establish an external committee comprised of the Secretary Department of Prime Minister and Cabinet, the APS Commissioner, Secretary Department of Defence, and a female departmental secretary to oversee the implementation of this Review's recommendations and evaluation strategy. The committee would be supported by a change manager reporting to the PSPG on progress. <i>Agreed.</i>

■ Leadership and accountability
■ Values and behaviours
■ Right from the start
■ Corrective processes
■ Practical measures
■ Structure and support



## A.7 Review of the Defence Accountability Framework (Black)

1. Redefine committee structures and processes: <ul style="list-style-type: none"> <li>• Fewer, smaller committees owned by individuals focused on supporting decision makers' accountability.</li> <li>• Rules for (re-)establishing committees.</li> <li>• Agendas structured around decisions.</li> <li>• Formal mechanisms for making commitments.</li> </ul>	
2. Institute an enterprise-wide corporate plan.	
3. Establish mechanisms for increasing contestability of key decisions (eg red teams) in a non-adversarial way.	
4. Use whole-of-enterprise corporate plan to create: <ul style="list-style-type: none"> <li>• clear outcomes defined around each element of Simplified Defence Business Model (SDBM);</li> <li>• defined accountabilities for outcomes both individual or, if shared, who does what to deliver the outcome; and</li> <li>• trade-offs across enterprise.</li> </ul>	
5. Cascade SMART (Specific, Measurable, Achievable, Relevant and Time-bound) outcome-based measures down each Group/Service.	
6. Undertake rigorous performance management (business and individual) based on simplified documents.	
7. Continue to tighten Service Level Agreements (SLAs) to reinforce partnership outcomes .	
8. Use new SDBM as foundation of planning.	
9. Strengthen accountability for whole-of-life cost and delivery of capability through progressively tightening boundary conditions and use of integrated teams	
10. Embed outcomes-based language.	
11. Implement new model for personal skills development.	
12. Continue risk management reform.	
13. Definition of specific risk appetite.	
14. Development of 'near miss' register to proactively identify and problem solve risks.	
15. Use review forums and other interactions to role model new behaviours.	

■ Leadership and accountability
■ Values and behaviours
■ Right from the start
■ Corrective processes
■ Practical measures
■ Structure and support

## A.8 Shared Services Review

1. Define a cultural aspiration to support shared services reforms, centred on promoting a service delivery mindset.	Values and behaviours
2. Have leaders role model this quality service delivery mindset.	Leadership and accountability
3. Develop a story to support rationale for shared services-related cultural change.	Values and behaviours
4. Reinforce shared services-related cultural change using rewards and recognition, link to career progression, and testing through focus groups.	Practical measures

Leadership and accountability
Values and behaviours
Right from the start
Corrective processes
Practical measures
Structure and support



Department of Defence

## DEFGRAM NO 9/2013

Issue Date: 9 January 2013

Expiry Date: 9 April 2013

---

### DEFENCE PARTICIPATION IN 2013 SYDNEY MARDI GRAS PARADE

#### Purpose

1. The purpose of this DEFGRAM is to advise all Defence personnel that Australian Defence Force (ADF) members will have the opportunity to march in uniform at the Sydney Mardi Gras parade for the first time in 2013.

#### Background

2. The decision to provide the ADF Lesbian, Gay, Bisexual, Transgender and Intersex community and their supporters with the opportunity to march in uniform at the Sydney Mardi Gras parade coincides with the twenty year anniversary since the cancellation of the Instruction on 'Homosexual Behaviour' in the Australian Defence Force'.

3. Additionally, Defence is on a path of significant cultural change through its program 'Pathway to Change: Evolving Defence Culture', Defence's comprehensive strategy for cultural change and reinforcement. This program emphasises that we need to be absolutely unambiguous, that inclusivity and diversity are crucial to Defence's ability to operate at peak performance and demonstrate maximum capability.

4. The Departments visible presence at this important national cultural event provides an opportunity for serving members to show the deep pride and loyalty that they have for their Service, and will allow Defence to publicly recognise the significant efforts made to improve culture, diversity and inclusion.

5. The Department of Defence will join other Australian uniformed agencies participating in the Sydney Mardi Gras parade including State and Federal Police, Fire, Ambulance, and the State Emergency Services for the first time.

#### Implementation

6. ADF participation in the parade will be voluntary and participants are to act strictly in accordance with Service Protocols and Traditions. There will be three formed divisions in Service precedence (Navy, Army then Air Force). Uniforms will only be worn during the parade itself and not at any other event.

7. Registration to participate in the 2013 Sydney Mardi Gras parade is available for family, friends, Service and civilian personnel up until Friday, 18 January 2013 on [www.defglis.com.au](http://www.defglis.com.au).

#### Further information

8. If you have any feedback please contact [diversitypolicyandprograms@defence.gov.au](mailto:diversitypolicyandprograms@defence.gov.au).

9. All Defence personnel are reminded of their obligations under [Defence Instruction \(General\) ADMIN 08-1—Public comment and dissemination of official information by Defence personnel](#) in regards to this issue.

s22

/Gerard Fogarty  
Major General  
Head People Capability  
Defence People Group

**Distribution:** Defence Restricted Network, overseas

**Contact Officer:**

s47E(d)

Diversity Directorate  
Department of Defence  
Email: [diversitypolicyandprograms@defence.gov.au](mailto:diversitypolicyandprograms@defence.gov.au)

Department of Defence

**DEFGRAM NO 24/2013**

Issue Date: 17 January 2013

Expiry Date: 17 March 2013

---

**AUSTRALIAN DEFENCE FORCE PERSONNEL MARCHING IN  
UNIFORM AT SYDNEY MARDI GRAS****References:**

- A. Defence Media Release: *ADF participation in Mardi Gras*, 23 December 2012  
<http://news.defence.gov.au/2012/12/21/adf-participation-in-mardi-gras/>
- B. DEFGRAM 9/2013—*Defence participation in 2013 Sydney Mardi Gras Parade*  
[http://defweb.cbr.defence.gov.au/home/documents/data/defpubs/dgm/DG009\\_13.PDF](http://defweb.cbr.defence.gov.au/home/documents/data/defpubs/dgm/DG009_13.PDF)

1. Not surprisingly, the decision to allow Australian Defence Force (ADF) personnel to march in uniform at the Sydney Mardi Gras in 2013 has been supported by some and criticised by others. In that context it is important to understand the rationale behind the decision. Modern Australia prides itself on multiculturalism and diversity. It is one of our nation's greatest assets and it is an attribute the ADF must strive to harness for the future in an effort to ensure we are a just, inclusive and fair-minded organisation.

2. It is 20 years since Australia lifted the ban on homosexual citizens serving in the military and five years since a recognised group of Defence personnel first participated in the Mardi Gras parade. These are significant decisions for the organisation that have not degraded the ADF's combat capability, damaged our ability to deliver humanitarian assistance or detracted from our international reputation for excellence. Yet as is clearly stated in the *Pathway to Change* reform program, our attitudes toward diversity must change. We must value each and every ADF member. This decision will be a very strong, visible statement that the ADF is open to all Australians.

3. Marching in uniform evokes a great sense of pride in the history and traditions of the Australian military. It also carries significant responsibility to honour the uniform and all that it represents. This holds true for all ADF personnel regardless of their cultural, religious or sexual orientation. That is why strict conditions have been established under the guidance of the ADF's Regimental Sergeant Major Ceremonial to ensure those who choose to march in the Mardi Gras parade do so in accordance with individual Service and Defence protocols.

4. Participants will march as a formed body and it has been requested that the ADF contingent march with their uniformed counterparts from the Australian Federal Police, the NSW Police, State Emergency Services, NSW Fire Brigade and the NSW Ambulance Service. Participants will change out of uniform immediately after their appearance in the parade.

5. These conditions accord with the current Defence policy in relation to ADF members' participation for events and commemorations. Under this policy, all ADF members can be approved to wear uniform if they are marching as a formed body or performing an official function.

6. While I understand not everyone will agree with this decision, if the ADF is to remain a contemporary organisation that reflects the community it serves then change is required.

s22



DJ Hurley  
General  
Chief of the Defence Force

**Distribution:** Defence Restricted Network, overseas

**Contact Officer:** MAJGEN Gerard Fogarty  
Head People Capability  
R1-1-C005  
Telephone: s47E(d)



OVERARCHING	
Enterprise level	<p>Pathway to Change</p> <p>First Principles Review</p> <p>AHRC Collaboration</p> <p>Defence Workforce Planning products (e.g. surveys and research - YourSay and Workplace Behaviours Research Review) developed in the context of <i>Pathway to Change 2017-2022</i>.</p>
Army	s22
Navy	New Generation Navy
Air Force	<p>s22</p> <p>Air Force Diversity Plan</p> <p>s22</p>

VCDF

CASG

DSTG

s22

DPG

s22

E&IG

s22

SP&IG

s22

DIO - Pathway to Change Strategy: 'Awareness to Action' 2016-19

s22

CIOG

CFOG

Defence Executive Support	s22
JOC	s22
JCG	s22

**1. LEADERSHIP ACCOUNTABILITY**

s22



s22



s22

A large rectangular area of the document is redacted with a solid grey fill. It starts at the top left, below the 's22' label, and extends to the right and down, covering the first two main sections of the page.

s22

A large rectangular area of the document is redacted with a solid grey fill. It starts at the top left of the second section, below the 's22' label, and extends to the right and down, covering the third main section of the page.

s22

A rectangular area of the document is redacted with a solid grey fill. It starts at the top left of the third section, below the 's22' label, and extends to the right, covering the fourth main section of the page.

s22

A large rectangular area of the document is redacted with a solid grey fill. It starts at the top left of the fourth section, below the 's22' label, and extends to the right and down, covering the fifth main section of the page.

s22

A small rectangular area of the document is redacted with a solid grey fill. It is located at the bottom left of the page, below the 's22' label, and extends to the right, covering the sixth main section of the page.



s22	
s22	

## 2. CAPABILITY THROUGH INCLUSION

Diversity & Inclusion Strategy 2012-2017

s22

Supporting Transitioning Gender in the Workplace Guide

s22

Defence Lesbian, Gay, Bisexual, Transgender and Intersex Champion

s22

10 Certified LGBTI Workplace Advisers

s22

Defence Pride Network Members and Defence Allies

s22

Defence participation in the Sydney Gay and Lesbian Mardi Gras Festival

s22

Diversity and Inclusion Training Course (in development)

s22

Army Diversity and Inclusion Framework

s22

Army LGBTI Strategy

s22

Transitioning Gender in the Air Force Toolkit

s22

Guidance for Commanders and Managers of LGBTI

s22

A range of scholarships for people of diverse backgrounds

Talent, Diversity and Career Development Pipeline Strategic Initiative (5)

CASG ACTION GROUPS: s22

LGBTI Action Group, s22

s22

DIO Diversity and Inclusion Plan 2017/18

ASD+ - Australian Signals Directorate Pride Network

AGO - Diversity and Equity Action Group

s22

CIOG Diversity and Inclusion Committee chaired by Chief Technology Officer

s22



s22



### 3. ETHICS AND WORKPLACE BEHAVIOURS

s22



s22





s22



s22

s22

s22

s22

A large rectangular area with a grey header, a white body, and a blue footer.

s22

A rectangular area with a grey header and a white body.

#### 4. HEALTH, WELLNESS AND SAFETY

s22



s22



s22



s22



s22



s22



s22





## 5. WORKPLACE AGILITY AND FLEXIBILITY

s22



s22



[Redacted]

s22 [Redacted]

[Redacted]

s22 [Redacted]

[Redacted]

s22 [Redacted]

[Redacted]

[Redacted]

s22 [Redacted]

s22



s22



## 6. LEADING AND DEVELOPING INTEGRATED TEAMS

s22



s22

s22



s22





Department of Defence

**DEFGRAM NO 242/2013**

Issue Date: 26 April 2013

Expiry Date: 26 July 2013


---

**INTERNATIONAL DAY AGAINST HOMOPHOBIA AND TRANSPHOBIA  
17 MAY 2013**

1. International Day against Homophobia and Transphobia (IDAHO) is held on 17 May each year. IDAHO aims to draw the attention of policy makers, opinion leaders and the public to issues faced by the Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) community and commemorates the World Health Organisation's decision to declassify homosexuality as a mental disorder in 1990.
2. Workplace inclusion for all Defence personnel is a high priority for the organisation as it undergoes cultural change through the *Pathway to Change* strategy. Diversity is a strength and asset for today's employers and Defence is no exception. Therefore, Defence personnel are encouraged to celebrate IDAHO in their own way on 17 May 2013.
3. Examples of some of the different types of workplace events that could be held include hosting a celebratory morning/afternoon tea or barbeque lunch. Please note activities for IDAHO are not exclusive to the LGBTI community and Defence personnel are encouraged to be inclusive by inviting all personnel to their event.
4. More information and resources regarding IDAHO can be found on the [Day Against Homophobia](#) website.

s22  


**Richard Oliver**  
Head People Policy and Culture  
Defence People Group

**Distribution:** Defence Restricted Network, overseas**Contact Officer:**s47E(d)  
Telephone: s22  
Email: s47E(d)  


**BRIEF FOR DEPSEC DP: AUSTRALIA'S FIRST NATIONAL LESBIAN, GAY, BISEXUAL, TRANSGENDER AND INTERSEX (LGBTI) RECRUITMENT GUIDE**

Branch: **People Strategy and Culture**

Through: **HPPC and HPC**

Branch Reference: PSC/2013/OUT/

**Recommendation**

That you:

- (a) **Endorse** Defence's participation in the first national LGBTI Recruitment Guide; and
- (b) **Endorse** Navy, Army, Air Force and Australian Public Service (APS) submissions at Attachments 1, 2, 3 and 4.

**Background**

1. Defence is a foundation member of Pride in Diversity (PiD), Australia's first and only not-for-profit workplace program designed specifically to assist Australian employers with the inclusion of LGBTI employees. PiD offers its members a range of products and opportunities to assist with diversity practice and understanding the importance of LGBTI inclusion. Additionally, PiD coordinates the annual Australian Workplace Equality Index (AWEI), Australia's definitive benchmark on LGBTI workplace inclusion.
2. Defence accepted PiD's offer of two complimentary tickets to attend the AWEI luncheon held on 17 May, to acknowledge the good work that Defence had undertaken recently, particular its decision to allow ADF members to march in uniform at the 2013 Mardi Gras.
3. Additionally, PiD has invited Defence, along with other PiD members and 2012 AWEI participants, to take part in Australia's first national LGBTI Recruitment Guide (the Guide), being launched later this year. The Guide will be targeted at universities, colleges, TAFEs and recruiters, through distribution to Equity/Diversity officers, Careers Advisory Services, and student organisations' Queer Collectives at these institutions.

**Key Issues**

4. Defence will submit four profiles, one for each Service; Navy, Army, Air Force, and the APS.
5. This initiative has been offered to PiD members and 2012 Australian Workplace Equality Index participants. A complete list of PiD members is provided at Attachment 5.

**Consultation**

6. Feedback from Defence Force Recruitment and Service stakeholders, including their media/public affairs areas, has been incorporated into the Navy, Army and Air Force submissions.
7. Feedback from Strategic Recruitment (DSRG) and the Graduate Office (DPG) has been incorporated into the APS submission.

8. Office of the Chief of the Defence Force, the Cultural Reviews Response Branch, and Communications and Media Branch (MECC) were made aware of this initiative in its early development.
9. Directorate of Digital Media (MECC) have given approval to use the Defence logo for the APS submission.
10. Brand delegates from each Service have given approval to use the respective Service logo for the Service submissions.

<div>s22</div> <div><b>JUSTINE GREIG</b> DG PSC Tel: s47E(d) M: 0414 446 145 28 June July 2013</div>		<div>(s) ENDORSED / PLEASE DISCUSS (s22) ENDORSED / PLEASE DISCUSS</div> <div><b>CARMEL MCGREGOR</b> DEPSEC DP</div> <div>4 July 2013</div>
Section Head	s47E(d)	W: s47E(d)
Action Officer	s47E(d)	W:

#### Attachments

1. LGBTI Recruitment Guide – Navy submission
2. LGBTI Recruitment Guide – Army submission
3. LGBTI Recruitment Guide – Air Force submission
4. LGBTI Recruitment Guide – Australian Public Service
5. List of Pride in Diversity members



## **Recruitment Guide Questionnaire**

### **The Royal Australian Air Force**

#### **Who you are**

The Royal Australian Air Force provides air and space power options for the Australian Government.

#### **More about you**

Globally, Air Force has between 500 and 700 people on operations each day, contributing to coalition operations, peacekeeping and humanitarian and disaster relief.

#### **Who you're looking for**

A great Air Force needs more than pilots. The men and women of Air Force deliver and manage strategy, operations, engineering, logistics and support to make great air power possible, every day.

If you possess a willingness to lend a hand, have a keen sense of adventure and are a strong team player, then Air Force has a range of career options available.

#### **Working here**

Air Force people are respectful, inclusive and strive to maintain the high expectations and trust that the Australian public have in us.

Air Force actively supports members of the LGBTI community through a range of measures and has worked hard to develop inclusive policies and entitlements that are not limited by a members gender, personal circumstances or sexual orientation. Air Force actively supports personnel attendance at conferences and LGBTI community events, and has developed a guide which provides practical advice and support for LGBTI members in Air Force.

LGBTI Defence personnel and their families are supported the Australian Defence Lesbian, Gay, Bisexual, Transgender and Intersex Information Service (DEFGLIS). DEFGLIS aims to support through professional networking, strengthen capability by inclusion, and educate Defence personnel about sexual orientation, transgender and intersex issues.



## Quick Facts

### Where you are

The Royal Australian Air Force is located in every state and territory across Australia and also has a representation overseas on deployments and postings.

### What you do

The Air Force offers great benefits, a lifestyle like no other and a great range of jobs. Air Force provides a unique and exciting career with endless opportunities for challenges and accomplishments.

### Opportunities and Qualifications Required

As our jobs are varied, so to are the qualifications for them. Our members receive training that is world class and equally as valuable to potential employers in the civilian world, as it is to us.

### Contact Details

To contact Defence Force Recruiting either call 13 19 01, go to <http://www.defencejobs.gov.au/recruitmentCentre/contactUs/> or visit our nearest Defence Force Recruiting Centre.

### Benefits

The Air Force offers one of the most comprehensive lists of benefits, some of which are unique to the Service. As a snapshot, you receive full medical and dental cover, travel and leave entitlements, rental assistance and even a Home Purchase Assistance Scheme.





## **Recruitment Guide Questionnaire**

### **Department of Defence**

- **Australian Public Service employees**

#### **Who you are**

Defence's mission is to defend Australia and its national interests. In fulfilling this mission, Defence serves the Government of the day and is accountable to the Commonwealth Parliament to efficiently and effectively carry out the Government's Defence policy.

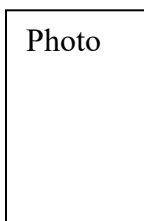
#### **More about you**

Defence offers Australian Public Service (APS) employees the opportunity to play a part in keeping Australia secure, to support intelligence operations nationally and internationally, and to support peace keeping missions overseas. Defence APS employees are involved in most facets of Defence from providing the equipment Australian Defence Force personnel use, to making Defence policy by implementing Government's directions.

#### **Who you're looking for**

Defence faces many challenges and is looking for the quality of people to meet these challenges with the candor required to improve all facets of our operational capability and business.

#### **Insider Info**



s47E(d) Defence People Group, Canberra





Defence is a great place to work with a broad range of roles to choose from. Defence has been working hard over the past 20 or so years to support people from all backgrounds to be themselves in the workplace, and to reflect the community we serve.

I feel fully supported, accepted and included as someone who is LGBTI and works for the Department of Defence. I am able to be myself at work which allows me to contribute to the team to the best of my ability.

The Defence leadership sees Diversity as a strength and asset with inclusion for all personnel as a high priority.

## **Working here**

Defence offers a wide range of benefits and appealing employment conditions that support the individual needs of its APS employees, including:

- Work/Life balance
- Workplace diversity
- Generous remuneration
- Career development

LGBTI Defence personnel and their families are supported the Australian Defence Lesbian, Gay, Bisexual, Transgender and Intersex Information Service (DEFGLIS). DEFGLIS aims to support through professional networking, strengthen capability by inclusion, and educate Defence personnel about sexual orientation, transgender and intersex issues.

## **Quick Facts**

### **Where you are**

Defence is located in all states across Australia and also has a visible presence overseas.

### **Opportunities**

Defence is one of Australia's largest government departments and as such, we are able to offer rewarding careers across the widest possible spectrum of employment categories.

### **Qualifications Required**

The qualifications required will depend on the career path you choose. We also offer a range of professional development options and study leave opportunities.



#### Contact Details

General entry:

<http://www.defence.gov.au/apscareers/>

or

Graduate program:

<http://www.defence.gov.au/graduates/>

#### Benefits

Defence is part of the Australian Public Service and, as such, you will be working in an environment where work/life balance is important, salaries are competitive with industry, and your career options are endless. All of this plus generous personal leave entitlements and a superannuation scheme that contributes to the overall package.



## Recruitment Guide Questionnaire

### The Australian Army

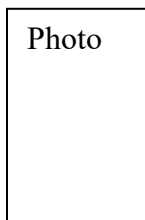
#### Who you are

The Australian Army is Australia's land force and is part of the Australian Defence Force. We provide a versatile and modern Army which contributes to the security of Australia, protecting its interests and its people.

#### Who you're looking for

Army personnel are expected to be of the highest calibre, both physically and ethically. They are legally bound to follow all lawful commands which may be given at any time and could involve considerable risk to life.

#### Insider Info



s47E(d) Physical Training Instructor, New South Wales

The Army is a great place to work with a broad range of roles to choose from. Our leaders are at the forefront of a world class Army effectively meeting 21<sup>st</sup> century challenges. They ensure Army contributes to the protection and advancement of Australia's national interests.

Army has been working hard over the past 20 or so years to support people from all backgrounds to be themselves in the workplace, and to reflect the community we serve.

I feel fully supported, accepted and included as someone who is LGBTI and a member of the Army. I am able to be myself at work which allows me to contribute to the team to the best of my ability.



## **Working here**

Army is evolving as an agile and inclusive organisation, which incorporates and utilises the diverse backgrounds and skills of its people in order that it is best poised to anticipate and respond successfully to future challenges.

Embracing diversity will enable Army to attract and retain talented people and create more innovative solutions. The different backgrounds, skills and ways of thinking found within Australia's diverse population are features that the Army will use to its full advantage to enhance its capability.

## **Quick Facts**

### **Where you are**

The Australian Army is located in every state and territory across Australia and also has a representation overseas on deployments and postings.

There are a range of jobs on offer in the Army, from healthcare and trades, to hospitality and administration. We'll give you the training you need and help you to make the most of what you've got; talent, enthusiasm and dedication.

### **Contact Details**

The Australian Defence Force:

To contact Defence Force Recruiting either call 13 19 01, go to <http://www.defencejobs.gov.au/recruitmentCentre/contactUs/> or visit your nearest Defence Force Recruiting Centre.

### **Benefits**

Our salaries compare favourably to rates in the civilian world, but it's the additional benefits that really make the difference. You get full medical and dental cover, travel and leave entitlements, rental assistance and you could also be eligible for subsidy to help you buy your own home.



## Recruitment Guide Questionnaire

### The Royal Australian Navy

#### Who you are

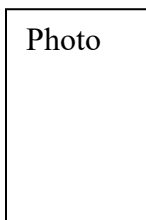
The Royal Australian Navy (the Navy) provides maritime forces that contribute to the Australian Defence Force's capacity to defend Australia, contribute to regional security, support global interests, shape the strategic environment and protect national interests.

In Navy, our people are empowered to perform at their best. Our Signature Behaviours, underpinned by the Navy Values of Honour, Honesty, Courage, Integrity and Loyalty, are embedded into daily practice, and focus on people, performance and professionalism.

#### Who you're looking for

If you possess a willingness to lend a hand, have a keen sense of adventure and are a strong team player, then you can be a part of something greater than you could ever imagine.

#### Insider Info



s47E(d) Medic, Victoria.

Navy is a great place to work with a broad range of roles to choose from. Navy has made deep inroads into modernising its structures, leadership and culture, and has begun to embed these changes into the way it does business.

I feel fully supported, accepted and included as someone who is LGBTI and a member of the Australian Defence Force. I am able to be myself at work which allows me to contribute to the team to the best of my ability.



The Defence leadership sees Diversity as a strength and asset with inclusion for all personnel as a high priority.

## **Working here**

With the most technologically advanced platforms coming into service, it is a strategic imperative for Navy that we recruit diverse and highly skilled individuals who embrace different perspectives, ways of thinking and problem solving.

LGBTI Defence personnel and their families are supported by the Australian Defence Lesbian, Gay, Bisexual, Transgender and Intersex Information Service (DEFGLIS). DEFGLIS aims to support through professional networking, strengthen capability by inclusion, and educate Defence personnel about sexual orientation, transgender and intersex issues.

## **Quick Facts**

Where you are

The Royal Australian Navy is located in every state and territory across Australia and our area of direct security interest encompasses more than 10 per cent of the Earth's surface. We engage in worldwide operations in support of military campaigns and peacekeeping missions.

What you do

Navy defends Australia's security interests by being ready to fight and win at sea. .

Opportunities and Qualifications Required

The Navy has an impressive range of jobs available to you. We'll train you to make the most of your own natural abilities and to gain world class qualifications in a huge range of exciting jobs.

Contact Details

The Australian Defence Force:

Contact Defence Force Recruiting either by calling 13 19 01, go to <http://www.defencejobs.gov.au/recruitmentCentre/contactUs/> or visit your nearest Defence Force Recruiting Centre.

Benefits

Our salaries compare favourably to rates in the civilian world, but it's the additional benefits that really make the difference. You get full medical and dental cover, travel





and leave entitlements, rental assistance and you could also be eligible for subsidy to help you buy your own home.

Department of Defence

## DEFGRAM NO 415/2013

Issue Date: 24 July 2013

Expiry Date: 24 October 2013

---

### SEX DISCRIMINATION AMENDMENT (SEXUAL ORIENTATION, GENDER IDENTITY AND INTERSEX STATUS) ACT 2013

1. On 28 June 2013 the *Sex Discrimination Amendment (Sexual Orientation, Gender Identity and Intersex Status) Act 2013* (SDA Amendment Act) received Royal Assent.
2. The SDA Amendment Act inserts the grounds of sexual orientation, gender identity and intersex status in the *Sex Discrimination Act 1984*. From the commencement of this Act, it will be unlawful under federal law to discriminate against a person on the ground of their sexual orientation, gender identity and intersex status. Same-sex couples are now also protected from discrimination under the definition of 'marital or relationship status'.
3. Most states and territories have some form of protection against discrimination on the basis of sexual orientation and gender identity. However, the SDA Amendment Act introduces more inclusive definitions and addresses gaps such as a lack of coverage for acts or practices of the federal government. It also includes the new ground of intersex status which is not covered by any other law.
4. It significantly expands the protections against discrimination on the basis of sexual orientation in federal law as previously the Australian Human Rights Commission could only accept complaints of discrimination on the basis of 'sexual preference' in the area of employment or occupation.
5. These amendments fulfil the Government's commitment to introduce new protections against discrimination on the basis of sexual orientation and gender identity.
6. Further information may be obtained by emailing the Diversity Directorate at [DiversityPolicyandPrograms@defence.gov.au](mailto:DiversityPolicyandPrograms@defence.gov.au) or by visiting the following link to the Directorate's   
s47E(d) .

s22



**Justine Greig**

Director-General People Strategy and Culture  
Defence People Group

**Distribution:** Defence Restricted Network, overseas

**Contact Officer:**

s47E(d)

Telephone: s47E(d)

Email: s47E(d)

Department of Defence

## DEFGRAM NO 432/2013

Issue Date: 2 August 2013

Expiry Date: 4 November 2013

---

### WEAR IT PURPLE DAY—FRIDAY, 30 AUGUST 2013

1. Workplace inclusion for all Defence personnel is a high priority for the Department of Defence as it undergoes cultural change through the *'Pathway to Change: Evolving Defence Culture'* Strategy. Diversity is a strength and an asset for today's employers and Defence is no exception.
2. Wear It Purple Day will be celebrated across Australia on 30 August 2013. Wear It Purple Day aims to raise awareness of the challenges faced by lesbian, gay, bisexual, transgender and intersex (LGBTI) young people by encouraging people to wear something purple to their school or workplace.
3. To celebrate Wear It Purple Day, Defence personnel are encouraged to participate in celebrations such as hosting a celebratory morning or afternoon tea. Please note activities for Wear It Purple Day are not exclusive to the LGBTI community and Defence personnel are encouraged to be inclusive by inviting all personnel to their event.
4. Further information regarding Wear It Purple Day can be obtained on the s47E(d)

s22

**Justine Greig**

Director-General People Strategy and Culture  
Defence People Group

**Distribution:** Defence Restricted Network, overseas

**Contact Officer:**

s47E(d)

Telephone: s47E(d)

Email: s47E(d)

Department of Defence

## DEFGRAM 35/2014

Issue Date: 30 January 2014

Expiry Date: 2 May 2014

---

### DEFENCE PARTICIPATION IN 2014 SYDNEY MARDI GRAS PARADE

#### Purpose

1. The purpose of this DEFGRAM is to advise all Defence personnel that, following on from 2013 participation, Australian Defence Force (ADF) members will have the opportunity to march in uniform at the Sydney Mardi Gras parade in 2014.

#### Background

2. 2013 marked the first time ADF members marched in uniform at the Sydney Mardi Gras parade. The decision to provide the ADF Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) community and their supporters with the opportunity to march in uniform at the Sydney Mardi Gras parade stems from the Pathway to Change cultural reform program. *Pathway to Change* emphasises that inclusivity and diversity are crucial to Defence's ability to operate at peak performance and demonstrate maximum capability.

3. The Department's visible presence at this important national cultural event provides an opportunity for serving members to show the deep pride and loyalty that they have for their Service.

4. In 2013, participation in the Sydney Mardi Gras resulted in key diversity and inclusion messages being carried extensively in all forms of media. The march was well represented with 24 members marching in uniform and 54 members, employees, family and friends marched in civilian attire.

5. The Mardi Gras community festival provides an opportunity to ensure that the ADF is seen to be an employer that is open to all Australians, and fully supportive of the entire spectrum of its diverse workforce. Annual representation at Mardi Gras is a key enabler for diversity and inclusion initiatives. Internally, it communicates a critical message of support and inclusion to the ADF LGBTI personnel.

6. The Department of Defence will join other Australian uniformed agencies participating in the Sydney Mardi Gras parade including State and Federal Police, Fire, Ambulance and the State Emergency Services.

## Implementation

7. ADF participation in the parade will be voluntary and participants are to act strictly in accordance with Service Protocols and Traditions. There will be three formed divisions in Service precedent (Navy, Army then Air Force). Uniforms will only be worn during the parade itself and not at any other event.

8. Registrations for ADF participation are open until 21 February 2014 through [DEFGLIS Survey Tool](http://survey.defglis.com.au) (<http://survey.defglis.com.au>).

9. All personnel are reminded of their obligations under [Defence Instruction \(General\) ADMIN 08-1](#)—*Public comment and dissemination of official information by Defence personnel* s47E(d)

in regards to this event.

## Further information

10. If you have any feedback, please contact via email [diversitypolicyandprograms@defence.gov.au](mailto:diversitypolicyandprograms@defence.gov.au).

s22

**Richard Oliver**

Head People Policy and Culture  
Defence People Group

**Distribution:** Defence Restricted Network, overseas

**Contact Officer:**

s47E(d)

Telephone s47E(d)

Email s47E(d)

Department of Defence

## DEFGRAM 87/2014

Issue Date: 28 February 2014

Expiry Date: 23 May 2014

---

### INVITATION TO PARTICIPATE IN A SURVEY CONCERNING LESBIAN, GAY, BISEXUAL, TRANSGENDER, AND INTERSEX WORKPLACE INCLUSION

#### Background

1. The Australian Workplace Equality Index (AWEI) is Australia's definitive national benchmark on Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) workplace inclusion practices and initiatives. Participation in the AWEI will provide Defence with comprehensive feedback and benchmarking information regarding its LGBTI workplace inclusion practices for the 2013 year. The AWEI is developed by Pride in Diversity, a not-for-profit organisation designed to assist Australian employers in this space.

#### Purpose

2. The purpose of this DEFGRAM is to invite Defence people to contribute to the submission via a staff survey. The survey will gauge the overall awareness, impact and effectiveness (or otherwise) of LGBTI initiatives via the views and responses of employees working within workplaces. Participation in the AWEI activity is afforded to organisations such as Defence who are participating in the Benchmarking Instrument. Trends from the survey will contribute to ongoing research in the area and inform practice in this space.

#### Confidentiality

3. Survey data is collected via the Pride in Diversity website, whereby all responses are strictly confidential and cannot be used to identify an individual. This survey has been designed to exclude individual names, email addresses or identifying information. If you participate, please ensure that you do not include any identifying information in any free text fields.

#### Participation

4. The survey is open to all Defence people, regardless of sexual orientation, gender identity or intersex status. The survey is designed to only present those questions relevant to individual circumstances based on individual question responses. Questions which may make participants feel uncomfortable may be progressed without having to respond.



5. It is expected that the survey will generate a range of experiences and participation is encouraged to the extent that participants feel comfortable. The survey should not be used as a vehicle for reporting incidences of unacceptable behaviour. These should be reported in accordance with guidance provided in Defence Instruction (General) 35-3—*Management and reporting of unacceptable behaviour*.

6. The survey is open until 28 March 2014 and is accessed through the AWEI 2014 Employee Survey link on the top right-hand corner of the [Pride in Diversity](http://www.prideindiversity.com.au/awei) website (<http://www.prideindiversity.com.au/awei>) using the following information.

Employer/organisation name	Department of Defence
Validation code	s47E(d)

### Support services

7. Due to the nature of the questions in the survey, if advice, referrals or support is required a list of support services can be found at the [Directorate of Strategic People Research](http://aurora/DSPPR/PrivacyStatement.shtml) website (<http://aurora/DSPPR/PrivacyStatement.shtml>). Any questions in relation to the survey's content can be made s47E(d) s47E(d) on s47E(d) or via email: s47E(d)

### Further information

8. Queries concerning the survey, participation in the survey or other LGBTI initiatives should be directed to the sponsor of the survey whose contact details are below. For more information view the [Centre of Diversity Expertise](#) website s47E(d)

s22

#### Justin Greig

Director-General People Strategy and Culture  
Defence People Group

**Distribution:** Defence Restricted Network, overseas

#### Contact Office

s47E(d)

Department of Defence

Email: [diversitypolicyandprograms@defence.gov.au](mailto:diversitypolicyandprograms@defence.gov.au)

**Department of Defence****DEFGRAM 241/2014****Issue Date: 13 May 2014****Expiry Date: 15 August 2014**

---

**INTERNATIONAL DAY AGAINST HOMOPHOBIA AND  
TRANSPHOBIA 17 MAY 2014**

1. International Day Against Homophobia and Transphobia (IDAHOT) is a worldwide day of celebration of sexual and gender diversity and inclusion. Sexual and gender diversity which includes people who identify as being Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI). Celebrations are held on 17 May each year to commemorate the World Health Organisation's decision to declassify homosexuality as a mental disorder in 1990. This year's IDAHOT message is 'Freedom of Expression', the idea that everyone should be able to acknowledge and embrace their sexual orientation and gender diversity, without suffering disadvantage.
2. 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 those who identify as LGBTI. As outlined in the Defence Diversity and Inclusion Strategy 2012–2017, Defence seeks to create an inclusive workplace by driving long-term, sustainable LGBTI awareness and support structures which will counter any lingering culturally based exclusion.
3. IDAHOT creates and promotes an environment where different demographics and groups coexist and come together to spread a united message of inclusion. By participating in celebratory activities, we can gain an understanding of how diversity in Australia enriches this nation. As such, all Defence personnel are encouraged to get involved in IDAHOT activities to show their support for LGBTI personnel in Defence as well as the wider LGBTI community.
4. Individual workplaces are encouraged to celebrate IDAHOT in their own way on Friday, 16 May 2014. There are many ways we can celebrate IDAHOT; your team might want to employ some, or all, of the following examples:
  - a. suggest a discussion item be tabled for the first five minutes at a section meeting on inclusion in the workplace and what personal behaviours that help to encourage people to feel included at work
  - b. place official IDAHOT celebratory artwork/posters around the office area
  - c. host a lunch or morning/afternoon tea to promote discussion about sexual orientation and gender diversity inclusion
  - d. encourage team members to share stories about how they express themselves and their personal identity, for eg through hobbies, interests, and passions.

5. For further information, and access to the artwork/posters, visit the [IDAHOT](http://www.dayagainsthomophobia.org) website at ([www.dayagainsthomophobia.org](http://www.dayagainsthomophobia.org)) and [http://gallery.mailchimp.com/f3c12df177f8acac2918396c7/files/PID\\_Poster.1.pdf](http://gallery.mailchimp.com/f3c12df177f8acac2918396c7/files/PID_Poster.1.pdf) [http://gallery.mailchimp.com/f3c12df177f8acac2918396c7/files/ACON\\_IDAHOT\\_organisation.pdf](http://gallery.mailchimp.com/f3c12df177f8acac2918396c7/files/ACON_IDAHOT_organisation.pdf).

s22



**Richard Oliver**  
Head People Policy and Culture  
Defence People Group

**Distribution:** Defence Restricted Network, overseas

**Contact Officer:**

s47E(d)



Telephone: s47E(d)

Email: s47E(d)



Department of Defence

**DEFGRAM 462/2014**

Issue Date: 20 August 2014

Expiry Date: 28 November 2014

---

**WEAR IT PURPLE DAY 29 AUGUST 2014**

1. Wear It Purple is a youth-led organisation that exists to support and empower rainbow (ie sexuality and gender diverse) young people. Founded in 2010 by two Australian teens, Wear it Purple Day has grown into a world-wide celebration of diversity and pride. The message has travelled around the globe and people have joined in Australia, New Zealand, United Kingdom, United States of America, Canada, Italy, Germany and the Netherlands.

2. Wear it Purple has a simple message: you have the right to be proud of who you are. Sexuality or gender identity does not change us. The idea is simple: Wear it purple if you agree.

3. As outlined in the [Defence Diversity and Inclusion Strategy 2012–2017](#) s47E(d)

, Defence seeks to create an inclusive workplace by driving long-term, sustainable awareness and support structures which will counter any lingering culturally based exclusion.

4. By participating in celebratory activities, we can gain an understanding of how diversity in Australia enriches this nation. As such, individual workplaces are encouraged to celebrate Wear it Purple Day in their own way on Friday, 29 August 2014.

5. There are many ways you can celebrate Wear it Purple; your team might want to employ some, or all of the following examples:

- a. Promote a purple themed lunch or morning tea! The theme doesn't have to stop at what you're wearing. You could have purple food, purple drinks. The purple possibilities are endless!
- b. Make your own purple ribbons to wear on the day. A roll of purple ribbon and safety pins are all that is required to make your own!
- c. Suggest a discussion item be tabled for the first five minutes at a section meeting on inclusion in the workplace and what personal behaviours will help encourage people to feel included at work.
- d. Place official Wear it Purple celebratory artwork/posters (available from the [Wear It Purple](http://www.wearitpurple.org) website soon (<http://www.wearitpurple.org>)) around the office area.
- e. Promote the [Wear it Purple Video](#) (2013) ([http://www.youtube.com/watch?v=J3O133o\\_uBs](http://www.youtube.com/watch?v=J3O133o_uBs)) to your networks and keep an eye out for the 2014 video, soon to be released!



6. While some may think it superficial to wear purple or to have purple themed morning teas, that simple act may indicate to someone in your work area who is unsure, that it's OK to be themselves.

7. For further information, and access to the artwork/posters, visit the Wear it Purple website at [Wear It Purple](http://www.wearitpurple.org) (<http://www.wearitpurple.org>).

s22

**Richard Oliver**  
Head People Policy and Culture  
Defence People Group

**Distribution:** Defence Restricted Network, overseas

**Contact Officer:**

s47E(d)

Telephone: s47E(d)

Email: s47E(d)

**Department of Defence****DEFGRAM 18/2015****Issue Date:** 20 January 2015**Expiry Date:** 24 April 2015

---

**DEFENCE PARTICIPATION IN 2015 SYDNEY MARDI GRAS PARADE****Purpose**

1. To advise all Defence personnel that Australian Defence Force (ADF) members will have the opportunity to march in uniform at the Sydney Mardi Gras parade in 2015.
2. To advise that APS personnel, families and friends also have the opportunity to march in the parade in civilian attire.

**Background**

3. The Mardi Gras community festival provides an opportunity for Defence to demonstrate that the ADF is an inclusive organisation that values diversity.
4. ADF members first marched in uniform at the Sydney Mardi Gras parade in 2013, consistent with the *Defence Diversity and Inclusion Strategy 2012–2017*.
5. Defence's visible presence at this significant national cultural event is also an opportunity for serving members to demonstrate to the Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) community, and its supporters, their deep pride and loyalty to their Service.
6. The Warrant Officer of the Navy, the Regimental Sergeant Major of the Army and the Warrant Officer of the Air Force will march with the contingent in the 2015 event, signifying Tri-Service commitment to inclusion, respect for diversity in the workforce, and support for their LGBTI sailors, soldiers, and airmen and air women.
7. Defence will join other Australian uniformed agencies participating in the Sydney Mardi Gras parade including State and Federal Police, Fire, Ambulance and the State Emergency Services.

**Implementation**

8. The Defence Mardi Gras parade contingent is limited to 150 people. The Defence contingent will be formed from serving ADF volunteers, who will march in uniform, and APS personnel, families and friends, who will march in civilian attire.
9. ADF participation in the parade is voluntary and participants are to comply with Service Protocols and Traditions. There will be three formed divisions marching in Service precedent (Navy, Army then Air Force). Uniforms will only be worn during the parade itself and not at any other event.
10. To participate in the parade register at <http://www.defglis.com.au/index.php/mardi-gras-2015>. Registration is open until 21 February 2014.



11. Expressions of interest are also sought for personnel who are willing to staff a Defence stand at the Fair Day festival on 22 February 2015. Personnel can register online at <http://www.defglis.com.au/index.php/mardi-gras-2015/fair-day>

12. Interested personnel are reminded of their obligations under Defence Instruction (General) ADMIN 08–1—*Public comment and dissemination of official information by Defence personnel*

s47E(d)

with regard to participating in this event.

### Further information

13. For further information concerning policy or if you wish to provide feedback, please contact the Diversity Directorate via email [diversitypolicyandprograms@defence.gov.au](mailto:diversitypolicyandprograms@defence.gov.au).

14. Service specific enquiries can be directed to the relevant Service Contact Officer.

15. For queries related to your participation in the event consult your chain of command.

s22

s22

**Rebecca Skinner**  
Deputy Secretary  
Defence People Group

**RJ GRIGGS**  
Vice Admiral  
Vice Chief of the Defence Force

### Navy Contact Officer

s47E(d)

Telephone: s47E(d)  
s47E(d)

### Army Contact Officer

s47E(d)

Telephone: s47E(d)  
s47E(d)

### Air Force Contact Officer

s47E(d)

Telephone: s47E(d)  
s47E(d)

**Department of Defence****DEFGRAM 199/2015**

**Issue Date:** 14 May 2015  
**Expiry Date:** 21 August 2015

---

**INTERNATIONAL DAY AGAINST HOMOPHOBIA AND  
TRANSPHOBIA 17 MAY 2015**

1. International Day Against Homophobia and Transphobia (IDAHOT) is a worldwide day of celebration of sexual and gender diversity and inclusion. Sexual and gender diversity includes people who identify as being Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI). Celebrations are held on 17 May each year to commemorate the World Health Organisation's decision to declassify homosexuality as a mental disorder in 1990.

2. Defence strives to make the most of the skills and talents of its people to maximise the capability benefits of having a diverse workforce through embracing and supporting all personnel. As outlined in the *Defence Diversity and Inclusion Strategy 2012-2017*, Defence seeks to create an inclusive workplace by driving long term, sustainable LGBTI awareness and support structures which will counter any lingering culturally based exclusion.

3. This year's IDAHOT theme is '*LGBTI Youth*'. The idea behind this theme is that LGBTI youth should be supported to feel comfortable and to be able to acknowledge and embrace their sexual orientation and gender diversity, without suffering or feeling left out or disadvantaged.

4. IDAHOT Day celebration is an opportunity to challenge homophobia and transphobia and to celebrate diversity within your workplace. Any action, big or small, makes a difference. I encourage individual workplaces to celebrate IDAHOT Day on Monday, 18 May 2015.

5. There are many ways we can celebrate IDAHOT day, your team might want to:

- a. place official IDAHOT celebratory artwork/posters around the office area to promote the anti-homophobia message
- b. wear or incorporate rainbow colour in your celebration
- c. host a lunch/morning/afternoon tea to promote discussion about sexual orientation and gender diversity inclusion
- d. encourage conversation on supporting Defence LGBTI youth
- e. suggest a conversation on inclusion in the workplace and what personal behaviours help to encourage people to feel included at work.

6. To celebrate IDAHOT Day and share the message of anti-homophobia; the Diversity Directorate is inviting Defence people to share their workplace celebrations and photos of their event. Selected photos will be displayed on the Diversity intranet site and may even be included in an upcoming newsletter. Send your photos and details of the event to [diversitypolicyandprograms@defence.gov.au](mailto:diversitypolicyandprograms@defence.gov.au).

7. For further information, and access to the artwork/posters, visit the official [IDAHOT](http://www.dayagainsthomophobia.org) website ([www.dayagainsthomophobia.org](http://www.dayagainsthomophobia.org)).

s22



**Justine Greig**

Director-General People Strategy and Culture  
Defence People Group

**Contact Officer:**

s47E(d)



Telephone: s47E(d)

Email: s47E(a)



**Department of Defence****DEFGRAM 331/2015****Issue Date: 10 August 2015****Expiry Date: 13 November 2015**

---

**WEAR IT PURPLE DAY – FRIDAY 28 AUGUST 2015**

1. Wear it Purple is a youth-led organisation that exists to support and empower rainbow (i.e. sexuality and gender diverse) young people. Founded in 2010, the day has grown into a world-wide celebration of diversity and pride.
2. Wear it Purple has a simple message: you have the right to be proud of whom you are!
3. To celebrate Wear it Purple Day, Defence People Group, in collaboration with Pride in Diversity will be hosting four Lesbian Gay Bisexual Transgender and Intersex (LGBTI) awareness sessions, on **Thursday 27 August 2015**.
4. These awareness sessions will provide an understanding of why LGBTI workplace inclusion is so important, explain the differences between sex, gender identity, gender expression and orientation, outline some of the unique challenges faced by LGBTI employees and provide an understanding of the role that individuals play in creating a more inclusive culture.
5. Attendance at the session will be on a first come, first served basis and held at the following venues:
  - a. Alastair Swayne Theatre, Brindabella Business Park, Building 33-35:
    - (1) 0930-1030hrs and 1100-1200hrs
  - b. R1 Theatre, Russell Offices:
    - (1) 1330-1430 and 1500-1600hrs
6. For those that are unable to attend the awareness sessions, you are encouraged to show your support by wearing something purple on the day, hosting a morning tea with purple-iced cake, placing official Wear it Purple celebratory artwork/posters (available from [www.wearitpurple.org](http://www.wearitpurple.org)) around the office area or inviting a LGBTI employee to speak in your workplace
7. While some may think it superficial to wear purple or to have purple themed morning teas, that simple act may indicate to someone in your work area who is unsure, that it's OK to be themselves.

8. For further information and access to the posters, visit the Wear it Purple website at [www.wearitpurple.org](http://www.wearitpurple.org) or contact the Diversity Directorate at [diversitypolicyandprograms@defence.gov.au](mailto:diversitypolicyandprograms@defence.gov.au).

s22

s47E(d)

Defence People Group

**Contact Officer:**

s47E(d)

Telephone: s47E(d)

Email: s47E(a)

**UNCLASSIFIED****Department of Defence****DEFGRAM 007/2016****Issue Date:** 15 January 2016**Expiry Date:** 15 April 2016

---

**DEFENCE PARTICIPATION IN 2016 SYDNEY MARDI GRAS PARADE****Purpose**

1. The purpose of this DEFGRAM is to advise that Defence members will again have the opportunity to march at the Sydney Mardi Gras parade in 2016.

**Background**

2. The Mardi Gras community festival provides an opportunity to demonstrate that the Department of Defence is seen as an employer of choice for Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) people and that we are fully supportive of the entire spectrum of its diverse workforce.

3. The 2016 Sydney Mardi Gras parade will take place on Saturday 05 March.

4. 140 places are available in the Defence Mardi Gras parade contingent, which will comprise uniformed ADF volunteers, Defence public service, families and friends in civilian attire. Participation in the parade is consistent with the Defence Diversity and Inclusion Strategy 2012–2017. This event allows Defence an opportunity to promote respect for diversity and to ensure that the future force better reflects the community it serves.

5. Defence will march alongside other uniformed agencies participating in the parade including Federal and State Police, NSW Fire, Ambulance and State Emergency Services.

6. Expressions of interest are also sought for personnel who are willing to staff a Defence stand at the Fair Day festival on Saturday 21 Feb 2016. Personnel can register online at <http://fairday.defglis.com.au>

7. We are also seeking a volunteer 0-6 or above to be the Parade Commander this year. Expressions of interest should be sent to Diversity Policy and Programs via e-mail to [diversitypolicyandprograms@defence.gov.au](mailto:diversitypolicyandprograms@defence.gov.au)

**Implementation**

8. Defence participation in the parade is voluntary and participants are to act in accordance with Service protocols and traditions. There will be three formed divisions in Service precedence (Navy, Army then Air Force) followed by a civilian contingent for Public Service personnel and family members organised by DEFGLIS. Consistent with past practice, uniforms may only be worn during the parade itself and not at any other event. ADF volunteers may elect to march in uniform in a formed division or with the civilian contingent in civilian attire.

**UNCLASSIFIED**



**UNCLASSIFIED**

2

9. Registration for participation in the 2016 Mardi Gras is \$20 per person and covers light refreshments pre and post the event. Payment can be made via the DEFGLIS website. [Registration](http://mardigras.defglis.com.au) will remain open until 01 February 2016. (<http://mardigras.defglis.com.au>).

**Further information**

10. For further information or if you wish to provide feedback, please contact the Diversity Directorate via email [diversitypolicyandprograms@defence.gov.au](mailto:diversitypolicyandprograms@defence.gov.au).

s22

s22

Deputy Secretary  
Defence People Group

**R.J. GRIGGS, AO, CSC**  
Vice Admiral, RAN  
Vice Chief of the Defence Force

**Contact Officer:**

s47E(d)

Telephone: s47E(d)

Email: s47E(d)

**UNCLASSIFIED**

Department of Defence

**DEFGRAM 297/2016**

Issue Date: 07 July 2016

Expiry Date: 07 October 2016

---

**RECOGNITION OF GENDER IN DEFENCE - GENDER DATA  
COLLECTION AND REPORTING FOR AUSTRALIAN DEFENCE  
FORCE AND AUSTRALIAN PUBLIC SERVICE EMPLOYEES**

1. The purpose of this Defgram is to advise of actions taken by the Department of Defence to implement the collection of gender data in accordance with the Attorney General's *Australian Government Guidelines on the Recognition of Sex and Gender*, by 01 July 2016.

2. Defence recognises that individuals may identify and be recognised within the community as a gender other than the sex they were assigned at birth or during infancy, or as a gender which is not exclusively male or female. This should be recognised and reflected in our personal records, in accordance with the Attorney General's guidelines.

(1) A person's gender may be defined as:

(a) Male (M)

(b) Female (F)

(c) Indeterminate / Intersex / Unspecified (X)

3. Note that while these values equally apply to the collection of sex data, they have only been implemented for collection of gender data at this stage. The collection of sex data will be updated to include all three values once the reporting implications are fully understood and recipient systems and / or organisations are ready to accept all three values. Defence is continuing to work with all parties to ensure updates to sex data collection can be made as soon as practical.

**What is the difference between sex and gender?**

4. While historically the terms sex and gender have been interchangeable, in accordance with the Attorney General's guidelines, sex and gender are considered distinctly different terms. The following definitions are used to support the collection of this information.

(1) **Sex** refers to a person's Chromosomal and / or anatomical characteristics associated with biological sex.

(2) **Gender** refers to the way a person identifies, feels, presents and is recognised within the community – i.e., their outward identity.

### **What is this information used for?**

5. First and foremost, gender data is used to support the recognition of a person's gender identity in the workplace. Aggregate data will also be used to inform Defence reports, programs and initiatives.
6. For APS employees, gender data replaces sex data in de-identified reporting to the Australian Public Service Commission (APSC), which is used to inform whole of Government reporting, such as the State of the Service report.
7. To support implementation of a new mandatory data field to collect gender, it has been necessary to default the person's sex into this field. This value can be updated by providing the appropriate form and supporting documentation for processing.

### **Where is this information recorded?**

8. Defence have implemented changes to Personnel Management Key Solution (PMKeyS), the corporate personnel system, to support the collection of gender data, in addition to sex data. A change has also been made to self service functionality to ensure that a person's gender is displayed, rather than their sex. See Annex A.

### **What forms are used to collect this information for update in PMKeyS?**

9. A person's sex and gender is collected on hire, but can be changed during the course of their employment in Defence. The following forms will be used by an individual to update their gender data, accompanied by supporting evidence:
  - a. s47E(d) – Change of Personnel Particulars for APS Employees
  - b. AD150 – ADF Personal Data
10. While these forms are being updated, a covering minute can be forwarded to your administration centre outlining the change you wish to make, accompanied by supporting evidence. To support processing, the minute must also include your full name, PMKeyS Employee ID, Service Number (ADF Only) and your contact details.
11. If you are a sponsor of forms which contain sex and / or gender data, you are encouraged to consider whether this information is required to be collected on your form, and to update labels accordingly depending on whether sex and / or gender data are to be collected.

### **What supporting evidence is required?**

12. In Defence, the following will be considered sufficient evidence of a person's gender to support the update of personnel records:
  - a. a statement from a Registered Medical Practitioner or a Registered Psychologist which specifies their gender, or

- b. a valid Australian Government travel document, such as a valid passport, which specifies their gender, or
- c. a state or territory birth certificate, which specifies their gender. A document from a state or territory Registrar of Birth Deaths and Marriages recognising a change of sex and/or gender will also be seen as sufficient evidence.

**Who can I contact for further information?**

13. If you have any questions or concerns about gender data, you can contact the Call Centre on 1800 DEFENCE (1800 333 362).

14. If you require clarification on whether sex and gender should be collected on a form you manage, please contact [DiversityPolicyandPrograms@defence.gov.au](mailto:DiversityPolicyandPrograms@defence.gov.au).

s22



**Brian Paule** 

Assistant Secretary Pay and Administration  
Defence People Group

**Annexes:**

A. PMKeyS Updates – Gender Data

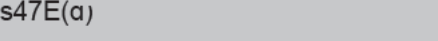
**Contact Officer:**

s47E(d)



Telephone: s47E(d)

Email: s47E(d)



**ANNEX A**

**PMKEYS UPDATES - GENDER DATA**

**PMKeyS Self Updates**

1. The following Self Service menus have been updated to replace sex data with gender data in the display. Note that you cannot update this data using self service – it is display only.

a. Menu: *Employee Self Service > My Personal Details > Personal Data*

b. Menu: *Manager Self Service > Personal Data*

Other		<a href="#">Return to Top</a>
Birth Date:	20/02/1967	
Gender:	Indeterminate/Intersex/Unspec	

c. Menu: *Employee Self Service > My Personal Details > Personal Information Summary*

Personal Details		<a href="#">Return to Top</a>
Preferred Name:	Jane	
Date of Birth:	20/02/1967	
Place of Birth:	Canberra	
Country of Birth:		
Gender:	Indeterminate/Intersex/Unspec	

2. In PMKeyS, This information is stored in the Personal Data CG component on the Gender page. Access to this information is controlled by PMKeyS Security.

Personal Data1	Personal Data 2	Personal Data 3	Gender
Test-Subject,Jane		ID:	8999999
<input type="radio"/> Female			
<input type="radio"/> Male			
<input checked="" type="radio"/> Indeterminate/Intersex/Unspec			

**Department of Defence**

**DEFGRAM 321/2016**

**Issue Date:** 25 July 2016  
**Expiry Date:** 28 October 2016

---

**WEAR IT PURPLE DAY – FRIDAY 26 AUGUST 2016**

1. Wear it Purple is a youth-led organisation that exists to support and empower rainbow (i.e. sexuality and gender diverse) young people. Founded in 2010, the day has grown into a world-wide celebration of diversity and pride; the main message on wear it purple day: you have a right to be proud of your individuality!
2. You are encouraged to show your support by wearing something purple on the day, hosting a morning tea with purple-iced cake, placing official Wear it Purple celebratory artwork/posters (available from [www.wearitpurple.org](http://www.wearitpurple.org)) around the office area or inviting someone who identifies as Lesbian, Gay, Bisexual, Transgender or Intersex to share their reflections.
3. While some may think it superficial to wear purple or to have purple themed morning teas, that simple act may indicate to someone in your work area who is unsure, that it's OK to be themselves.
4. Defence People Group is seeking your photos from celebrations hosted on the day. Please send any pictures that you would like to share to [diversitypolicyandprograms@defence.gov.au](mailto:diversitypolicyandprograms@defence.gov.au).
5. For further information and access to the posters, visit the Wear it Purple website at [www.wearitpurple.org](http://www.wearitpurple.org) or contact the Diversity Directorate at [diversitypolicyandprograms@defence.gov.au](mailto:diversitypolicyandprograms@defence.gov.au).

s22

s47E(d)

Defence People Group

**Contact Officer:**

s47E(d)

Telephone: s47E(d)

Email: s47E(a)





**Australian Government**  
**Department of Defence**

# Pathway to Change: Evolving Defence Culture 2017–22

Respectful, trusted and proven to deliver



2012

2017





## How our culture has evolved

In 2012 Defence embarked on a major program of cultural change called Pathway to Change: Evolving Defence Culture. Pathway to Change embraced all aspects of how Defence works and how it acts, at the individual level and as a whole.

The purpose of Pathway to Change was for Defence to renew its commitment to its core values and to build trust with the Government, the Australian community and, importantly, Defence people. The central focus of Pathway to Change was on values, attitudes and behaviours. Initiatives under Pathway to Change focused on strengthening the capacity of the Australian Defence Force members and the Australian Public Servants, along with Defence Industry personnel, to work together to deliver Defence capability for Australia.

The program had an initial implementation period of five years with 175 cultural reform key actions and recommendations.

All 175 actions and recommendations are now completed. Key actions have included:

- Establishment of the Sexual Misconduct and Prevention Response Office, including the introduction of a range of education programs, and the roll-out of bystander awareness training. Between 2015 and 2017 the Sexual Misconduct Prevention and Response Office has briefed over 46,000 Defence personnel;
- Establishment of the Restorative Engagement Program, which for some has provided positive outcomes in acknowledging historical incidents of abuse;
- Addressing the treatment of women in the Australian Defence Force through strategies to ensure women's safety, promoting gender equality, and increasing the participation and advancement of women in Defence through targeted mentoring, education, training and career development. The 'Women in Defence' report is prepared annually and provides the Government, and the Australian public with a measure of our progress;

- Removing gender restrictions from combat role employment categories;
- Development and implementation of the ADF Alcohol Management Strategy;
- Implementation of a more contemporary employment model, to enable the generation and sustainment of Australian Defence Force capability through greater workplace flexibility. Six of the seven service categories in the 'Total Workforce Model', have been implemented. The wider range of employment options for the ADF workforce also has the benefit of meeting a range of individual needs;
- Improvements to Workplace Health and Safety, including the implementation of the ADF Mental Health Strategy and the introduction of the Sentinel system to better capture and monitor work, health and safety incidents;
- The introduction of a Commanders and Managers Guide to Responding to Family and Domestic Violence which provides information on: responding to victims and perpetrators; identify warning signs of violence, and Defence policies, entitlements and internal and external support services; and
- The integration of agreed values and behaviours as core foundations of Defence education and training programs.

A critical underpinning of our cultural reform efforts has been to further capability through attracting and retaining a more diverse workforce. Strategies and programs have been implemented to increase the opportunities for women, people with a disability, people from culturally and linguistically diverse backgrounds and Aboriginal and Torres Strait Islander people. They have been aimed at removing barriers so that Defence can benefit from the contribution of all people, regardless of gender, background or sexual orientation. Since 2012, clear gains have been made, including:

- The increased representation of women in the Australian Defence Force and Australian Public Service. This has included greater numbers of women applying

and being recruited to the Australian Defence Force as well as more development opportunities and improved employment pathways for women to reach senior leadership roles. The number of women in the senior executive service in Defence has increased by 33 per cent.

- Increased pre-employment programs and more tailored recruitment and employment pathways have contributed to a greater number of Indigenous Australians joining the Australian Defence Force and Australian Public Service; and
- Defence has become a more inclusive employer for people with a disability, rated in the top five employers in Australia on the Disability Access and Inclusion Index. Programs in place that are furthering Defence capability include the Defence Administrative Assistance Program, now in operation at eight establishments across Australia, and the Dandelion@Defence Program delivering a dedicated cyber-security capability through the unique skills and attributes of those with autism.

Despite such progress, however, there is more work to be done. There has been important learning as to where cultural change has been difficult and where further focus is required. This is most evident in regard to reducing the incidence of unacceptable behaviour and in implementing further improvements to how complaints of unacceptable behaviour are managed.

While there has been a decrease in the number of complaints, work-related unacceptable behaviours, particularly bullying and discrimination, continue to be the most common types experienced in the workplace and satisfaction and confidence with the complaint process remains an area of concern. Women continue to experience unacceptable behaviour at higher rates than male counterparts and females are twice as likely to experience sexual-related unacceptable behaviour.

Where Defence has invested most effort in communicating expected standards of behaviour, demonstrable change has been seen. This is particularly evidenced in Defence's training establishments where initiatives have resulted in a reduction in

incidents of unacceptable behaviour. The four-year collaboration with the Australian Human Rights Commission, has been important in monitoring these cultural change efforts, and making recommendations on how to further improve and overcome impediments to reform.

Since 2015, through implementation of the First Principles Review of Defence, leaders are being held more accountable for their actions and for the workplace behaviours of their teams. This has been an important step forward, in moving from the implementation of actions and recommendations of Pathway to Change 2012–2017, to more deeply embedding positive workplace norms which support all of our people and help us to attract the best people in the future.



## Defence Culture 2017 and Beyond

Defence has and is changing. Against an urgent need to improve how we behave and manage unacceptable personal and professional behaviour, we have moved towards an environment where leaders at all levels are being held accountable for creating a positive culture. We have worked hard to strengthen the best in our culture, to hold to account those that do not meet our standards, and to behave as One Defence.

The experience of implementing Pathway to Change has also shown us that focusing on culture change and building professionalism and accountability strengthens our capacity to deliver for the Government, the Australian community, and for our people. Our conclusion is that Pathway to Change remains as relevant to Defence and its future now as it did in 2012. The work of culture change must continue so we can continue to build an organisation capable of meeting Government objectives, sustaining the trust and commitment of the Australian community, and of those people who work in Defence. We must build on the work of recent years in practical ways that strengthen our professionalism, our accountability and our leadership at all levels.

The Defence White Paper 2016 establishes our strategic direction. The First Principles Review establishes the type of organisation, One Defence, that is best suited to implementing that direction. The One Defence approach is built on the foundation of an inclusive and diverse culture. This is a culture that is capable of attracting and keeping the best talent Australia has to offer and which capitalises on the contribution of a diverse range of backgrounds and perspectives to further team performance and combat effectiveness. It is about a culture that recognises and rewards high performance as well as the behaviours that define us as respectful, trusted and proven to deliver.

To build on what we have learnt and to ensure that Pathway to Change continues to drive culture change in Defence, we must have a shared understanding and commitment as to what needs to be done. In 2016 we had Defence wide conversations which provided valuable feedback. This guided the development of a refreshed statement of cultural intent and the priority areas of focus for 2017–2022.

# Pathway to Change: Evolving Defence Culture 2017–2022

## Respectful, Trusted and Proven to Deliver

To deliver on our Mission, to defend Australia and its national interests, we must continue to evolve our culture. Building on the five year implementation period for Pathway to Change (2012–2017), Defence has refreshed its cultural intent statement and identified cultural reform priorities for 2017–2022.

To maximise our capability, sustain the trust of Government, the Australian community and each other we must take the best in our culture forward, and hold to account those who do not meet our standards. This means building on our recent progress in creating a more inclusive culture to drive high performance. It means strengthening our professionalism, our accountability, and leadership at all levels.

# Our Cultural Intent

- We act with the highest standards of professionalism, underpinned by Defence values and our ethical standards.
- We are guided by the core value of respect. Respect for each other, for those we work with in Government and in industry, both here and overseas, and for the many communities in which we live and work.
- We work together to harness the diverse backgrounds and experiences of those in our teams to deliver a capable and agile joint fighting force.
- We are building a diverse workforce with an inclusive culture, so every person is able to make their best contribution to deliver on our mission and so the community seeks us out as a workplace of choice.
- We are accountable for our actions, and hold others to account for theirs.
- We reflect on how to improve our performance in all areas, from the quality of our policy advice to Government to the conduct of operations in serving our nation.
- We are all leaders and as leaders we role model a One Defence approach. We will be more accountable for organisational performance and ensure our decisions are in the best interest of Defence as a whole.
- We provide regular feedback, do more to recognise and reward strong performance and address areas of poor performance.
- We reinforce the importance, and find new ways, to support and build the strength, health and resilience of our people and the organisation.

# Our Priorities

## Leadership accountability

Our leadership will determine what sort of organisation Defence will be. We want leadership that empowers people and teams to do their best work in planning, providing quality advice and delivering capability in all its dimensions. Through the One Defence leadership behaviours, we will embed an organisational culture where leadership, professionalism and corporate behaviour in support of One Defence are valued and rewarded. Our leaders will be judged both for their results and how those results have been achieved.

We will strengthen leadership capability so that our leaders are confident in their ability to empower their people, are able to seek out and use alternative ways of thinking, and are more skilled and active in managing the behaviour and performance of their teams. We will strengthen individual and organisational accountability through effective performance management by—and of—our leadership. We will expect our leaders to be more conscious of their own areas for personal and professional growth, of the need to learn from their own performance and that of their teams, and of the importance of giving and receiving feedback.

## Capability through inclusion

Inclusion strengthens Defence capability. A just and inclusive workplace instils confidence and trust among our people and the Australian community of which we are a part. Attracting and retaining people that represent the Australian population in its diversity ensures that we are getting the best talent that Australia can provide. Building a workforce comprised of teams that are diverse in background and experience will help to ensure broader thinking in the development of policy, capability options and in our conduct of operations.

To achieve a more inclusive and capable organisation, we will foster work practices which enable men and women, people of different cultural backgrounds, sexual orientation, and those with a disability to contribute to their best potential. We will provide greater education on how respect for individual differences and more inclusive approaches improve Defence and team performance. We will further the representation of women, Indigenous Australians and people from culturally diverse backgrounds, and increase employment opportunities for people with disabilities. We will measure our success by setting recruitment targets, and through examining the effect of our retention and career progression measures and our more inclusive workplace practices. We will expect our leaders to role model the behaviour that reflects an inclusive workplace.

## Ethics and workplace behaviours

Our personal and professional ethics define us as individuals and govern the way we behave. Ethics underpin our identity as members of Defence and are not dependent upon changing situations. They determine our reputation with Government and the Australian community as well as underpin the community's confidence in us as a trusted employer.

We will foster a workplace environment where all members can thrive and reach their potential, where poor behaviour is called out, and where people are respected as individuals and are valued as important contributors individually and through their team. Respect, responsibility and accountability are the foundations of such a workplace. Our supervisors will actively manage relationships in the workplace and across their teams in ways that strengthen respect and accountability, including holding people to account for poor behaviour and recognising people for their achievements.

## Health, wellness and safety

Our service members carry risks that are not comparable to other organisations. Our world-class training equips our soldiers, sailors and airmen and women to manage these risks. Beyond these expected and expertly managed risks in training and on operations,

every member of our organisation has a fundamental right to be safe in the workplace. This includes physical and psychological safety. Our ability to create a workplace characterised by respect for each individual and with a focus on safety, is one of the foundations of establishing trust in both the workforce and the broader community, and in building capability that is sustainable.

A strong, healthy and resilient workforce is the best means by which we can deliver what Government and the Australian community expects of us. Our focus is on creating a positive psychosocial environment to ensure the health, safety and well-being of our people. This encompasses:

- people understanding how their work contributes to Defence outcomes;
- rewarding and recognising our people for their whole contribution, including how they support and mentor others;
- work-life flexibility being available and respected;
- a zero tolerance for bullying, harassment and discrimination;
- ensuring the safety and well-being of our young people in employment programs and operations;
- an environment which supports people coming forward with mental health questions and concerns;
- being supportive and responsive on issues pertaining to family and domestic violence; and
- educating about and managing the negative impacts of alcohol and substance use and abuse.



## Workplace agility and flexibility

To meet the changes in our strategic environment we will build organisational agility. We will continually build the skills of our people and provide greater options for how people work and deploy these skills. We will create an organisation where our structures, processes and behaviours support more flexible career pathways and work practices. These are strategic business issues so the breadth of skills and capabilities can be optimised and so we can enable a more diverse and inclusive workplace.

Our leaders will draw on the range of employment options to most effectively deliver capability through their people and build a culture where people feel empowered to have a conversation about flexibility. Flexible work is founded on mutual obligations so it will be dynamic and responsive to the changing needs of individuals, as well as the role and operational nature of Defence. There is no one size fits all model of how work must be done or what workplaces must look like. It is a capability imperative that we focus on understanding and removing cultural barriers to optimising all elements of Defence's workforce. This is a mindset shift and requires us to move beyond the view that flexible work is temporary or a gender issue. Flexible and agile employment will increasingly be the community norm, not the exception.

## Leading and developing integrated teams

The Defence workforce is large, complex and dynamic. The internal workforce comprises around 100,000 military and Australian Public Service personnel whose skills are categorised into hundreds of occupational groupings. This workforce is supported by contractors, service providers as well as Defence industry, who are recognised as fundamental inputs to capability. The mix of the workforce is continually adjusted in response to preparedness requirements, force design reviews and emerging capability requirements identified in the Defence White Paper. The challenge is optimising this mix so that each part of the Defence workforce is best equipped to deliver what is required.

The integrated nature of our workforce is a key enabler for delivering Defence's mission. We must develop our thinking, relationships, workforce management and design skills to fully harness the benefits that our integrated teams offer. This includes greater appreciation of the skills and thinking that people will bring from more varied employment experiences, how they can best contribute, and how to bring out the best from cultural differences when they arise.

We must also fully engage across government and private sectors to address some workforce challenges. In particular, the shortage of people with high level science, technology, engineering and mathematics skills is a national challenge that requires Defence to contribute to a whole of government response. As an organisation we must also improve our engagement with other government departments, industry and academia to enhance the development and sharing of critical skills that are in short supply.

## Implementation and Progress

Defence People Group will continue as the policy lead for organisational level cultural reform initiatives, as well as facilitating, monitoring and reporting on the implementation of cultural reform in Defence. Groups and Services are expected to leverage enterprise level initiatives as appropriate, and where gaps exist in their local environment, to scope, develop and implement initiatives tailored to their context.

Cultural reform progress will be evaluated as part of Defence's regular enterprise performance reviews, with strategic oversight undertaken by the Enterprise Business Committee. Service and Group Business Plans, and the accompanying bi-annual Performance Reports which feed in to this cycle, will include the six cultural reform priorities for 2017–2022.



For more information visit PeopleConnect  
[drnet/People/Culture/Pages/Pathway-to-Change.aspx](https://drnet/People/Culture/Pages/Pathway-to-Change.aspx)  
or email [pathwaytochange@defence.gov.au](mailto:pathwaytochange@defence.gov.au)



Department of Defence

DEFGRAM 024/2017

Issue Date: 23 January 2017

Expiry Date: 28 April 2017

---

**DEFENCE PARTICIPATION IN 2017 SYDNEY MARDI GRAS PARADE**

**Purpose**

1. The purpose of this Defgram is to advise that Defence members will again have the opportunity to march at the Sydney Mardi Gras parade in 2017.

**Background**

2. The Mardi Gras community festival provides an opportunity to demonstrate that the Department of Defence is seen as an employer of choice for Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) people and that we are fully supportive of the entire spectrum of our diverse workforce.

3. The 2017 Sydney Mardi Gras parade will take place on Saturday 04 March.

4. 162 places are available in the Defence Mardi Gras parade contingent, which will comprise uniformed ADF volunteers, Defence public servants, families and friends in civilian attire. Participation in the parade is consistent with the Defence Diversity and Inclusion Strategy 2012-2017.<sup>1</sup> This event allows Defence an opportunity to promote respect for diversity and to ensure that the future force better reflects the community it serves.

5. Defence will march alongside other uniformed agencies participating in the parade including Federal and State Police, NSW Fire, Ambulance and State Emergency Services.

6. Expressions of interest are also sought for personnel who are willing to staff a Defence stand at the Fair Day festival on Sunday 19 February 2017. Personnel can register online at the Fair Day website.<sup>2</sup>

7. We are also seeking a volunteer 0-6 or above to be the Parade Commander this year. Expressions of interest should be sent to Vince Chong, Wing Commander, Officer-In-Charge, Defence participation at Sydney Mardi Gras Parade on 08 7383 2872.

**Implementation**

8. Defence participation in the parade is voluntary and participants are to act in accordance with Service protocols and traditions. There will be three formed divisions in Service precedence (Navy, Army then Air Force) followed by a civilian contingent for Public Service personnel and family members organised by the Defence Lesbian

<sup>2</sup> <http://fairday.defglis.com.au/>



Gay Bisexual Transgender and Intersex Information Service (DEFGLIS). Consistent with past practice, uniforms must only be worn during the parade itself and not at any other event. ADF volunteers may elect to march in uniform in a formed division or with the civilian contingent in civilian attire.

9. Registration for participation in the 2017 Mardi Gras costs \$20 per person and covers light refreshments pre and post the event. Payment can be made via the [DEFGLIS website](#).<sup>3</sup> Registration will remain open until 01 February 2017 for non-uniformed participants and 24 February for uniformed participants.

#### Further information

10. For further information or if you wish to provide feedback, please contact the Diversity Directorate via email [diversitypolicyandprograms@defence.gov.au](mailto:diversitypolicyandprograms@defence.gov.au).

s22

**R.J. Griggs**  
Vice Admiral, RAN  
Vice Chief of the Defence Force

**Contact Officer:**

s47E(d)

Telephone: s47E(d)  
Email: s47E(d)

s22

**Roxanne Kelley**  
Deputy Secretary  
Defence People Group

---

<sup>3</sup> <https://www.defglis.com.au/>

	<p>Department of Defence</p> <p><b>DEFENCE COMMITTEE</b></p> <p><b>30 JANUARY 2017</b></p>
-----------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------

**DEFENCE COMMITTEE AGENDUM 27/2016 – PROGRESS OF DEFENCE  
CULTURAL REFORM**

**Purpose**

1. The purpose of this paper is to provide an update on progress that Defence has made in relation to cultural reform.

**Recommendation**

2. **Note** the progress that Defence has made in relation to cultural reform and the future areas of focus.

**Key issues**

3. The 2016 White Paper confirms Defence's commitment to cultural reform with a particular focus on creating a more diverse and inclusive workplace. Defence has made significant progress in addressing cultural issues; however there is still more work to be done.
4. *Pathway to Change* is Defence's strategic cultural reform program. Launched in March 2012, the program has an initial implementation period of five years. The initial focus on *Pathway to Change* was cultural reform through implementation of key actions and recommendations. All 175 actions/recommendations have been completed. This has included, for example, establishing the Sexual Misconduct Prevention and Response Office; release of the ADF Alcohol Management Strategy; and the integration of agreed values and behaviours as core foundations of Defence education and training programs.

s22



s22



- Overall, the workforce now has greater understanding of and commitment to *Pathway to Change*. In August 2016, 67 per cent of attitude survey respondents reported a good understanding of *Pathway to Change*, compared to 55 percent in August 2015.
6. The focus of cultural reform across Defence is now shifting from efforts to implement the key actions and recommendations of *Pathway to Change* to an environment where leaders are accountable for creating a more positive culture.
7. Through implementation of the *First Principles Review* leaders are being held more accountable for organisational performance and driving organisational change. This includes a focus on senior leadership performance, with equal weighting of the ‘people leadership’ criteria so that the same emphasis is placed on leadership performance as well as delivery of outcomes. A 360 degree feedback program, delivered across the APS and ADF leadership, has also provided direct feedback to senior leaders on their behaviours and how they might enhance their people leadership.
8. At the Service and command level Defence’s partnership with the Australian Human Rights Commission has been important in monitoring cultural change efforts, and to making recommendations on how to improve and overcome impediments to reform.
9. Further information on the key achievements, and the activities, progress and issues which underpin culture reform in Defence are outlined in detail in Attachment A.

s22



s22

### **Future of *Pathway to Change***

12. With the initial five year implementation period for *Pathway to Change* due for completion in March 2017, Defence's next phase of cultural reform is under development. This development phase has been informed by Defence-wide conversation conducted between May and November 2016, which included:

- discussions held with the Defence Senior Leadership Group, at two offsite meetings;
- consultation with Service and Group Cultural Reform Advisors;
- conversations, led by SES Band One and One Stars, with over 50 per cent of the organisation on how cultural reform might evolve; and
- a one day forum, with approximately 150 representatives at the O6/EL2 level from all Groups and Services.

13. Data from the engagement activities is being analysed and will be brought together as a report for consideration by the Secretary and Chief of the Defence Force, the Enterprise Business Committee and the broader Senior Leadership Group in early 2017.

14. The Band One/Command Led conversations, with over 50 per cent of the ADF and APS participating, provide a key input to frame culture reform from 2017. Importantly, this has also meant Defence people are feeling part of the next steps of culture reform from the outset.

15. Initial analysis shows some key areas that the workforce want to see as priorities going forward: leadership accountability and performance management; continued focus on diversity and inclusion (including greater education); workplace flexibility; alcohol, substance abuse and group cohesion; and working with the whole workforce (including industry and contractors). Within this, a significant proportion of Defence people talked about the need for more education on how to harness diversity and inclusion to further capability, which suggests strong commitment across the organisation to be part of creating both a positive and capability driven culture going forward.

16. The next iteration of Defence's cultural reform efforts, including a short cultural statement, will be finalised and ready for launch in the second quarter of 2017.

Authorised by: **Roxanne Kelley** - Deputy Secretary, Defence People

Ph: s47E(d)

Date: 25 January 2017

Contact Officer: Justine Greig – First Assistant Secretary People, Policy, Culture and Development

Ph: s47E(d)

### **Attachment:**

A. Defence Culture Reform - Detailed Progress Report

## Defence Culture Reform – Detailed Progress Report

s22



8. In alignment with *Pathway to Change* initiatives, a comprehensive program of unconscious bias training and awareness has also been provided to Defence Force Recruiting staff and incorporated within the recruitment system.

s22



s22



### ***Lesbian, Gay, Bisexual, Transgender and Intersex***

21. In 2016, Defence again achieved silver tier status in the Australian Workplace Equality Index awards, in recognition of the many programs supporting diversity in the workplace.
22. On 5 September 2015, the Defence Pride Network was launched to provide support for identifying or non-identifying lesbian, gay, bisexual, transgender and intersex people.
23. Defence continued its implementation of the *2013 Australian Government Guidelines of the Recognition of Sex and Gender* to ensure that the personal information Defence collects and stores is accurate, current, and inclusive of transgender, gender non-binary and intersex individuals.
24. Planning for Defence's participation in the Sydney Gay Lesbian Mardi Gras Parade on 4 March 2017 is continuing. Defence's involvement is a key opportunity to demonstrate to the Australian public, service personnel and Defence more broadly the importance placed on diversity and inclusion. Defence is also finalising the revised *Supporting Transitioning Gender in the Workplace Guide*.

### ***Unacceptable behaviour***

25. The Inspector General of the ADF reported unacceptable behaviour statistics decreased by almost seven per cent in 2015. Of these, workplace bullying (265) and workplace harassment (24) remain the most common grounds for complaint, making up 66 per cent of all complaints.
26. In relation to sexual misconduct, an increase of almost five per cent was reported, with sexual assault (60) and sexual harassment (81) accounting for 60 per cent of reporting.
27. The 2015 Unacceptable Behaviour Survey data indicates that female respondents are more likely to make a complaint about work-related unacceptable behaviour and physical assault (non-sexual), while male respondents are more likely to make a complaint and take action about sexual-related unacceptable behaviour. This qualitative data also shows that in 2015 a greater percentage of ADF participants were aware of all avenues of complaint available to them, and believed the chain of command would support if they approached an external complaint handling agency.
28. In 2016 the Sexual Misconduct Prevention and Response Office (SeMPRO) has had an increase in the number of Defence personnel accessing support services. Since its inception, SeMPRO Support Coordinators have assisted 951 clients with case management and support. Education programs have been developed and implemented, including roll-out of bystander awareness training. A key element of the training is to assist people in understanding how to confront a potential perpetrator in a safe manner. Between 2015 and 2016 SeMPRO delivered briefs to 41,492 Defence personnel.
29. Where Defence has invested most effort in communicating expected standards of behaviour, demonstrable change has been seen. This is particularly evidenced in Defence's training establishments. These initiatives are resulting in a considerable reduction in incidents of unacceptable behaviour experienced by trainees and cadets. In some areas there is relatively more work to do, for example in 'corrective processes'. Better complaint reporting processes and arrangements are in place, and data shows that personnel have greater awareness of avenues of complaint and are more likely to use them.

### ***Behaviours***

36. The First Principles Review identified that in order for Defence to become a higher performing organisation, the performance of the Defence leadership cohort must be significantly improved. It also identified a need for a behavioural shift in order to give true effect to the One Defence system.

37. Through the performance management and education and training systems, Defence is seeking to embed a single set of organisational behaviours (the One Defence Leadership Behaviours) to guide daily activities and decision-making. There has been a revision of the Senior Executive Service performance management system, to give more weight to people leadership behaviours, and include upward feedback processes. Most recently senior leaders were provided with the first of a regular 'Climate Scan' report which uses survey and administrative data to identify how their teams are performing and to generate discussion about actions that can be taken to improve performance. A 360 degree reporting program has been implemented for the Senior Executive Service and Star Ranks. This is to build greater self-awareness in leaders on what they need to change, and includes individual development plans to assist leaders in making the required changes.

Department of Defence

**DEFGRAM 172/2017**

Issue Date: 24 April 2017

Expiry Date: 28 July 2017

---

**INTERNATIONAL DAY AGAINST HOMOPHOBIA AND  
TRANSPHOBIA 17 MAY 2017**

1. International Day Against Homophobia and Transphobia is held annually on 17 May to raise awareness of lesbian, gay, bisexual, transgender and intersex rights. Celebrations are also held to commemorate the World Health Organisation's decision in 1990 to declassify homosexuality as a mental disorder.
2. This day aims to combat homophobia and transphobia, and to celebrate diversity and inclusion within the workplace.
3. Defence supports and encourages diversity within all facets of our workforce. It means valuing and using the unique knowledge, skills and attributes that our people bring to their work. Diversity reflects the variety of personal experiences that arises from differences of culture and circumstance. We maximise our capability by drawing on the diversity of our people.
4. Individual workplaces are encouraged to celebrate International Day Against Homophobia and Transphobia in their own way on 17 May 2017. Ways to celebrate could include: hosting a morning or afternoon tea to promote awareness about sexual orientation and gender diversity inclusion, place official International Day Against Homophobia and Transphobia celebratory artwork/posters around the office area to promote the anti-homophobia and transphobic message (obtained from the website below), wear or incorporate rainbow colour into your celebration or encourage conversations on supporting lesbian, gay, bisexual, transgender and intersex individuals and families.
5. Defence People Group is seeking your photos from celebrations hosted on the day. Please send any pictures that you would like to share to [diversitypolicyandprograms@defence.gov.au](mailto:diversitypolicyandprograms@defence.gov.au).



6. For further information on International Day Against Homophobia and Transphobia, along with event ideas and tips please visit the official [International Day Against Homophobia and Transphobia website](http://dayagainsthomophobia.org/)<sup>1</sup>.

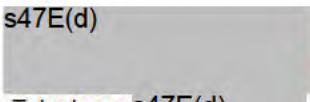
s22



Rowena Bain  
Assistant Secretary  
Culture and People Development Branch  
Defence People Group

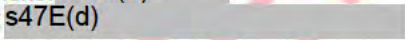
Contact Officer:

s47E(d)



Telephone: s47E(d)

Email: s47E(d)



---

<sup>1</sup> <http://dayagainsthomophobia.org/>

**Department of Defence****DEFGRAM 333/2017****Issue Date: 01 August 2017****Expiry Date: 03 November 2017**

---

**WEAR IT PURPLE DAY – FRIDAY 25 AUGUST 2017**

1. Attracting and retaining people that represent the Australian population in its diversity ensures that we are getting the best talent that Australia can provide. Building a workforce comprised of teams that are diverse in background and experience will help to ensure broader thinking in the development of policy, capability options and in our conduct of operations.

2. Defence strives to make the most of the skills and talents of all people and aims to reap the capability benefits of having a diverse workforce through embracing and supporting all people, including lesbian, gay, bisexual, trans gender and intersex (LGBTI) people.

3. Defence encourages all workplaces to celebrate LGBTI focused events and on Friday 25 August 2017 will celebrate Wear it Purple Day.

4. Wear it Purple Day is a show of support and empowerment for sexuality and gender diverse young people. Wear it Purple Day encourages all people to explore diversity, promote respect for one another and a sense of belonging.

5. In celebration of Wear it Purple Day 2017, People Group, in collaboration with the Defence Pride Network and Pride in Diversity, will be hosting a morning tea event at the Alastair Swayne Theatre, Building 33-35, Brindabella Business Park, Canberra, between 10:15am–12:00pm on Friday 25 August 2017.

6. Join us for a fun, interactive and engaging morning where you will hear from Defence's LGBTI Champions <sup>s47E(d)</sup> [redacted] and <sup>s47E(d)</sup> [redacted] People Services.

7. You will learn about why LGBTI workplace inclusion is so important to Defence and how you can support it, with a session from the specialists at Pride in Diversity.

8. This event will also be the ideal opportunity to showcase the new-look Defence Pride Network. Defence Pride was established in 2015 to provide support for LGBTI identifying people and their allies. Defence Pride aims to foster a culture of inclusion and respect and empower Defence people to bring their whole selves to work regardless of their sexual orientation, sex or gender identity.

9. Defence Pride has been re-designed with the intent of creating a more active network for identifying people and their allies to connect, share ideas and influence LGBTI inclusivity across the Department.

10. All Defence staff are welcome to attend, however RSVPs are essential. Please email [defence.pride@defence.gov.au](mailto:defence.pride@defence.gov.au) by close of business on Monday 21 August 2017 to secure your place.

11. For those that are unable to attend this special event, you are encouraged to show your support by wearing something purple on the day, hosting a morning tea with a purple-iced cake and/or placing official Wear it Purple celebratory artwork/posters in your workplace (available from the [Wear it Purple website](http://www.wearitpurple.org/)<sup>1</sup>).

12. For Australian Defence Force members, we encourage you to seek clearance from your chain of command to wear purple on the day and show your support for your LGBTI colleagues. Wearing purple or holding a purple themed morning tea, is a simple act that may indicate to someone in your work area who is unsure, that it's OK to be themselves.

13. For further information visit the [Wear it Purple website](http://www.wearitpurple.org/) at or email [diversitypolicyandprograms@defence.gov.au](mailto:diversitypolicyandprograms@defence.gov.au).

s22



**Rowena Bain**

Assistant Secretary Culture and People Development  
Defence People Group

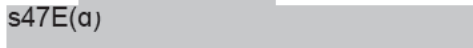
**Contact Officer:**

s47E(d)



Telephone: s47E(d)

Email: s47E(a)



---

<sup>1</sup> <http://www.wearitpurple.org/>

UNCLASSIFIED

Page 1 of 11

## **LGBTI**

**See distribution**

### **MINUTES OF THE MEETING OF THE LESBIAN, GAY, BISEXUAL, TRANSGENDER AND INTERSEX (LGBTI) DIVERSITY ACTION GROUP MEETING HELD AT BP1-4-010 VIA TELECONFERENCE ON 26 MARCH 2018 AT 1300**


#### **ATTENDEES:**

s47E(d)



#### **APOLOGIES:**

s47E(d)



#### **ITEM 1: WELCOME**

1. The Chair opened the meeting and welcomed all members. The Chair publicly acknowledged and thanked s47E(d) work in the Secretariat role over the past year.

#### **ITEM 2: CASG DIVERSITY UPDATE**

2. s47E(d) updated the group on what is happening across the other Diversity Action Groups including:

s22



UNCLASSIFIED

UNCLASSIFIED

Page 2 of 11

s22



s22



s22

s47E(d)

mentioned that

younger people don't reach out. **New Action Item 49:** Members to identify where the LGBTI & MADAG can collaborate and what action is required.

#### ITEM 4: UPCOMING DAYS OF SIGNIFICANCE

5. The group discussed 'International Day of Families' - 15 May 2018. The group weren't clear on what the day was focussed on but thought a LGBTI representative family could be identified and celebrated as a story for CASBiz. **New Action Item 50:** s47E(d) to investigate further and distribute more information to the group.

6. The group discussed 'International Day Against Homophobia and Transphobia' - 17 May 2018. s47E(d) distributed links to information to the LGBTI email distribution list. **New Action Item 51:** s47E(d) to design a one page A4 flyer which links through to Pathway to Change which can be advertised in CASBiz and used in R2 lifts asking people to recognise the day in their workplace.

#### ITEM 5: REVIEW ACTION ITEMS

7.

s22



UNCLASSIFIED

UNCLASSIFIED

Page 3 of 11

g) Action item 44 – close. The group discussed a number of ideas on how CASG can contribute to the AWEI submission criteria. Suggestions included:

- Do up a large poster with something like ‘What does embracing differences mean to YOU?’ then teams can write answers with colourful markers (in alignment with rainbow flag) or purple markers (in alignment with Wear It Purple Day).
- Team up with another Department/Agency/Section of Defence and mentor them in the LGBTI space. s47E(d) discussed linking into the ACT LGBTI Inclusion Community of Practice.
- Request that DPG do an LGBTI session as a part of their Women’s Speaker Series.
- Communicate to CASG Managers that staff transitioning will be supported above and beyond if required and that there will be some negotiation around alternative/additional leave options for surgery or medical appointments that require time away from the office relating to transitioning.
- Staff transitioning have had negative experiences when trying to gain support from the Employee Assistance Program (EAP) – possibly work with EAP to improve their support for unusual circumstances.
- Promotion of SLG LGBTI Allies – eg. do an interview about why it is important to them. The Chair stated that in our current state this can’t be done until VCDF gives a green light – the Chair requested that s47E(d) s47E(d) keep him updated on this.
- Publish a link in CASBiz about what ‘Intersex’ means, challenges faced, support required and what we can do to be more inclusive. This information could be included on the CASG LGBTI intranet page.
- Develop an inclusive language guide.
- Become a Wear It Purple Day volunteer.
- s47E(d) suggested that the data collection may be able to be gathered by Decision Support CoE.

s22

UNCLASSIFIED

UNCLASSIFIED

Page 4 of 11

s22



<div>s22</div> <div>scott.lockey 2018.04.04 11:19:21 +10'00'</div>	CDRE Scott Lockey DG Navy Aviation Systems 4 April 2018
----------------------------------------------------------------------------	---------------------------------------------------------------

## REFERENCES

1. [Pathway to Change](#)
2. [ATO Diversity and Inclusion Plan 2017 - 19](#)
3. [International Day Against Homophobia, Transphobia and Biphobia \(IDAHOT\), 17 May](#)
4. [International Family Equality Day \(IFED\), 06 May](#)
5. [Wear it Purple \(WIP\) Day, 25 August](#)

## ENCLOSURES

11. Attachment A – How to join ACT LGBTI+ Community of Practice

## DISTRIBUTION:

### MEMBERS

### EMAIL

s47E(d)



## FOR INFORMATION

CM&P

s47E(d)



UNCLASSIFIED



## ACTION ITEMS

Meeting Date	#	Action Item	Responsible Officer	Comments	Due Date	Status
9 September 2016	8	Bring a new member with a goal to have at least two representatives of each sub-group within the LGBTI community	All members		On-going	Open
7 August 2017	35	DPG to provide soft copy of updated 'Understanding Transitioning Gender in the Workplace' guide for comment.	s47E(d)	26/03 -s47E(d) has had difficulty getting a response from DPG. s47E(d) will follow up on s47E(d) s47E(d) behalf.	14 May 2018	Open
11 September 2017	43	Chair to talk about LGBTI training to SLG.	Chair	26/03 - The Chair discussed at last SLG meeting, however would like this action item to remain open as a reminder to discuss at future meetings.	On-going	Open
8 February 2018	45	ATOMIC program for distribution to members.	s47E(d)	s47E(d) to distribute information on the ATOMIC program.	14 May 2018	Open
8 February 2018	48	Seek information on what other government departments are doing for diversity and inclusion.	s47E(d)	s47E(d) to update the group at the next meeting.	14 May 2018	Open
26 March 2018	49	Members to identify where the LGBTI & MA DAG can collaborate and what action is required.	Members		14 May 2018	Open
26 March 2018	50	Investigate more information about International Day of Families and distribute to the group.	s47E(d)		26 March 2018	Open
26 March 2018	51	Design a one page A4 flyer which links through to Pathway to Change which can be advertised in CASBiz and used in R2 lifts asking people to recognise International Day Against Homophobia and Transphobia in their workplace.	s47E(d)		14 May 2018	Open

UNCLASSIFIED

Page 6 of 11

Meeting Date	#	Action Item	Responsible Officer	Comments	Due Date	Status
26 March 2018	52	CASG contribution to AWEI criteria - discuss which ideas to implement and how to go about it.	Members		14 May 2018	Open

UNCLASSIFIED

UNCLASSIFIED

Page 7 of 11

**ENCLOSURES:**

**Attachment A – How to join ACT LGBTI+ Inclusion Community of Practice**

Email <sup>s47F</sup> (Co-Convenor APS CoP Working Group) to become a member. (email being updated)

Last email distributed 15 December 2018:

Good morning ACT LGBTI+ Inclusion Practitioners

I'm going to stop apologizing for how big each of these updates are, because it's great to see so much work going on to progress LGBTI Inclusion.

For December our intent was to offer some information about the Australian Workplace Equality Index (AWEI) and a few minor updates, but there have been a number of other significant pieces of work in this space, so let's get it:

**2018 Australian Workplace Equality Index**

One of the goals we identified early when we started out trying to establish a Community of Practice has always been to encourage greater participation in the [AWEI](#). As you're no doubt aware, the AWEI is a benchmarking tool that helps organisations assess their LGBTI Inclusiveness. The methodology is rigorous, internationally regarded, and continually updated to reflect best practice both in Australia and overseas.

Having gone through the process, we can assure you that whilst it is a reasonable (but not in any way insurmountable) body of work, it is a highly useful activity even if your organisation has not performed any substantial or specific LGBTI Inclusion activities. In fact, the less you've done the easier it is, and combined with the report on your results, would help form a compelling rationale and persuasive briefing materials.

Why participate in AWEI?

Not only is it free to participate in, but you will receive a range of highly useful information about how your organisation stacks up for LGBTI inclusion. It will help you prioritise, find quick wins, and also identify blind spots using a rigorous and well regarded benchmark. You will also get the option to participate in an employee survey that balances the policies, processes and practice with the impact of LGBTI inclusion initiatives on all of your employees, regardless of how they identify. You don't have to be a PiD member either. Did we also mention that it's FREE?!?!?

In an effort to demystify the process, and help you assess how much resourcing and staff hours you would need to complete it, we spoke to the <sup>s47F</sup> <sup>s47F</sup> to share their experience with the AWEI process:

*How long did the process take?*

UNCLASSIFIED

UNCLASSIFIED

Page 8 of 11

From start to finish, the main lines of effort occurred over few weeks. Fulltime, this would have been about 1 or 2 weeks fulltime, or around 3 weeks at 50% of work hours. *Author comment-* I estimate the Army HQ entry required approximately 3 weeks at 50% capacity to complete.

*How many people were required?*

s47F and an ATOMIC member have a monthly meeting to discuss progress, which become more frequent toward the end of the year as the entry process speeds up.

*How did you structure the project?*

s47F advised that they structured the ATOMIC steering committee portfolios to align to AWEI entry criteria (*Author comment-* Very clever!). They are still fine tuning this.

Essentially, they get group contribution by using the ATOMIC employee network structure to delegate out items to employees across the organisation, with s47F providing oversight. In terms of total hours, he estimated this was less than a few days over the year.

They set up drop-box style folders so that people across ATO can save relevant documents at their convenience, submit photos from events etc.

*What went well?*

We won. (*Author comment-* well played)

*What would you do differently next time?*

In 2018, they will engage more people in order to obtain more evidence.

s47F top tip for people who have entered in 2017 was to carefully look at the submission documentation to compare it to the 2018 documents to ensure responses from 2017 are still accurate in the context of the 2018 documents. We've both noticed that there are slight differences in the wording of the questions.

*How useful were the results? Have they helped your work?*

After their 2017 win, ATOMIC established an AWEI Action plan, which has been really helpful in focussing the work of their network, and getting greater support of corporate.

AWEI is a target within the ATO's Diversity and Inclusion plan, which automatically builds visibility and importance.

s47F noted that the feedback from PiD- was very useful, and noted that they wouldn't have come this far without it, especially during the foundation stage.

Also, s47F noted that the briefing is free, and doesn't come off the hours that are included as part of the PiD membership, so there is a bang for buck factor there too.

Thank you s47F and ATOMIC for the info!

Next steps:

UNCLASSIFIED

UNCLASSIFIED

Page 9 of 11

[Register for the AWEI mailing list](#)

[Find out about the submission process](#)

With more organisations entering and supporting each other, we will be able to significantly progress and add greater professional rigor to LGBTI+ inclusion in the ACT.

**RESEARCH AND DATA: Where are all the gay women in the workplace... please can you help us to find out?**

Pride in Diversity are undertaking a joint research project with PwC and the May Group. The project is looking into the visibility and engagement of gay women in the corporate workplace, and they want your help in sharing it with your formal and informal networks. Anecdotal experience and recent research from PwC suggests that gay women are less likely to be out at work and also less likely to be engaged in LGBTI networks and initiatives, than their male counterparts.

They want to understand why this is the case, and have completed a series of interviews with women across different industries, backgrounds and states. They now need your help to understand the bigger picture.

If you identify as a gay/ bi/ pansexual female, please take 15 minutes to [complete the survey here](#) and provide your opinion on what matters. The survey will close on ***Tuesday, 23 January 2018.***

The survey is anonymous and includes broad questions about the experiences of being a gay woman in the workplace and explores potential barriers and enablers to being your authentic self at work. If you know other people in your network that would like to complete the survey, please also share this link as far and wide as possible.

The report will help to generate constructive conversations to support the inclusion and engagement of gay women within the workplace.

**RESEARCH AND DATA: APS LGBTI+ workforce metrics working group**

For the first time, the [2017 APS State of the Service Report](#) included LGBTI+ questions in the APS Census and found that 4.1 per cent of APS employees identify as LGBTI (figure 6, Page 16).

The Department of the Prime Minister and Cabinet LGBTI Network have been discussing the data, and how to make sure it is used in an effective way by the APS. To do so, they would like to find out if this information has had an impact on you or your workplace.

They invite APS networks to engage with them on this important issue, so please contact s47F and s47F if you'd like to be involved.

UNCLASSIFIED



UNCLASSIFIED

Page 10 of 11

## **NEWS: History of LGBTI activism and law reform in the ACT**

The ACT's Office for LGBTIQ Affairs is pleased announce that it has commissioned a history of LGBTIQ Canberra to celebrate the 50 years of achievement since the formation of Australia's first gay rights group, the Homosexual Law Reform Society, in Canberra in 1969. The book will be researched and written by Graham Willett, a historian of queer Australia whose works include *Living Out Loud: A History of Gay and Lesbian Activism in Australia* (Allen and Unwin 2000).

The history will begin with the very small camp scene which existed prior to 1969 and will continue up to the present. It will look at grass-roots political activism, social life, and Territory laws, regulations and policy brought about by advocates within as well as outside the government apparatus. The focus is on Canberra as a community in its own right; one in which queer people of all kinds have lived and loved, danced and demonstrated, agitated and advocated.

The work is due to be completed by the end of 2018, and in the meantime Graham is keen to hear from and talk to anyone who has memories of LGBTI Canberra and is willing to share them.

He can be contacted at s47F

## **MEDIA:**

Please find attached a copy of a great article published internally at the Attorney-General's Department, and shared with their permission. The article, 'To thine own self be true' shares a great story about transitioning in the workplace, and using the AGD Gender Affirmation Plan. It's a great reminder of the importance of the work we are all trying to progress in this space, and a heart-warming story too. Thanks s47F and s47F or sharing!

[Pictures from the Melbourne Pride in Practice Conference](#)

[World Aids day photos](#)

[ATOMIC wins APSC awards](#)

## **DAYS OF SIGNIFICANCE:**

Thanks to the fabulous s47F and the Digital Health Agency Pride Network for the amazing LGBTIQA+ days of significance document (attached). This would make a great conversation starter for your networks.

## **EVENTS AND KEY DATES:**

31 Jan 2018 – [Out for Australia Role Model Awards](#)- Nominations close

22 Feb 2018 – Pride in Diversity [Train the LGBTI trainer](#) program – Canberra session

March 2018 – AWEI Submissions due

~~UNCLASSIFIED~~

UNCLASSIFIED

Page 11 of 11

## Sharing the Pride

Quick note about ^this^ subtitle- we shamelessly stole it from the great work at Department of Health in recognising the importance of always considering the intersectionality and depth of diversity. In recognition of this, they named their internal Pride Network Newsletter '*Sharing the Pride*' which we think is a great reminder that diversity needs to be diverse and inclusion needs to be inclusive #SorryNotSorry ;-)

Heaps of new members have been added to the [APS Pride Network](#) Facebook page recently, so welcome! Please share photos or updates of any events, communications, or just feel free to brag about your LGBTI inclusion progress.

If you have colleagues who would like to receive our updates, please let us know and we'll add them to the distribution. If you've got a burning question and feel there may be someone in hive mind who can answer, please get in touch- we currently have more than ~~120~~ ~~130~~ ~~150~~ 170 contacts in this space.

If you have any news or updates you'd like to share in the January 2018 update, please hit reply on this email!

And finally, wishing you the best for a safe and relaxing break- for some members of the LGBTI community, there can be increased stress surrounding issues of family, support and identity. Please be kind to yourself, each other, and reach out if you need.

UNCLASSIFIED



**UNCLASSIFIED****Department of Defence****DEFGRAM 060/2019****Issue date: 12 February 2019****Expiry date: 10 May 2019**

---

**DEFENCE PARTICIPATION IN 2019 SYDNEY MARDI GRAS PARADE**

1. Defence personnel will again have the opportunity to march at the Sydney Mardi Gras Parade on Saturday 02 March 2019.
2. The Mardi Gras community festival provides an opportunity to demonstrate that Defence is seen as an employer of choice for Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) people.
3. 160 places are available in the Defence Mardi Gras Parade contingent, which will comprise of volunteer uniformed ADF members, Defence APS families and friends in civilian attire. This event allows Defence an opportunity to promote respect for diversity and to ensure that the future force better reflect the community it serves.
4. Defence will march alongside other uniformed agencies participating in the parade including Federal and State Police, NSW Fire and Rescue, NSW Ambulance and State Emergency Services.
5. Participation in the Parade is voluntary and participants are to act in accordance with Service protocols and traditions. There will be three formed divisions in Service precedence (Navy, Army, then Air Force) followed by a civilian contingent for Public Service personnel and family members organised by the Defence Gay and Lesbian Information Service (DEFGLIS). Consistent with past practice, uniforms may only be worn during the parade itself and not at any other event. ADF volunteers may elect to march in uniform in a formed division or with the civilian contingent in civilian attire.
6. Registration for participation in the 2019 Mardi Gras costs \$20 per person and covers light refreshments pre and post the event. Payment can be made via the [DEFGLIS<sup>1</sup>](https://www.defglis.com.au/index.php/events/mardigras/sydney-mardi-gras-2019) website. Registration will remain open until 27 February 2019. Members who register may be asked to join a waiting list during registration once the event reaches capacity.
7. No central funding is available for travel assistance to attend the Parade. Individual volunteers are required to meet costs to attend this event.

---

<sup>1</sup> <https://www.defglis.com.au/index.php/events/mardigras/sydney-mardi-gras-2019>

**UNCLASSIFIED**

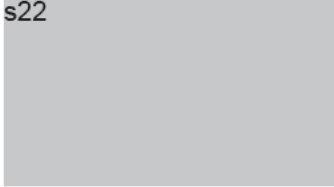
**UNCLASSIFIED**

2

**Further information**

8. For further information please contact the Diversity Directorate via email [diversitypolicyandprograms@defence.gov.au](mailto:diversitypolicyandprograms@defence.gov.au).

s22

**Justine Greig**

Deputy Secretary Defence People Group

s22

**DL Johnston**Vice Admiral, RAN  
Vice Chief of the Defence Force**Contact officer:****Diversity Directorate**Email: [diversitypolicyandprograms@defence.gov.au](mailto:diversitypolicyandprograms@defence.gov.au)

Expired

**UNCLASSIFIED**

**UNCLASSIFIED**

Department of Defence

**DEFGRAM 214/2019****Issue date:** 07 May 2019**Expiry date:** 02 August 2019

---

**INTERNATIONAL DAY AGAINST HOMOPHOBIA, BIPHOBIA,  
INTERSEXISM AND TRANSPHOBIA – 17 MAY 2019**

1. International Day Against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT) is a day for worldwide celebration of gender diversities. It commemorates the World Health Organization's decision in 1990 to declassify homosexuality as a mental disorder.
2. Defence acknowledges IDAHOBIT as it aligns with our cultural reform program, [Pathway to Change: Evolving Defence Culture 2017-2020](#)<sup>1</sup> and our commitment to building capability through inclusion.
3. IDAHOBIT is one of [Defence's diversity and inclusion awareness days](#)<sup>2</sup> for 2019, which aim to foster an environment in which all personnel are valued, supported and empowered to contribute, develop and succeed in delivering the Defence mission.
4. Defence capability, and ultimately the nation's security is reliant on our capacity to attract and retain the best possible talent regardless of gender, race, religion, disability, age, sexual orientation, or gender diversity.
5. Defence encourages personnel to acknowledge IDAHOBIT by standing with their lesbian, gay, bisexual, transgender and intersex (LGBTI) colleagues and engaging in conversations and sharing stories and experiences of how diversity and inclusion builds capability. A Defence self-help pack is available on the [Diversity and Inclusion intranet site](#)<sup>3</sup> to assist personnel in acknowledging IDAHOBIT.
6. In addition, Defence will acknowledge IDAHOBIT through a One Defence inspired event which will be held in Canberra at Russell (R1) courtyard, 1030-1130 hrs, Friday 17 May 2019. We encourage personnel to come together for this event and hear from the Services and Defence's LGBTI Champion, Lisa Phelps. Further information is available on the [Diversity and Inclusion Intranet site](#).

s22

**Tash Ryan**Assistant Secretary Culture and People Development Branch  
Defence People Group**Contact officer:**

s47E(d)

Telephone: s47E(d)

Email: s47E(a)

1 s47E(d)

2

3

**UNCLASSIFIED**



## **LGBTI in the Armed Forces**

- Defence's capability, and ultimately the nation's security, is reliant on its capacity to attract and retain the best possible talent regardless of gender, race, religion, disability or sexual orientation.
- At the heart of our capability is our people. Our Defence Force members are our biggest asset and we must recruit and retain the best and brightest talent from across Australia.
- Our focus on diversity and inclusion is reinforced through Pathway to Change, under the key priority of 'Capability through Inclusion.'
- Defence has implemented a range of strategies to create a safe and inclusive workforce, one where people feel supported at work. Strategies and initiatives specific to lesbian, gay, bisexual, transgender and intersex (LGBTI) matters include:
  - Supporting various LGBTI events such as 'Wear It Purple Day' and 'International Day Against Homophobia, Biphobia, Intersexism and Transphobia'.
  - Annual participation in the Sydney Gay and Lesbian Mardi Gras (Parade and Fair Day). This provides an opportunity for Defence to publicly demonstrate its commitment to being a diverse and inclusive organisation. Australian Defence Force members have marched since 1996 (unofficially) and in uniform since 2013.
  - Participation in the annual Australian Workplace Equality Index (the national benchmark on LGBTI workplace inclusion) which is run by Pride in Diversity.
  - Providing training assistance and advice to Defence units through our membership with 'Pride in Diversity' which is Australia's first and only non-for-profit workplace program designed specifically to assist Australian employers with the inclusion of LGBTI employees.
- It has been over a quarter of a century since the cancellation of the Instruction on 'Homosexual Behaviour in the Australian Defence Force' in 1992.
- The removal of this policy has enabled lesbian, gay, bisexual, transgender or intersex members to serve in the Australian Defence Force openly, without fear of losing their career and marked the beginning of a journey reflecting Defence's commitment to a fair, inclusive and equitable workplace.
- Defence does not capture the number of members who identify as lesbian, gay, bisexual, transgender or intersex.
- Defence is inclusive of transgender people in the ADF and provides support to transgender individuals who are transitioning in the workplace.



## LGBTI in the Armed Forces

- In 2013, Australia introduced amendments in the Sex Discrimination Act 1984 to provide protection from discrimination on the basis of attributes of sexual orientation, intersex status or gender identity.
- Changes have occurred in how respondents can identify their gender in Defence's internal personnel records, systems and forms in response to *The Australian Government Guidelines on the Recognition of Sex and Gender*, which commenced in July 2013 and allows individuals to identify as male, female or non-binary.
- Entry standards to the ADF were also amended in 2013 to align with legislation. All candidates to the ADF who have a history of gender dysphoria are assessed on their own merits. If they can meet the inherent requirements of service, they are afforded an equal opportunity to serve as any other applicant.
- We will continue to implement appropriate policies that enable us to maintain a motivated, engaged and talented workforce. This is critical to delivering on our obligations to the Australian community.

Clearance	Name	Appointment	Date and time
Cleared by:	Tash Ryan	Assistant Secretary Culture and People Development	9 July 2019

**UNCLASSIFIED****Department of Defence****DEFGRAM 044/2020****Issue date: 30 January 2020****Expiry date: 24 April 2020**

---

**DEFENCE PARTICIPATION IN 2020 SYDNEY MARDI GRAS PARADE**

1. Defence personnel have the opportunity to march at the Sydney Mardi Gras Parade on Saturday 29 February 2020.
2. The Mardi Gras community festival provides an opportunity to demonstrate that Defence is an employer of choice for Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) people.
3. Places are available for 160 Defence personnel in the Mardi Gras parade contingent, which will comprise volunteer uniformed ADF members, Defence APS employees, families and friends in civilian attire. This event provides Defence an opportunity to promote respect for diversity so that the future force may better reflect the community it serves.
4. Participation in the Parade is voluntary and participants are to act in accordance with Service protocols and traditions. There will be three formed divisions in Service precedence (Navy, Army then Air Force) followed by a civilian contingent for Defence public service employees and family members, organised by the Defence Gay and Lesbian Information Service (DEFGLIS). Consistent with previous years, uniforms may only be worn during the parade and not at any other event. ADF volunteers may elect to march in uniform in a formed division or with the civilian contingent in civilian attire.
5. Registration for participation in the 2020 Mardi Gras costs \$20 per person and covers light refreshments pre and post the event. Payment can be made via the [DEFGLIS<sup>1</sup>](http://www.defglis.com.au/index.php/events/mardigras/sydney-mardi-gras-2020) website. Registration will remain open until 20 February 2020. Members and employees who register may be asked to join a waiting list during registration once the event reaches capacity.
6. No central funding is available for travel assistance to attend the Parade. Individual volunteers are required to meet costs to attend this event.

---

<sup>1</sup> <http://www.defglis.com.au/index.php/events/mardigras/sydney-mardi-gras-2020>

**UNCLASSIFIED**

**UNCLASSIFIED**

2

**Further information**

7. For further information please contact the Diversity Directorate via email:  
[dpq.diversity-events@defence.gov.au](mailto:dpq.diversity-events@defence.gov.au).

s22  


**DL Johnston, AO**  
Vice Admiral, RAN  
Vice Chief of the Defence Force

s22  


**Justine Greig**  
Deputy Secretary  
Defence People Group

**Contact officer:****Diversity Directorate**Email: [dpq.diversity-events@defence.gov.au](mailto:dpq.diversity-events@defence.gov.au)**UNCLASSIFIED**



**UNCLASSIFIED****Department of Defence****DEFGRAM 177/2020****Issue date: 08 May 2020****Expiry date: 31 July 2020**

---

**INTERNATIONAL DAY AGAINST HOMOPHOBIA, BIPHOBIA, INTERPHOBIA AND TRANSPHOBIA 2020**

1. The International Day Against Homophobia, Biphobia, Interphobia and Transphobia (IDAHOBIT) is held annually on 17 May.
2. IDAHOBIT is a day to support our lesbian, gay, bisexual, transgender and intersex (LGBTI) colleagues, friends and family in standing against prejudice and discrimination, and demonstrating diversity and inclusion.
3. On 17 May 1990, the World Health Organisation declassified homosexuality as a mental disorder. In 2004, this milestone was chosen as a day to raise awareness of violence and discrimination against LGBTI communities worldwide.
4. In 1992 the Australian Defence Force ended its prohibition on openly gay, lesbian and bisexual personnel serving in the military, which enabled LGBTI members to serve openly and without fear of losing their career. This marked the beginning of a journey reflecting Defence's commitment to a fair, inclusive and equitable workplace.
5. The intent of IDAHOBIT aligns with Defence's cultural reform program, [Pathway to Change: Evolving Defence Culture 2017–22](#)<sup>1</sup> and our commitment to building capability through inclusion.
6. Defence fosters an environment in which all personnel and members are valued, supported and empowered to contribute, develop and succeed in delivering the Defence mission. A diverse and inclusive workforce where people are better able to contribute their knowledge, skills and attributes which they bring from their unique background and experience increases capability.
7. In the current COVID-19 environment Defence members and APS employees are encouraged to acknowledge and support IDAHOBIT in new ways. Examples of this may include: virtual morning teas to discuss the importance of IDAHOBIT; speaking up against discrimination toward LGBTI colleagues; letting the LGBTI people in your life know you're an ally; using inclusive language or reaching out for mental support and resources; and displaying the IDAHOBIT rainbow theme.
8. Defence members and APS employees may choose to join workplaces, schools and organisations across Australia in wearing rainbow clothing.

---

<sup>1</sup> s47E(d)

**UNCLASSIFIED**

**UNCLASSIFIED**


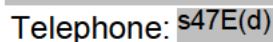

2

9. The [Diversity and Inclusion Awareness Days and Events webpage<sup>2</sup>](#) contains talking points for commanders and managers, suggestions on how Defence members and APS employees can recognise IDAHOBIT and demonstrate inclusive behaviour, and links to useful resources.

10. For further information on IDAHOBIT, please visit the official [IDAHOBIT website<sup>3</sup>](#).


s22  
**Jody Riley**

Acting Assistant Secretary Culture and People  
Development  
Defence People Group

**Contact officer:**s47E(d)  
Telephone: s47E(d)  
Email: s47E(a)  


EXPLORE

---

<sup>2</sup> s47E(d)  



<sup>3</sup> <https://www.idahobit.org.au/index.php>

**UNCLASSIFIED**

**ADFRI 088****RECRUITING OF TRANSGENDER, NON-BINARY AND  
OTHER GENDER DIVERSE DEFENCE MEMBERS**

This ADFRI is issued for use by all DFR staff and is effective forthwith

s47E(d)



s47E(d)



Headquarters Defence Force Recruiting

Department of Defence  
CANBERRA ACT 2600

Jun 2020

Owner:	s47E(d)
Current Status:	Active
Date Approved:	Jun 2020
Date of Next Review:	Feb 2021
Objective ID:	s47E(d)

ADFRI088

1–2

**AMENDMENT CERTIFICATE**

Proposals for amendments or notification of errors in this instruction are to be forwarded via email to [HQDFRPlans@dfr.com.au](mailto:HQDFRPlans@dfr.com.au) or by mail to:

Staff Officer Governance  
Headquarters Defence Force Recruiting  
Building F7 (Ground Floor)  
10 Richmond Avenue  
Canberra Airport ACT 2609

Version number	Authority	Details of change	With effect
1	DMR	Initial publication	Apr 2019
2.0	DMR	New DMR. Footnotes removed. Updated hyperlinks. Removal of Defence Honours and Awards Manual. Added requirement to para 1.10 for Medical or Psychology to update candidates that change gender identity during their application.	Jun 2020

## INTRODUCTION

1.1 Defence is committed to recruiting a diverse and inclusive workforce that draws from the best possible talent from the available applicant pool. Any transgender, non-binary or other gender diverse person may apply for enlistment or appointment into the Australian Defence Force (ADF) subject to the selection criteria applicable to all other applicants.

## SCOPE

1.2 This policy applies to all Defence personnel of DFR. The policy outlines the principles that are to be applied to the consideration of applications made by gender diverse people for enlistment or appointment.

## POLICY STATEMENT

1.3 Defence Force Recruiting (DFR) will consider the application of any transgender, non-binary or other gender diverse person.

## DEFINITIONS

1.4 Specific definitions applicable for the purpose of recruiting transgender, non-binary or other gender diverse applicants:

- a. **Gender diverse.** Gender diverse Defence members are those whose gender does not fall within the binary notions of sex and gender (male and female). This may include people who identify as a gender different to their assigned birth sex or as neither male nor female.
- b. **Gender identity.** A person's intrinsic sense of being male, female or an alternative or non-binary gender. Some terms used to describe a person's gender identity include transgender, gender queer and gender diverse.
- c. **Transgender.** A person whose gender crosses or transcends culturally defined categories of gender. The gender identity of transgender people differs to varying degrees from the sex they were assigned at birth.
- d. **Non-binary.** A person who identifies as neither male nor female.
- e. **Intersex.** A person who is born with genetic, hormonal or physical sex characteristics that are not typically male or female. Intersex people have a diversity of bodies and identities.
- f. **Transition.** Period of time when individuals change from the gender role associated with the sex assigned at birth to a different gender role. For many, this involves learning how to live socially in another gender role; for others this means finding a gender role and expression that is most comfortable for them. Transition may or may not include feminisation or masculinisation of the body through hormones or other medical procedures. The nature and duration of transition is variable and individualised.
- g. **Affirmed gender.** A person's own psychological identification as male, female, or non-binary, regardless of their biological sex.
- h. **Assigned sex.** A person's identified gender at birth based on heteronormative assumption of being either male or female according to genital appearance.

ADFRI088

1–4

## ADMINISTRATION PRINCIPLES

1.5 In addition to [Defence and APS values](#), [leadership behaviours](#) and Service values, the following principles apply to the implementation of policy to recruit non-binary, transgender and transitioning Defence members.

- a. **Respect.** All applicants have the right to be respected throughout the application process.
- b. **Safety.** All applicants have the right to a safe environment that is free from harassment and discrimination.
- c. **Inclusion.** All applicants should be permitted the opportunity to fully participate in the recruiting process.
- d. **Understanding.** DFR members are to acknowledge that gender diverse applicants deserve the same respect afforded to any other applicant; however, their specific needs and administrative requirements may fall outside the scope of extant policy and procedures in some instances

## RECRUITING OF GENDER DIVERSE MEMBERS

1.6 Career Coaches (CC), Defence Interviewers (DI) and other members of DFR are to consider the application of a transgender or non-binary person on merit and without regard for gender identity. Gender identity is not to be a factor used by CC, DI or Senior Military Recruiting Officer (SMRO) in determining whether an applicant is a fit and proper person to serve in the ADF. Candidates declaring gender diversity will be assessed by the DFR medical and psychology sections IAW relevant extant Defence policy.

1.7 **Advice to candidates.** While most policies in Defence are gender neutral, there are some policies, such as those related to accommodation, ablutions, uniforms and physical requirements that are currently gender-specific. At an appropriate time during the recruiting process, normally after Assessment Day (AD), transgender and non-binary applicants are to be advised of the limitations that they may experience during service. Currently, these include:

- a. **Uniforms.** A transgender Defence member is to wear the gender-specific uniform aligned with their affirmed gender. Non-binary members will be treated on a case-by-case basis but are to be advised that there is currently no gender-neutral uniform.
- b. **Ablutions.** A transgender Defence member is to use the gender-specific ablutions aligned with their affirmed gender, or other uni-sex ablutions, where available. Should the situation arise where open, communal, same sex ablutions are the only ones available (such as on some field exercises or deployments) the member and their supervisor must discuss and agree upon an appropriate arrangement to ensure the needs of all members are met (such as alternative shower timings).

- c. **Accommodation.** Defence will normally endeavour to maintain non-gender-specific accommodation; however, where only gender-specific accommodation is available, a transgender Defence member who is transitioning is to occupy the gender-specific accommodation aligned with their affirmed gender from the date reflected in Defence One. Non-binary members will be treated on a case-by-case basis in consultation with the member.
- d. **Participation in sport.** Transgender Defence members wishing to participate in ADF sport are to do so in their affirmed gender. Members who qualify for elite or representational sport may be subject to the respective policies of the applicable sporting body.
- e. **Coalition policies.** There remain some likely coalition partners who will not have supporting policy for gender diverse ADF members. In some circumstances, where the coalition partner is the lead, and the ADF cannot provide the necessary administrative support, deployment and joint exercise opportunities may be limited.
- f. **Defence One.** After enlistment/appointment non-binary Defence members who retain their gender in Defence One as male or female may be subject to policies associated with that gender (including uniform, accommodation, ablutions, terms of address, etc.).

1.8 **Physical Fitness Assessment.** A transgender applicant is to attempt the physical fitness assessment (PFA) aligned with their affirmed gender. If they are transitioning, they may attempt the assessment aligned with the gender to which they are transitioning. If they have not yet transitioned, but intend to do so, the applicant may make a choice, but those transitioning to male are to be advised that they will be required to pass the male assessment standards. In the absence of a non-gender-specific test, non-binary applicants may make a choice that is best aligned with Service and job preference.

1.9 **Gender Identification in Powerforce.** Powerforce is to record the affirmed gender of transgender applicants. As Powerforce does not yet have the ability to provide the non-binary (X') indicator, applicants should be requested to make an arbitrary choice of male or female and are to be advised that a text note will be made to indicate their non-binary gender. The birth sex is also to be noted for medical reasons.

1.10 The gender indicated in Powerforce is to be updated if an applicant's gender changes during the recruiting process by Medical of Psychology; however, any changes are to be supported by an official document indicating the new gender.

## OFFICIAL DOCUMENTS

1.11 **Passports and official documents.** Conflicts in official documents may arise for applicants who are gender diverse where they have legacy documents that conflict with their current identified gender. Therefore, it is possible that a transgender or non-binary candidate may hold a passport or other official document such as a birth certificate, citizenship certificate or drivers licence, where the name and gender details are not consistent. Where this occurs, and IAW the [Australian Government](#)



ADFRI088

1–6

[Guidelines on the Recognition of Sex and Gender](#), where there is conflicting gender information about a person's sex or gender on the Australian Government and State or Territory documents held by a person, the Australian Government travel document (i.e. passport) or the latest dated document will take precedence in establishing a person's gender and name for recruiting purposes.

1.12 When DFR personnel are presented with conflicting information about an applicant's gender or name they may seek further information and supporting evidence to corroborate their identity, IAW the Australian Government's approach to identity security as outlined in the [National Identity Proofing Guidelines](#).

## PRIVACY NOTICE

1.13 Defence may collect, use and disclose personal information regarding a person's gender, including any change of gender as recorded in Defence One, to update any records it provides or has provided to other Australian Government agencies or departments about the member's service, including the Department of Veterans Affairs.

## RELATED PUBLICATIONS, DOCUMENTS AND RESOURCES

1.14 Related publications that may be consulted for further guidance include:

- a. [Diversity Council Australia](#)
- b. The National LGBTI Health Alliance
- c. [Defence Gay and Lesbian Information Service](#)
- d. [Victorian Equal Opportunity and Human Rights Commission: Guideline: Trans and gender diverse inclusion in sport](#)
- e. Complaints and Alternative Resolutions Manual Chapter 3, Part 4 – [Reporting and recording of incidents of unacceptable behaviour](#)
- f. Defence Health [Manual](#) Volume 2, Part 9, Chapter 13 — [Gender Dysphoria](#)

Department of Defence

DEFGRAM 569/2020

Issue date: 09 December 2020

Expiry date: 05 March 2021

## THE AUSTRALIAN WORKPLACE EQUALITY INDEX SURVEY IS NOW OPEN

1. [The Australian Workplace Equality Index](#)<sup>1</sup> (AWEI) is Australia's definitive national benchmark on Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) workplace inclusion practices and initiatives. Annual participation in the AWEI survey provides Defence with comprehensive feedback regarding its LGB+ workplace inclusion practices.
2. AWEI is developed by [Pride in Diversity](#)<sup>2</sup> (PID), a not-for-profit workplace program designed specifically to assist employers with LGBTQ inclusion initiatives.
3. Data from the survey will be aggregated, de-identified and analysed by PID. Information and trends identified will provide valuable insights to inform future initiatives in Defence.

### Participation

4. The survey is open to all Defence personnel, regardless of sexual orientation, gender identity or intersex status. Access the [AWEI 2021 survey](#)<sup>3</sup> here until 12 March 2021. A phased approach to participation across the Groups and Services is outlined below:

09 Dec – 31 Jan 21	Nav, CASG, DST, VCDF, MECC
01 Feb – 1 Feb 21	Army, DPG, SP&I, DFG, ASD, ADFHQ
20 Feb – 2 Mar 21	Air Force, E&I, CIOG, JHC, JOC, ASSOC SEC, CJOPS

### Support service

5. If this survey causes you distress, please reach out to the following support services: the [Employee Assistance Program](#)<sup>4</sup>; [LGBTIQ Helpline](#)<sup>5</sup>, the Defence Family

<sup>1</sup> <http://www.pid-awei.com.au/>

<sup>2</sup> <https://www.prideinclusionprograms.com.au/>

<sup>3</sup> <https://survey.websurveycreator.com/s.aspx?s=02cd7f66-beb9-438a-949b-c3d368b9b7d5&org=132>

s47E(d)

s47E(d)

Hotline 1800 624 608; the [Open Arms](#)<sup>6</sup> 1800 011 046 and the [All-hours Support](#)<sup>7</sup> 1800 628 036.

### Reporting Incidents of unacceptable behaviour

6. This survey is not an appropriate avenue for [reporting incidents](#)<sup>8</sup>, please speak to your chain of command or manager in the first instance.

7. Any questions relating to the survey itself should be directed to [diversitypolicyandprograms@defence.gov.au](mailto:diversitypolicyandprograms@defence.gov.au).

s22

**Jody Riley**  
Assistant Secretary  
Culture and People Development

**Contact officer:**

s47E(d)

Telephone: s47E(d)  
Email: s47E(a)

---

<sup>6</sup> <https://www.openarms.gov.au/get-support/counselling>

<sup>7</sup> <https://www1.defence.gov.au/adf-members-families/health-well-being/services-support-fighting-fit/need-help-now/all-hours-support-line>

<sup>8</sup> s47E(d)

Department of Defence

DEFGRAM 030/2021

Issue date: 27 January 2021

Expiry date: 23 April 2021

---

## **CALLS FOR EXPRESSION OF INTEREST – PARTICIPATION IN 2021 SYDNEY MARDI GRAS PARADE**

### **Introduction**

1. The Sydney Gay and Lesbian Mardi Gras is an annual community festival supported by Defence to promote the importance of a diverse and inclusive workforce for Defence capability, and demonstrate that both the APS and ADF reflect the community they serve.

### **Participation**

2. Defence plans to participate in the Mardi Gras Parade being held at the Sydney Cricket Ground on 06 March 2021.

3. Participation in the Mardi Gras Parade by voluntary Defence personnel participating in the Defence entry are considered to be 'on-duty'.

4. Defence personnel participating in the Mardi Gras Parade are to be exemplars in meeting Federal, State and Territory requirements. All travel and leave arrangements are to comply with [Joint Directive 26/2020—COVID-19: 2020-21 Travel and Leave Arrangements for Defence Personnel](#)<sup>1</sup>.

5. Participation in the Sydney Gay and Lesbian Mardi Gras is not considered an Essential Defence Activity (as outlined in item 7c (Definitions) of the extant Joint Directive 26/2020). It is therefore anticipated that the majority of participants will be drawn from within the Greater Sydney area.

### **Leave and leave arrangements for personnel outside of Greater Sydney**

6. For personnel wishing to participate from outside of Greater Sydney, leave requests and permission to travel is to be sought in line with the principles regarding Leave and Leave Travel (Paragraphs 8-10) and Personal Responsibilities (Paragraphs 13-19) of the Joint Directive 26/2020.

7. Individuals are required to meet all costs related to attendance and must ensure they have sufficient personal financial resources and leave balances to cover any costs that may arise from COVID-19 related requirements including, but not limited to, quarantining and border-closures. Commanders and managers should consider these requirements in their decision-making. The [Defence COVID-19 restrictions matrix](#)<sup>2</sup> has the latest information on all relevant restrictions.

---

<sup>1</sup> s47E(d)

<sup>2</sup>

**The Defence and Defence LGBTI Information Service (DEFGLIS) entries**

8. There are two entries to the Mardi Gras Parade relevant to Defence personnel, a Defence entry and a DEFGLIS entry.
- a. The Defence entry will showcase, through coordinated formations, the work of Defence personnel in the Australian community during the 2019-20 Australian bushfires and the COVID-19 pandemic while promoting the Defence Values. The Defence entry can accommodate up to 40 people and all participants are welcome.
- b. The DEFGLIS entry can accommodate up to 40 ADF and APS personnel, and their families, and will represent the diversity of service personnel throughout the history of Defence.
- c. Participants are to be available on 06 March 2021 from 0900h. The activity will conclude at approximately 2200h.

**Registration**

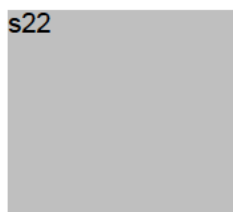
9. Expressions of interest are now being sought for participants in either entry and nominees are required to apply through the [DEFGLIS Mardi Gras 2021 page](#)<sup>3</sup>. Registration opens Wednesday 27 January 1700h, and closes 05 March 1200h or once fully subscribed – whichever is sooner.
10. By nominating to attend, you agree to comply with all Departmental/Service Orders, Directives and the Administrative Instructions (ADMINST) relevant to this activity. Further information on format and dress will follow in the approved ADMINST to registered participants.
11. All participants must comply with the Defence Values and Behaviours, and the Mardi Gras Organising Committee's [Terms and Conditions](#)<sup>4</sup>.

s22



**DL Johnston, AO**  
Vice Admiral, RAN  
Vice Chief of the Defence Force

s22



**Natasha Fox**  
Major General  
Acting Deputy Secretary Defence People  
Defence People group

**Contact officer:****Directorate of Diversity and Inclusion**Email: [diversitypolicyandprograms@defence.gov.au](mailto:diversitypolicyandprograms@defence.gov.au)

<sup>3</sup> <https://www.defglis.com.au/index.php/events/mardigras/sydney-mardi-gras-2021>

<sup>4</sup> <https://www.mardigras.org.au/images/uploads/images/pde21-parade-entrant-terms-and-conditions-v1-20201106.pdf>

Department of Defence

**DEFGRAM 183/2021**

Issue date: 03 May 2021

Expiry date: 30 July 2021

---

**INTERNATIONAL DAY AGAINST HOMOPHOBIA, BIPHOBIA,  
INTERPHOBIA AND TRANSPHOBIA (IDAHOBIT), 17 MAY 2021**

1. [Pathway to Change: Evolving Defence Culture 2017-2022](#)<sup>1</sup> underlines Defence's commitment to building capability through inclusion.
2. On 17 May we acknowledge International Day Against Homophobia, Biphobia, Interphobia and Transphobia (IDAHOBIT). IDAHOBIT commemorates the World Health Organization's decision to remove homosexuality as a mental disorder from the International Classification of Diseases.
3. By recognising IDAHOBIT, Defence is demonstrating its support for our lesbian, gay, bisexual, transgender and intersex (LGBTI) colleagues, friends and family by standing against prejudice and discrimination and demonstrating inclusion.
4. Defence's ability to deliver on government's strategic objectives hinges on how our people choose to interact and conduct themselves, both individually and collectively.
5. Defence ADF and APS employees are encouraged to acknowledge IDAHOBIT in a COVID-safe manner. Examples for activity include hosting morning teas, encouraging discussions regarding the importance of IDAHOBIT, raising awareness of LGBTI rights and wearing visible rainbow clothing or ally pins.
6. A Self-Host Page is available on the [Diversity and Inclusion intranet site](#)<sup>2</sup> to support Defence personnel acknowledge IDAHOBIT.

s22

**Jody Riley**

Assistant Secretary Culture and People Development  
Defence People Group

**Contact officer:**

s47E(d)

Telephone: s47E(d)

---

<sup>1</sup> s47E(d)

<sup>2</sup> s47E(d)



Department of Defence

## DEFGRAM 055/2022

Issue date: 15 February 2022

Expiry date: 13 May 2022

---

### PARTICIPATION IN 2022 SYDNEY MARDI GRAS PARADE

1. A diverse workforce supported by an inclusive culture enhances Defence's capability and effectiveness to achieve its primary mission to protect Australia and its national interests in order to advance Australia's security and prosperity.
2. Defence personnel have participated in the [Sydney Gay and Lesbian Mardi Gras Parade](#)<sup>1</sup>, dating back to 1996.
3. Defence continues to participate annually in the Mardi Gras as a way to acknowledge and support its diverse workforce.
4. The theme of this year's Mardi Gras is 'United We Shine' and will be held on Saturday 05 March 2022 at the Sydney Cricket Ground.
5. Nominations to participate in Mardi Gras, as part of the Defence (marching in uniform) or DEFGLIS (not in uniform) contingents, are now open via the [DEFGLIS](#)<sup>2</sup> website and will close on Friday 18 February 2022. Participants need to be available on 5 March 2022 from 0900h, with the activity to conclude at approximately 2200h.
6. Defence personnel participating in the Defence entry are considered to be 'on-duty'. The DEFGLIS contingent is open to members and their families only.
7. All Defence personnel who participate in Mardi Gras, whether that is in the Defence or DEFGLIS contingent are representing the organisation and must be exemplars in adhering to the [Defence Values and Behaviours](#)<sup>3</sup>, along with COVID-19 health advice/guidance and Mardi Gras [Terms and Conditions](#)<sup>4</sup>.
8. For personnel wishing to participate from outside of Greater Sydney, leave requests and permission to travel are to be sought in line with [Joint Directive 22/2021—COVID-19 Related Travel and Leave Arrangements for Defence Personnel](#)<sup>5</sup>.

---

<sup>1</sup> <https://www.mardigras.org.au/>

<sup>2</sup> [https://www.defglis.com.au/index.php?option=com\\_eventbooking&view=event&id=112&catid=3&Itemid=1082](https://www.defglis.com.au/index.php?option=com_eventbooking&view=event&id=112&catid=3&Itemid=1082)

<sup>3</sup> s47E(d)

<sup>4</sup> <https://www.mardigras.org.au/images/uploads/images/pde21-parade-entrant-terms-and-conditions-v1-20201106.pdf>

<sup>5</sup> s47E(d)



9. Individuals are required to meet all costs related to their attendance and must ensure they have sufficient personal financial resources and leave balances to cover any costs that may arise from COVID-19 related requirements including, but not limited to, quarantining and border-closures.

10. For further information, contact [diversitypolicyandprograms@defence.gov.au](mailto:diversitypolicyandprograms@defence.gov.au) or visit the Sydney [Mardi Gras Parade 2022](https://www.mardigras.org.au/mardi-gras-parade-2022)<sup>6</sup> website.


s22



**Jody Riley**  
Assistant Secretary  
Culture and People Development  
Defence People Group


**Contact officer:**

s47E(d)



Telephone: s22

Email: s47E(d)



---

<sup>6</sup> <https://www.mardigras.org.au/mardi-gras-parade-2022>

## Defence

## DEFGRAM 575/2022

Issue date: 06 December 2022

Expiry date: 03 March 2023

---

## PARTICIPATION IN 2023 SYDNEY MARDI GRAS PARADE

## Call for nominations

1. A diverse workforce supported by an inclusive culture enhances Defence's capability and effectiveness to deliver on its mission to protect and advance the security and prosperity of Australia.
2. Defence recognises we are an increasingly diverse and inclusive organisation and actively supports all of its members. Since 2013 Defence has participated in the Mardi Gras community festival.
3. Nominations to participate in the 2023 Mardi Gras Parade, as part of the Defence contingent, are now open via the [DEFGLIS website](http://defglis.com.au)<sup>1</sup> and will close on Friday 03 Feb 2023.
4. The Mardi Gras Parade will be held on Saturday 25 February 2023 in Oxford Street and surrounds. The Parade will be one component of the international WorldPride 2023 events in Sydney. The theme is 'Gather, Dream, Amplify'.
5. The Defence contingent will comprise a total of 80 participants and is open to Australian Defence Force (ADF), Australian Public Servants (APS) and Defence LGBTI Information Service (DEFGLIS) members, ex-serving members and their families.
  - a. There will be three formed divisions in Service precedence (Navy, Army, Air Force) followed by Public Service personnel, and DEFGLIS members, including families.
  - b. All Defence ADF and APS personnel participating in the contingent are to recognise they are doing so outside of work hours.
  - c. Individuals are required to meet all costs related to their attendance.
  - d. Participants need to be available on 25 February 2023 from 0900h, with the activity to conclude at approximately 2200h.
6. Registration to participate costs \$20 per person and includes light refreshments pre and post the event.
7. All Defence personnel who participate in Mardi Gras, whether in the Defence or DEFGLIS component of the contingent are representing the organisation and must

---

<sup>1</sup> <http://defglis.com.au/events/mardigras>

be exemplars in adhering to the [Defence Values and Behaviours](#)<sup>2</sup> and Mardi Gras Parade Entrant Terms and Conditions (Annex A).

8. Email [diversitypolicyandprograms@defence.gov.au](mailto:diversitypolicyandprograms@defence.gov.au) for more information.

s22

**Jody Riley**  
Assistant Secretary  
Culture and People Development  
Defence People Group

**Annexe:**

- A. Mardi Gras 2023 Parade Entrant Terms and Conditions

**Contact officer:**

s47E(d)

Telephone: s22

Email: s47E(d)

s47E(d)

# Sydney Gay and Lesbian **MARDI GRAS**

**2023 Parade**  
Saturday 25 February 2023



## **Application Guidelines** **Entrant Terms and Conditions**

## CONTENTS

1	GENERAL .....	4
1.1	2023 PARADE & COVID-19 SAFETY .....	4
2	DEFINITIONS.....	4
3	ELIGIBILITY AND CONDITIONS OF ENTRY.....	5
4	GENERAL APPLICATION INFORMATION.....	6
4.1	SELECTION PROCESS .....	6
4.2	KEY DATES .....	7
5	PARADE DETAILS .....	8
5.1	ENTRANTS BRIEFING.....	8
5.2	ENTRY CATEGORIES AND FEES .....	8
5.3	MEDIA .....	9
5.4	PARADE ORDER AND POSITION .....	9
5.5	PARTICIPANT INFORMATION .....	10
5.5.1	FLOAT MARSHALLS .....	10
5.5.2	MINORS .....	10
5.5.3	PARTICIPANT NUMBERS .....	10
5.5.4	PARTICIPANT REGISTRATION .....	11
5.6	PARADE COMMUNITY AWARDS .....	11
5.7	VENUE CONSIDERATIONS .....	11
5.7.1	MARSHALLING AREA.....	12
5.7.2	PARADE ROUTE .....	13
5.7.3	END AREA .....	13
6	ENTRY CREATIVE CONCEPT AND COMPONENTS .....	14
6.1	SIZE RESTRICTIONS.....	14
6.2	MESSAGING .....	14
6.3	COSTUMES AND OUTFITS .....	15
6.4	CHOREOGRAPHY AND MOVEMENT .....	15
6.5	MUSIC/AUDIO .....	16



6.6	PROPS AND PUPPETS.....	16
6.7	PUSHABLES .....	16
6.8	LIGHTING .....	17
6.9	MATERIALS .....	17
6.10	MISCELLANEOUS.....	17
6.10.1	ANIMALS.....	17
6.10.2	BICYCLES, SCOOTERS, ROLLERSKATES .....	17
6.10.3	INFLATABLES.....	17
6.10.4	STILT-WALKERS.....	18
6.11	HANDOUTS .....	18
6.12	PRODUCT OR SPONSOR ADVERTISING .....	18
6.13	RESTRICTIONS.....	18
6.14	SUSTAINABILITY AND WASTE MANAGEMENT .....	19
6.15	TECHNICAL PRODUCTION.....	19
6.16	PHOTO INSPIRATION.....	19
7	FLOAT VEHICLES.....	19
7.1	VEHICLE DIMENSIONS.....	20
7.2	ACCEPTED VEHICLE TYPES.....	20
7.3	LEGAL REQUIREMENTS & VEHICLE CONSIDERATIONS .....	21
8	SUPPORTER GUIDELINES FOR COMMUNITY ENTRIES .....	22
8.1	ELIGIBILITY .....	22
8.2	BRANDING AND MESSAGING .....	22
8.3	DISCLOSURE.....	23
9	CODE OF CONDUCT .....	23
9.1	PARTICIPANT PERSONAL SAFETY .....	23
9.2	PARTICIPANT BEHAVIOUR .....	24
10	CONSEQUENCES OF ANY BREACH OF THESE T&CS .....	24
11	LIABILITY RELEASE .....	25

## 1 GENERAL

These terms and conditions ("T&Cs") apply to the application ("Application") to be a part of the 2023 Sydney Gay and Lesbian Mardi Gras Parade ("Parade") as an Entrant ("Entrant" or "Entry").

By submitting an Application, the Applicant ("Applicant") acknowledges having read, understood and accept the terms of this Agreement. These T&Cs can only be varied in writing by SGLMG.

The Applicant is responsible for ensuring that each of your Participants, any third-party suppliers and supporters are aware of and comply with these T&Cs. Any violation of these T&Cs may result in your immediate removal from the Parade. No refunds will be provided in the case of removal due to violation of these T&Cs. The decision of SGLMG is final.

### 1.1 2023 PARADE & COVID-19 SAFETY

The safety of our community, spectators, parade participants, staff and volunteers are our highest priority and is at the forefront of all our planning. SGLMG have planned the 2023 Parade in accordance with the current NSW Public Health Orders. SGLMG will continue to work with NSW Health and amend these plans in accordance with the relevant active Public Health Order prior to the Parade. All alterations to COVID-Safety protocols will be communicated to Entrant organisers via email and will be updated in the T&Cs.

## 2 DEFINITIONS

PHRASE	DEFINITION
<b>Applicant</b>	The person submitting the Application form to take part in the Parade and must be the primary contact for all communications with SGLMG.
<b>End Area</b>	The access-controlled area where Entrants complete their Parade Route journey. This includes specific areas within Moore Park and Anzac Parade.
<b>Entrant/Entry</b>	The successful Application group that is taking part in the Parade. This includes all Participants and any creative components used such as Float Vehicles or pushables.
<b>Entrants Briefing</b>	The mandatory briefing session that all Entrant organisers must attend for Parade operational, safety and logistics information. This will be held on Sunday 5 February 2023 date at TBC venue as determined by SGLMG.
<b>Float Vehicle</b>	The vehicle that is used by an Entrant group during the Parade.
<b>Marshalling Area</b>	The access-controlled area where Entrants are marshalled prior to starting the Parade. Also known as "Start Area". This includes specific areas within Hyde Park South, Liverpool Street, College Street and Wentworth Avenue.
<b>Parade</b>	The 2023 Sydney Gay and Lesbian Mardi Gras Parade which will be held on Saturday 25 February 2023 from 7:30 PM to 11:00 PM at the Venue, or such other date, time and place as SGLMG may determine in its absolute discretion.
<b>Participant</b>	All persons that are taking part in the Parade with an Entrant group. This may include but is not limited to any choreographers, media, production crew, legal guardians or caretakers that is required.



<b>Participant Registration Deadline</b>	The successful Applicant must register and provide SGLMG with the full name, mobile phone number, email address and post code of all individual Participants by 5:00 PM, Friday 17 February 2023.
<b>Payment Deadline</b>	The successful Applicant must submit payment of the Parade entry fee by 5:00 PM, Thursday 1 December 2022.
<b>Parade Route</b>	The route that the Parade Entrants travels from start to finish: From Whitlam Square (corner of Oxford Street and College Street), travelling along Oxford Street up until Taylor Square, right turn onto Flinders Street, and continue travelling along Anzac Parade until the Tibby Cotter Bridge.
<b>SGLMG</b>	Sydney Gay and Lesbian Mardi Gras Limited who is the Parade event owner and operator.
<b>Submission Deadline</b>	2:00 PM, Monday 15 August 2022 is the due date when the Application must be submitted via the SGLMG online event management system.
<b>Venue</b>	The full event site, including the Parade Route, Marshalling Area, End Area, and any grounds in the precinct that are occupied for the event. The Venue is subject to change as determined by SGLMG.

### 3 ELIGIBILITY AND CONDITIONS OF ENTRY

Eligible Applications must:

- Be submitted by:
  - **LGBTQIA+** – Individuals, community groups or organisations primarily involving LGBTQIA+ people. Organisations must be able to prove their main aim is to represent or support the LGBTQIA+ communities. These Applicants must communicate a message relevant to the LGBTQIA+ communities; or
  - **Non-LGBTQIA+** – Individuals, community groups or organisations who do not identify as LGBTQIA+ but supports the rights, achievements, culture, and aspirations of the LGBTQIA+ communities. These Applicants must communicate a clear message of support or celebration relating to the LGBTQIA+ communities and must not use an abbreviation of LGBTQIA+. These Applicants must not sell themselves or what they do unless they are directly promoting how they support or celebrate LGBTQIA+ communities.
- Include a detailed creative concept to ensure SGLMG has a clear understanding of the concept, artistic ideas, production values, themes and messaging.
- Include a minimum of two (2) supporting documents to visually communicate the creative concept. Any production designs must include dimensions. Supporting documents includes visual designs of costumes, outfits, props, signage with exact wording, mood board references, participants formation, etc and must include details of the Float Vehicle, if using one.
- Have relevance to the [2023 Festival theme](#).
- Comply with all T&Cs as outlined by SGLMG.
- Not be discriminatory, homophobic, biphobic, transphobic, racist, sexist or breach any defamation law. Applications will not be accepted from organisations who have demonstrated any of the above in previous Parades or in their general business.

To secure placement in the Parade, successful Applicants must complete the following:

- Complete payment of the Parade Entry Fee by the Payment Deadline.

- Provide any requested information to SGLMG and complete all forms on time.
- Attend the mandatory Parade Entrants Briefing.
- Register the full name, phone number, email address and postal code of all individual Participants by the Participant Registration Deadline.

SGLMG will not accept Applications from tobacco companies.

## 4 GENERAL APPLICATION INFORMATION

- All Applicants must submit their Application through SGLMG's online event management system by the Submission Deadline.
- SGLMG are under no obligation to accept or follow up on late or incomplete Applications.
- The act of receiving an Application shall not be deemed to impart or imply any obligation for SGLMG to accept any Application.
- All Applicants will be notified electronically by SGLMG on the outcome of their Application being accepted or declined entry into the 2023 Parade on Monday 12 September 2022.
- Applicants should not purchase any items or make any non-refundable deposit payments for any hire equipment until receiving notice of parade entry acceptance from SGLMG.

### 4.1 SELECTION PROCESS

The Curatorial Committee, comprised of representatives from both SGLMG and our community, assess all Applications based on the below selection criteria:

- Meeting the eligibility and conditions of entry
- Providing a well-designed creative concept
- Ability to plan and deliver the creative concept safely
- Benefit and relevance to LGBTQIA+ communities
- Relevance to the [2023 Festival theme](#)

Under no circumstances will SGLMG alter or make exceptions to the selection criteria to match an individual Application.

If SGLMG receives more Applications than the total capacity allows and your Application has met the selection criteria, SGLMG may review your Application based on previous Parade history and support of LGBTQIA+ communities. Additionally, LGBTQIA+ community groups and organisations will receive first preference. SGLMG encourages non-LGBTQIA+ organisations to consider sponsoring or partnering with a LGBTQIA+ organisation for their Parade Entry.

NB: Any proposed changes to the Entrant's creative concept, messaging or production must be communicated in writing to SGLMG for approval, no later than Friday 9 December 2022.



## 4.2 KEY DATES

Below table lists key dates with mandatory tasks. Failure to meet deadlines or provide required documents/information means that your Entry may be removed from Parade.

DATE	ACTION
12PM, Monday 6 July 2022	Parade applications open
2PM, Monday 15 August 2022	Parade applications close
Monday 12 September 2022	Applicants notified of outcome by COB.
5PM, Thursday 1 December 2022	Entrant organisers (successful applicants) must submit payment for their Parade entry fee.
5pm, Friday 9 December 2022	<p>Entrant organisers must complete the "Parade Entrant Additional Information Form" and provide the following information:</p> <ul style="list-style-type: none"> <li>• Final marketing copy</li> <li>• Final creative concept, if this has significantly changed from initial application</li> <li>• Participant information confirmed, such as any accessibility considerations, if you have invited/confirmed any notable people</li> <li>• Final music details</li> <li>• Signed copy of Supplementary Media Release Form</li> </ul> <p>Some entrant organisers who have special effects, technical equipment, pushables or comprehensive float designs will be required to provide documents, such as technical drawings, risk assessments, SWMS or MSDS, for further SGLMG review.</p>
5pm, Friday 13 January 2023	<p>Entrant organisers must complete the "Parade Entrants Vehicle and Driver Details Form" and confirm the following:</p> <ul style="list-style-type: none"> <li>• Vehicle type</li> <li>• Vehicle make/model</li> <li>• Vehicle registration number</li> <li>• Driver first and last names</li> <li>• Driver license number, including state of issue and expiry date</li> <li>• Driver mobile phone number</li> <li>• Float Marshall Full Name</li> <li>• Float Marshall Mobile Number</li> </ul>
Sunday 5 February 2023	Entrant organisers must attend the mandatory Entrants Briefing on this date. This briefing provides key information on Parade day operations, logistics and safety.



	Successful applicants will be updated on confirmed time and venue.
5PM, Friday 17 February 2023	Entrant organisers must register and provide SGLMG with the full name, phone number, email address and post code of all individual participants. All information will be used in accordance with SGLMG's <a href="#">privacy policy</a> and is required for ticketing and contact tracing purposes.
Saturday 25 February 2023	<b>Parade Day</b> Entrant groups will be given staggered times: <ul style="list-style-type: none"> <li>• Vehicle arrival: 2:30PM – 6PM</li> <li>• Participant registration and arrival: 3PM – 7PM</li> <li>• Parade start time: 7:30PM – 10:30PM</li> <li>• Parade event ends: 11PM</li> </ul> <i>All times are subject to change.</i>

## 5 PARADE DETAILS

This section contains general information about the Parade relevant to Entrants that will impact entry, creative concepts and some logistical planning.

### 5.1 ENTRANTS BRIEFING

- The Parade Entrants Briefing session is mandatory for all Entrants to receive information on Parade day operations, logistics and safety. This must be attended by 1-2 key representatives, ideally the primary organiser, a Float Marshall or Float Vehicle Driver.
- Entrants will be supplied with their group specific briefing pack which contains allocated marshalling position, arrival time, parade position, approximate parade start time, as well as general Entrant information and maps.
- Failure to attend the briefing session will forfeit the right to participate in the 2023 Parade.
- Successful Applicants will be notified of the confirmed date, time and venue of the briefing session.

### 5.2 ENTRY CATEGORIES AND FEES

The following table displays the entry categories and fees applicable to successful Applications approved as an Entrant to participate in the 2023 Parade. All prices are in \$AUD and include GST.

Entry Category	Fee	Description	Participant Capacity
Individual or group of up to 5 Parade Participants	\$63	A single member of the LGBTQIA+ community or group of up to five people.	1-5 pax
Community Group with 6-40 Participants	\$174	A social group comprised of friends/family, or a NFP incorporated association such as local sporting clubs or support groups.	6-40 pax
Community Group with 41-80 Participants	\$349		41-80 pax

Government Organisation	\$990	Any government organisation.	80 pax
Not for Profit Organisation with less than 50 employees	\$242	NFP organisations including charities, churches, and services organisations.	80 pax
Not for Profit Organisation with 51-500 employees	\$495		80 pax
Not for Profit Organisation with 501-1000 employees	\$715		80 pax
Not for Profit Organisation with more than 1000 employees	\$990		80 pax
Political Party	\$990	Any group/organisation that is representing or has affiliations with political parties.	80 pax
Small Business	\$935	A micro or small business conducting general business activity for LGBTQIA+ and non-LGBTQIA+ communities. This category includes all event promoters. (Medium-Large businesses can only enter the Parade via partnership agreements)	80 pax
Tertiary Education Institute	\$990	Any university or tertiary education institute, including TAFE and colleges.	80 pax

Entrants must complete payment of the Entry Fee by the Payment Deadline. Final acceptance into the Parade is not confirmed until payment has been received. Entrants that fail to complete payment prior to the deadline will forfeit their right to participate in the Parade.

Refunds will not be issued if the Entrant decides to withdraw from the Parade, or if the Entrant is removed from the Parade on event day due to breach of any T&Cs.

### 5.3 MEDIA

The Parade will be recorded for broadcast on television and online web stream by the official SGLMG broadcast partner, as well as photographed by SGLMG and various media outlets. As the event will be broadcast internationally, all Entrant organisers will be required to sign a Supplementary Media Release Form on behalf of all their participants by Friday 9 December 2022. By participating in the Parade, Entrants constitutes permission to SGLMG, official broadcast/media partners to photograph, film, tape and transmit any elements from the Parade entry, including but not limited to participants, messaging, and signage.

The successful Applicant and Float Marshalls are responsible for notifying Participants that they may be filmed or photographed for broadcast use, or for later promotional use by SGLMG or SGLMG's approved agents. SGLMG reserves the right to use the footage in any form and at its own discretion with no time limit or additional approvals required. During the Parade, all Participants must not live-stream audio-visual material of more than twenty (20) minutes aggregate in duration, from the Entry/Float via camera, to any social media accounts.

### 5.4 PARADE ORDER AND POSITION

SGLMG aim to curate a Parade with exciting messaging that tells a story to our audience. The Parade order is an important part of the decision-making process and while consideration will be given to



factors such as participants' ages and abilities, the final Parade order and position of Entrant groups is at the sole discretion of SGLMG.

Entrants will be advised of the placement of their Parade position within their briefing pack supplied at the Entrants Briefing. Placement cannot be exchanged, shared, traded or otherwise moved without the express written permission from SGLMG. SGLMG reserves the right to change the position of any Entrant group at any time.

On Parade day, all Entrants must form up in their assigned marshalling position at the designated time and location as determined by SGLMG. Marshalling staff and volunteers will be located within the marshalling zones to assist correct form up.

Each Entrant must remain in its Parade position whilst on Route for the duration of the Parade. There must be 5 metres distance between each Entrant group. Failure to remain in Parade position may result in removal from the Parade and limited representation in any official media.

## **5.5 PARTICIPANT INFORMATION**

### **5.5.1 FLOAT MARSHALLS**

Each Entrant must provide two (2) designated Marshalls to act as the official liaison and emergency contact between the Entrant and SGLMG on Parade day.

Responsibilities include and are not limited to:

- Attend the Parade Entrants Briefing.
- Supply SGLMG with all required information (including vehicle and driver details) by the required due dates.
- Check-in with the SGLMG Registration Team at the Marshalling Area and ensure that your Participants and Float Vehicle arrive at the Marshalling Area at your assigned time.
- Wear the accreditation provided by SGLMG on Parade night to identify yourself as a Float Marshall.
- Ensure the safety of your Participants by remaining with your Entry and vehicle at all times.
- Ensure that your Entry does not intentionally cause the Parade to stop.
- Nominate a participant from your group to lead your Entry on the Parade Route by carrying the Entrant Group Name sign provided by SGLMG.

### **5.5.2 MINORS**

All Participants that are minors must always be accompanied by a legal guardian at the Parade. Whilst there are no age restrictions, SGLMG strongly advise that they have the physical capacity to participate in the Parade for full duration. Participants can be required to marshal from as early as 3:00 PM and some may not complete the Parade Route until as late as 11:00 PM. We suggest using noise-cancelling headphones for young children.

### **5.5.3 PARTICIPANT NUMBERS**

Each year the Parade is restricted to a maximum number of Participants and Entrants.

SGLMG consults with key stakeholders including NSW Police, NSW Health, Transport Management, City of Sydney and the Venue/s owner, to allow for maximum participation, ensuring the overall safety and security for all Participants.

Each Entrant is limited to a maximum of **80 Participants**.

If you have selected the entry categories for either 'Individual' or 'Community Group with less than 40 participants', you are restricted to a maximum of either 5 or 40 people, respectively.

This total number must include your marchers, drivers, any participants riding on your Float Vehicle, photographers or videographers, choreographers, and any production crew that may be required to operate/manage technical equipment.

SGLMG may reduce the number of Participants requested in your application, in order to allow more groups to participate in the parade.

#### **5.5.4 PARTICIPANT REGISTRATION**

Entrant groups are required to register the full name, mobile phone number, email address and post code of all Participants involved. Successful Applicants (primary contact) will be required to provide SGLMG with the full contact list by the Participant Registration Deadline (Friday 17 February 2023).

The primary contact is responsible in gaining the consent from individual Participants to share their contact information which will be used in accordance with SGLMG's [privacy policy](#). All individual Participants must also read, acknowledge and adhere to the 2023 Parade Entrant T&Cs.

Each registered Participant will be sent a unique QR Code ticket/pass that must be presented to gain entry to the Marshalling Area.

Individuals will also need to present valid photo identification that corresponds with the name registered on the ticket/pass to gain entry to the Marshalling Area. Please ensure all Participants are aware of this requirement in advance.

For individuals (e.g. minors or people with disability) that do not have the capacity to manage their own email address or mobile number, contact details of the legal guardian or carer accompanying them during Parade day must be registered instead.

#### **5.6 PARADE COMMUNITY AWARDS**

Our Parade Community Awards are intended to encourage participants to stand out and produce a float entry to their absolute best capability, whilst having a meaningful presence in the Parade. Our Parade Judges panel, comprised of diverse community representatives, assess Entrants on Parade day and provide valuable feedback for SGLMG to determine nominations.

Our 2023 Parade Award categories are:

- Ron Austin Award for Most Fabulous Parade Entry
- Ron Muncaster Award for Best Costume
- Best Choreography
- Best Float Design
- Best Individual or Small Group
- Best Satirical Entry

#### **5.7 VENUE CONSIDERATIONS**

Operating the Parade throughout the city of Sydney brings a few factors that you must consider:



- Please refer to the below for a summary of all the locations in which Entrants will need to traverse through.
- Please ensure that all your participants, including wheelchair users or those wearing high heels, are comfortable with traversing through the various terrains.
- Float vehicles and all creative components, including your pushables, props, inflatables and puppets, must not exceed the following dimensions due to height and width restrictions of the parade route.
- The Parade event in itself is an extremely stimulating environment so we encourage you to make this information available to your participants. There will be loud sounds from people cheering, audio equipment or instruments, and large trucks. There will be various lighting/colour effects including LED or fluorescent lights. There will be various special effects such as confetti cannons, mist and bubble machines. You may see or brush past people in various clothing/attire (or lack thereof). We strongly advise that participants implement relevant risk mitigation strategies such as wearing noise-cancelling headphones or glasses.

The below table outlines various locations and terrains that participants, vehicles and pushables can traverse through. Vehicles will only travel on road surfaces.

LOCATION	TERRAIN
<b>Marshalling Area</b> Hyde Park South, Liverpool Street, College Street, Wentworth Avenue	Grass and pavement on mostly flat surface, and some stairs within park. Road on mostly flat surface and dirt/gravel on mostly flat surface with some slight inclines and roadside curb ramps.
<b>Parade Route</b> Oxford Street, Flinders Street, Anzac Parade	Road on mostly flat surface with slight incline and multiple median strips.
<b>End Area</b> Anzac Parade and Moore Park West area	Primarily road and pavement on mostly flat surface. Some areas

### 5.7.1 MARSHALLING AREA

- Parade Entrants, including participants, float vehicles and all creative components, will be marshalled at Hyde Park South and following roads:
  - Liverpool Street between Elizabeth Street and College Street
  - College Street between Liverpool Street and Park Street
  - Wentworth Avenue between Liverpool Street and Goulburn Street
- Entrants will be given staggered arrival times for participants between 3:00PM to 7:00PM.
- Float vehicles will be given staggered arrival times between 2:30PM to 6:30PM.
- Entrants will be assigned a Marshalling Area Position, which will be located in a road lane. This position is where Entrants depart the Marshalling Area to enter on Parade route. It is extremely important that float vehicles and all creative components (pushables, props, etc) fit within the dimensions listed in the table above. Please note that participants will not be permitted to access the marshalling positions until float vehicle movements have completed.
- Entrants must remain in the Marshalling Area until they are requested to travel onto the Parade route for start. Estimated start times will be provided at Entrants Briefing.
- There are no pass outs from the Marshalling Area.
- The Marshalling Area has dedicated toilets (including wheelchair-accessible), water stations, and food and non-alcoholic drink vendors.

- There will be a Quiet Room available for participants that need a short time away from the stress and stimulation of the local environment. This includes people with disabilities, medical conditions, etc.
- There will be a Family Zone available in the Park for family-group participants that want to congregate together.
- Physical shade/shelter structures are not available. Existing park trees can provide shade.
- Additional seating is not available. There are existing park benches spread across the park.

### 5.7.2 PARADE ROUTE

- The Parade route begins from Whitlam Square, continues onto Oxford Street, turns right at Taylor Square onto Flinders Street, and continues onto Anzac Parade ending at the Tibby Cotter Bridge.
- The total distance of the route is approximately 1.7 kilometres.
- The total time to travel the route is approximately 35 minutes.
- Entrants must remain 5 metres behind the Parade group in front of them.
- The route varies in width as it alternates between 2 to 3 road lanes in size. The minimum width the route can be is 6 metres, and maximum width being 9 metres. Note that there are various median strips throughout the route so any large pushables or large props must not exceed 6 metres in width. These must also be able to quickly extend and retract to the 2.4 metre width as these will need to fit within the single road lane allocated in Marshalling and End Areas. Float vehicle designs must not exceed 2.4 metres in width. This includes any decorations attached to the vehicle.
- Entrants must always remain within the parade route and must not cross the fencing which separates the audience or operational areas.
- The majority of the audience will be watching from the side of the road on flat ground. There will be crowds of more than 4 rows deep, so we encourage Entrants to design creative concepts with height for the biggest visual impact.
- There are various viewing areas located along the route, include free and ticketed viewing areas. We encourage you to engage and interact with the audience, keeping in mind consent if you are touching other people, and make sure you do not stop or delay the group behind you. SGLMG proudly operates a free and accessible viewing area so please be sure to engage the audience there.
- There will be various media bays located along the route. Be sure to give big smiles and interact with them without delaying the group behind you.
- Taylor Square and Drivers Triangle are the primary locations for our broadcast cameras so this will be the best spot to ensure that your choreography, smiles, performance etc are top notch here. Note that Entrant groups must not slow down, pause or stop anywhere along the route, including these areas.

### 5.7.3 END AREA

- The End Area begins on Anzac Parade after the Tibby Cotter Bridge until Lang Road and also takes up areas within Moore Park between Kippax Lake and the bus loop.
- Float vehicles must continue on Anzac Parade and follow directions of SGLMG staff, volunteers, traffic controllers, security and NSW Police. Float vehicles will be able to strip/de-rig to become legal road-worthy vehicles in this area. This must not take any longer than 5 minutes. Vehicles may be subject to inspections from NSW Police prior to returning to the road.

- There will be dedicated toilets (including wheelchair-accessible), water stations, and food and non-alcoholic drink vendors.
- Physical shade/shelter structures are not available.
- Additional seating is not available.

## 6 ENTRY CREATIVE CONCEPT AND COMPONENTS

Our worldwide renowned Parade resonates with participants and spectators alike, with entries that inspire the audience to feel something, whether they cheer, laugh, cry or reflect upon. We encourage Entrants to be big and fabulous with the creative concept using a clear simple message that is visually exciting.

The following section lists approved creative components and provides considerations on how these can be used in your entry. All Entrants and Participants are responsible for the safety and security of their own belongings, goods, and equipment.

### 6.1 SIZE RESTRICTIONS

Due to the physical space where all creative components need to traverse, we have certain size restrictions. Please refer to table below.

SIZE RESTRICTIONS				
CREATIVE COMPONENT	HEIGHT	WIDTH - MARSHALLING OR END AREAS	WIDTH – PARADE ROUTE	LENGTH
Float Vehicle	4.2 metres	2.4 metres	2.4 metres	11 metres
Fixed large prop - Pushable, inflatable, puppet	4.2 metres	2.4 metres	6 metres*	5 metres

\*These creative components must be easily manoeuvrable and be able to quickly extend/retract within 5 seconds.

Please note that each group is permitted to a maximum of:

- 1 float vehicle
- 1 fixed large prop as per above dimensions, unless otherwise approved in writing by SGLMG.

### 6.2 MESSAGING

Entrants must communicate clear messaging (whether expressed verbally, in writing, in imagery or otherwise) that:

- Is in support or celebration relevant to the LGBTQIA+ communities;
- Has relevance to the [2023 Festival theme](#); and
- Is delivered in non-discriminatory, non-violent, and non-threatening manner.

Messaging must not:

- Promote or condone violence or the incitement of hatred towards any persons;



- Advertise or promote any other group, organisation, business or product, unless approved by SGLMG as a “Community Supporter”. For more details, refer to [Section 8 Supporter Guidelines for Community Entrants](#) below; and
- Use the SGLMG brand and logo, or promote/imply that the Entrant is an official SGLMG partner, sponsor, supporter or supplier.

We recommend that Entrants have some signage identifying their Group/Organisation name. Your participation is important for both messaging and representation for our communities, so we want the audience to be able to identify your group.

### 6.3 COSTUMES AND OUTFITS

Your participants should look and feel fabulous! We encourage you to unite your participants by using a common theme or wearing costumes/outfits that are coordinated or complementary. Use unexpected materials or experiment with different colours and textures to create something spectacular. Whilst we encourage your costumes/outfits to have a unifying theme, we advise that you also enable your participants to wear clothing that they are comfortable wearing.

Please note that full-frontal nudity of lower genitalia is restricted, so please ensure that all costumes/outfits adhere to this.

The Marshalling and End Areas, as well as Parade Route itself have various and uneven terrains (refer to [Section 5.7 Venue Considerations](#) for details), so we recommend that all walking participants wear shoes that they are comfortable and confident with. Barefoot is not advised due to rough, gravelled terrain and the potential waste generated throughout the event day.

### 6.4 CHOREOGRAPHY AND MOVEMENT

Gaps in the Parade train hinder the enjoyment of participants and audience, as well as delays the time in which everyone can return home or continue partying elsewhere. To avoid this, the following must be adhered to:

- All Entrants must be moving forward along the route at a pace of 1 metres per second (60 metres per minute, or 3.6km per hour), unless stopped by SGLMG Staff, NSW Police, Security or Volunteers.
- Choreography must always be in a forward-moving direction along the route, including near Taylor Square. Choreography must not involve standing still or moving backwards/sideways.
- **Entrants must not stop at any time, unless directed to do so by SGLMG staff.** Participants must continue walking/dancing and are not permitted to stop for poses, pushups, media moments, dance routines or shows unless authorised by SGLMG. Any Entrants who stop and delay the Parade significantly are at risk of being extracted from the Parade.
- If using a float vehicle, there must be a minimum 2 metre gap between the vehicle and any participants walking. Participants must also ensure that they are within the driver’s vision.
- Follow directions of all SGLMG staff, volunteers, security or NSW Police – e.g. If asked to move on, increase pace, or stop.

As a general rule, there must be a minimum 5 metre gap between your group and the Entrant groups in front and behind whilst on route.

## 6.5 MUSIC/AUDIO

All Entrants that plan to use audio/music must include details within their Application.

Accepted forms include:

- Digital amplified via audio systems
- Live instruments (e.g. drumming/pipe bands, etc)

We recommend tracks are approximately 120 BPM (beats per minute) to assist with pacing.

If using choreography that is reliant on audio/music, we recommend that your audio amplification is strong enough so that all your participants can hear it.

If using digital music, we strongly advise against relying on streaming services due to mobile network congestion. We recommend that your files are downloaded onto the device (e.g. laptop, iPod, etc) and that you have sufficient back-ups, charging cables, etc.

Entrants are not required to obtain music licenses for the right to play licensed music at the Parade. However, Entrants must provide SGLMG with the music details (artist/s, song title/s, etc) that they will play during the Parade so those artists can be paid the correct royalties. SGLMG holds an event music license which covers the right for licensed music to be played at the event.

All audio equipment must adhere to the T&Cs as per [Section 6.15 Technical Production](#).

## 6.6 PROPS AND PUPPETS

We encourage you to use props that are lightweight, easy to carry and transport. Examples include flags; banners; placards; umbrellas; fans; sports equipment such as footballs, soccer balls, tennis racquets; hula hoops; poi; staff; custom made props, etc. Giant puppets with performer/s inside and backpack puppets are always a fun highlight for the audience. All props and puppets should easily be incorporated with your messaging or choreography.

Please note that props must not be thrown (either to fellow participants or spectators) as it is a safety risk. SGLMG reserves the right to confiscate props and remove the person/s throwing props from participating in the Parade.

All props and puppets must meet the dimension restrictions as outlined in [Section 6.1 Size Restrictions](#).

## 6.7 PUSHABLES

Building a pushable is great way to make a bold statement with your creative concept.

Pushables must comply with the following:

- Pushables must not exceed the dimension as outlined in [Section 6.1 Size Restrictions](#).
- Pushables must use wheels that have brake locks for stability and easier manoeuvrability.
- We recommend that pushables do not exceed 200 kilograms in weight unless you have specialist crew to handle them.
- Technical drawings must be provided to SGLMG by Friday 9 December 2022. Engineering certificates must be provided to SGLMG as required.

- Participants are not permitted to sit or ride on pushables, unless they are able to provide SGLMG with insurance, engineering certificates, risk mitigation and assessment for review. This will only be permitted if approved in advance by SGLMG.

Note that pushables cannot be directly dropped off to the Marshalling Area or collected from the End Area from a transport vehicle separate to your float vehicle due to the extensive road closures and limited space for marshalling/derigging.

## 6.8 LIGHTING

The Parade begins just before dusk so a little bit of lighting can add some flair to your Entry. We suggest attaching LED, neon or fairy lighting, car headlights with batteries to your costumes or props to help make you stand out. We suggest that lighting is battery-powered, portable, lightweight and handheld for ease of logistics. All lighting equipment must adhere to the T&Cs as per [Section 6.15 Technical Production](#).

## 6.9 MATERIALS

- Confetti must be biodegradable and water-soluble. Confetti may be thrown via hands or cannons. Foil confetti is not permitted.
- Glitter must be biodegradable and applied to costumes/props as best as possible. Glitter must not be thrown via hands or cannons.
- Polystyrene and alternative materials can be cut into giant letters or shapes and painted or glittered to convey your messaging. We encourage you to use sustainable or recyclable materials wherever possible.

## 6.10 MISCELLANEOUS

### 6.10.1 ANIMALS

Assistance animals are permitted to accompany participating people with disability. Assistance animals should be registered, with documentation provided to SGLMG by the Individual Participation Submission Deadline (17 February 2023).

No other animals are permitted on the parade route, or within the Marshalling and End Areas.

### 6.10.2 BICYCLES, SCOOTERS, ROLLERSKATES

Bicycles, scooters and rollerskates/blades are fun elements to add to your Entry. Protective gear must be worn.

### 6.10.3 INFLATABLES

Inflatables are a great way to add height and creativity to your entry. Please ensure that you have considered the height, width and length restrictions whilst designing your inflatables. Permission to use inflatables can only be granted in writing by SGLMG, which will be dependent on the following:

- Inflatables must comply with the dimensions as outlined in [Section 6.1 Size Restrictions](#).
- Technical drawings, engineering certificates and MSDS or SWMS documents must be provided to SGLMG by Friday 9 December 2022.
- Inflatables must be handled (including inflation and deflation) by a professional.
- Inflatables must have a rapid deflate function such as Velcro or zipper release.



#### 6.10.4 STILT-WALKERS

Stilt-walkers are another fabulous way to add height and creativity. Permission to have stilt-walkers can only be granted in writing by SGLMG, which will be dependent on the following:

- Stilt-walkers must be professionals and must provide SGLMG with Public Liability Insurance (PLI) certificate of up to \$20 million and a targeted risk assessment by Friday 9 December 2022.
- Maximum height of stilt-walker must comply with height restriction of 4.2 metres.

#### 6.11 HANDOUTS

Handouts of any items or objects are not permitted at the Parade, due to crowd safety protocols. Objects must not be thrown on the Parade Route or thrown or handed to audience members and other Participants. Anyone found in possession of items, including gifts, flyers, merchandise, with the intention to handout or seen handing out items in the Marshalling Area may be asked to leave and not participate in the Parade, and those items may be confiscated.

#### 6.12 PRODUCT OR SPONSOR ADVERTISING

To maintain the integrity of the Parade, product and services advertisement or sampling is not permitted. Businesses and organisations can represent themselves but cannot advertise specific products, services or campaigns. This includes bar nights, parties, special events, organisational campaigns and political messages.

The distribution of product samples and print advertisements is strictly prohibited due to crowd safety protocols.

Ineligible activations include but are not limited to:

- Handing out products, samples, and leaflets.
- Use of physical signage, digital screens, SMS competitions, digital and social media platforms to advertise products, services or campaigns, as well as engaging in commercial transactions.
- Filming of your Entry and the Parade for immediate and/or later broadcast across any form of media, including social media platforms without disclosure to and approval from SGLMG is not permitted.
- Communication in any form of special offers or competitions.

Entrants who are found in violation of these T&Cs will have any handouts or signage removed from the Parade.

#### 6.13 RESTRICTIONS

Restricted items include animals (excluding registered assistance animals), balloons, glitter cannons, foil confetti, projectiles, glass, fire, open flames, pyrotechnics (fireworks), flares, fire batons, fire breathing, sparklers, sparks, welding, weapons or imitation weapons, hazardous or flammable goods/chemicals, and goods prohibited by law. We also strictly control the use of Projectiles and remote-controlled devices including any kind of drone, helicopters, planes and cars.

Other restrictions include full-frontal nudity of lower genitalia, solicitation of funds, and campaigning.

Laws relating to the use of public space, defamation, vehicle registration, driving under the influence, consumption of alcohol and other drugs, and indecent exposure all remain in place during the Parade. The Parade event precinct (Marshalling Area, Route, End Area and surrounding streets) are within

alcohol-free zones and NSW Police have the power to confiscate or dispose of alcohol found in these areas.

#### 6.14 SUSTAINABILITY AND WASTE MANAGEMENT

SGLMG is committed to be as environmentally sustainable as possible and this extends to keeping the Parade clean. Entrants must comply with the below:

- Confetti Cannons – If you are intending on using confetti, it must be bio-degradable and water-soluble. Foil confetti is prohibited.
- Balloons – The use of balloons is prohibited.
- Glitter – You must use only biodegradable glitter and apply to surfaces as best as possible. Glitter must not be thrown via hands or cannons. Entrants in violation may be liable for cleaning fees.
- Recycling and Re-using Materials – We ask that Entrants use recyclable materials and re-use items for construction of floats, props and costumes, and minimise consumables where possible. This includes biodegradable materials, reusable water bottles, and re-using props and banners from previous years.
- Waste Management – Entrants are required to utilise the waste facilities provided within the Venue, including the Marshalling Area on Parade Day. We suggest bringing your own (biodegradable) rubbish bags to assist with compacting waste.

We encourage all entrants to talk to our parade and workshop team about how they can reduce waste, reuse and recycle equipment.

#### 6.15 TECHNICAL PRODUCTION

All Entries must comply with the following and applies if using a float vehicle or pushable:

- All lighting, AV equipment or any infrastructure must be supplied and installed by a professional company or registered company. Relevant equipment must be operated by a professional.
- Any confetti cannons or similar SFX systems must be positioned pointing upwards and not towards the crowd or any people.
- All electrical equipment, including leads, must be tagged and tested to comply with industry standards.
- All equipment must be safely secured to your vehicle/pushable. You must have wet weather contingency to protect this equipment. All equipment must have appropriate ventilation.
- SGLMG may require the Entrant to provide documents such as SWMS, MSDS, risk assessments and/or technical drawings.

#### 6.16 PHOTO INSPIRATION

For some visual inspiration and photos of previous parade entries, please visit our gallery [here](#).

### 7 FLOAT VEHICLES

Vehicles can add a lot to an entry by carrying lights and sound equipment, or being transformed into a moving piece of art. The front of your vehicle is what the audience first sees, and the sides of your

vehicle is what they will see for the longest period. Try to find inventive ways of decorating the vehicle to maximise the visibility of your entry's creative concept.

Please note that we will only permit maximum **1 vehicle per entry**. It is expected that you have a creative or practical reason to justify your vehicle.

Additional vehicles are not permitted to access the Start Marshalling Area, Parade Route or End Area for transport of equipment, props or people.

If using a vehicle, your application must include the following:

- Vehicle type
- Vehicle make/model
- Details if using a trailer
- Approximate total vehicle length

Successful applicants will be required to confirm the above details, as well as provide the following information by 13 January 2023:

- Vehicle registration number
- Driver details:
  - First and last name
  - License number, including class, state of issue and expiry date
  - Mobile phone number

For the safety of all participants and spectators, SGLMG works with New South Wales Police to carry out general background checks on drivers prior to the event. Vehicles may be refused entry to Parade if we do not receive your information by the due date.

## 7.1 VEHICLE DIMENSIONS

The maximum dimensions of your float vehicle, including any additional adornments is:  
**2.4m wide, 4.2m high and 11m long.**

These measurements are non-negotiable and are enforced due to external factors such as overhanging street signs, maintaining emergency lanes and ensuring vehicles can safely navigate the Marshalling Area, Route and End Area. It is extremely important that your vehicle does not exceed a maximum of 4.2m in height (including the height of any people standing on top of your vehicle).

We also advise that you consider your float vehicle's route to and from home when choosing or designing your vehicle. There may be tunnels, bridges, etc with height limits that you may have to travel through in order to get to the Parade sites.

## 7.2 ACCEPTED VEHICLE TYPES

SGLMG will accept the following vehicles from applicants:

- Cars, including convertibles
- Utes
- Vans
- Motorbikes or Trikes
- Vehicles + trailers
- 2 – 8 tonne Flatbed Trucks



- Buses or Minibuses – Please note that there will be a strict limit to the number of buses in the Parade and that priority for buses will be given to groups with mobility impaired participants. Double-decker buses are not accepted.

### 7.3 LEGAL REQUIREMENTS & VEHICLE CONSIDERATIONS

- Your vehicle must be registered, roadworthy, insured and in good operating condition. Any unregistered or un-roadworthy vehicles will be removed and towed out of the Marshalling Area.
- If you intend to source your vehicle from a rental hire company, you must notify the hire company your intent to use the vehicle for a parade event and obtain any relevant or additional insurances required for its use.
- Any decorations, lighting/sound systems or staging must be safely and firmly secured onto your vehicle.
- If you have any participants riding on the vehicle's tray, you must implement safety railings or barriers on all sides to prohibit people from falling off the edges, and/or secure participants to a solid structure with appropriate safety harnesses. No one may board or alight the vehicle once it is in motion. Your participants must board or alight the vehicle only when it is at a complete stop, at the start or end of Parade.
- Your vehicle must have a driver who is appropriately licensed. Some vehicles require a special licence; for example, 6 tonne trucks require a LR licence to drive. The driver must carry this licence with them at all times on Parade.
- Your driver must not have a blood alcohol level over the legal limit or be under the influence of drugs. Both Drug and Breath Testing will occur at Start and End Areas.
- Your driver must remain within the vehicle at all times, and must always keep the keys with the vehicle, in case of an emergency. As the parade is a long day, we suggest you have a co-driver to relieve your main driver for food/restroom breaks. Spare set of keys is also recommended.
- You must provide SGLMG with your drivers' name, license number, mobile phone number and consent, as well as vehicle registration number for NSW Police to perform general background checks. We work closely with NSW Police for the safety of all participants and spectators. This must be supplied by the required due date, or SGLMG/NSW Police may refuse access to your driver/vehicle. All drivers will be subject to alcohol and drug testing prior to the parade.
- Any participants riding on a vehicle must be harnessed or standing behind/holding onto an appropriate horizontal safety railing.
- Additional vehicle requirements:
  - Lights, wipers & horn must be in working condition
  - Vehicle registration/number plate must be visible at all times, on both the front & back of the vehicle
  - Side & rear vision mirrors must be visible at all times. Vehicle function & driver's range of vision must not be impeded in any way.
  - Consideration must be given to the weight load of the vehicle when designing and building your float.
- While on the parade route, vehicles must never exceed 5km/h.

Please note that although SGLMG and NSW Police may carry out safety checks, it is ultimately the responsibility of each parade group to ensure that their vehicle is safe and roadworthy. It is also the group's responsibility to ensure participants riding on board the float are safe and behave in a way that complies with the safety requirements and code of conduct detailed in this document, in order

to avoid injury or damages.

SGLMG strongly encourages all groups using vehicles, props or special effects to conduct risk assessments and use appropriate risk minimisation measures where possible.

## 8 SUPPORTER GUIDELINES FOR COMMUNITY ENTRIES

The large Parade audience offers businesses and organisations a valuable opportunity to promote their support for the LGBTQIA+ communities by assisting community groups produce their Entry with funding or in-kind donations. SGLMG acknowledge that without the support from businesses, many community group Entries would not be possible or as fabulous as they would otherwise be!

Equally, SGLMG would not exist without the generous financial support from partnerships with leading Australian brands that actively support the LGBTQIA+ communities. The revenue that comes from these partnerships is a significant funding source for the operational delivery of the Parade.

Our corporate partners are restricted to 14% of total parade capacity with the remainder allocated to community. To ensure this, SGLMG have set clear parameters for community organisations to gain financial or in-kind support for themselves, whilst respecting the contribution of SGLMG partners.

Community organisations are permitted to show branding and acknowledge the support of any business or organisation (unless stipulated in the category exclusions below), within the Branding Guidelines specified below.

### 8.1 ELIGIBILITY

Community organisations are permitted to partner with any business or organisation with the exception of tobacco companies, or those that do not align with the Mission, Vision and Values of SGLMG. All partners must be disclosed within the Application or otherwise SGLMG must be later notified in writing by the Entrant Group. SGLMG reserves the right to request further background information of partners and determine its suitability for Parade branding acknowledgement outside these criteria.

### 8.2 BRANDING AND MESSAGING

If physical branding acknowledgement on Entries is desired, the below criteria must be met:

- This must be disclosed within the Application for SGLMG approval. Supporting documents to display visual designs must be submitted.
- Any branding must include a specific message to show support or relevance to the LGBTQIA+ communities or their rights. There is no specific form of the wording, however the message must mean something to the Entrant, be legitimate and relevant to the LGBTQIA+ communities, and ideally align with the Entrant's creative concept. Demonstration of support is the most important thing, not branding.
- This message must be displayed on the Entry in two (2) locations maximum. For example, on one banner and one placard.
- Logos in isolation, the inclusion of product names and commercial website addresses are not permitted.
- The supporter must not use the SGLMG name or brand (including Sydney Mardi Gras, Sydney Gay and Lesbian Mardi Gras or Mardi Gras) in their support message or in any other fashion. The supporter must not identify or imply that they are an official partner of SGLMG.

#### Signage Guidelines:

- The Entrant's group name, branding and messaging must be larger and more prominent than that of the supporter's entire message.
- Brand or logo acknowledgement must not exceed 1 metre x 1 metre.
- Lettering in the supporter acknowledgement must not exceed 15 words maximum.

**Appropriate Examples include:**

- XYZ Hardware loves the Rainbow Marchers and proudly supports the LGBTQIA+ community.
- XYZ Industrial is proud to support the LGBTQIA+ singers.

**Clothing Attire**

No branding or sponsor messaging are allowed on clothing attire except for sporting uniforms with pre-existing sponsors acknowledgement (e.g. football or netball jerseys).

**8.3 DISCLOSURE**

Entrants must disclose the names of any supporters and proposed branding acknowledgement or messaging on the Application form. Any changes must be communicated in writing to SGLMG for approval by 5PM, Friday 13 January 2023. SGLMG reserves the right to deny supporter signage if it conflicts these T&Cs and/or with agreements between SGLMG and official partners.

SGLMG will not permit entry on Parade night unless all branding or messaging signage matches what has been approved in the Application. SGLMG reserves the right to cover or remove any signage that does not comply with these T&Cs.

**9 CODE OF CONDUCT**

SGLMG stands for equality, respect and inclusiveness. This must be extended to all Entrants and Participants must act with kindness and respect.

**9.1 PARTICIPANT PERSONAL SAFETY**

SGLMG will run through safety and security as part of the Entrants Briefing. All Participants must be aware of the following conditions of entry to the Venue:

- All Participants must follow all instructions from SGLMG Staff, NSW Police, Security and Volunteers; they are there to help and ensure safety.
- Participants must arrive at the assigned time.
- The Parade will proceed in all weather conditions. All Participants must have sufficient sunscreen or weather protection to suit the conditions of the day.
- SGLMG encourages participants to bring refillable bottles, which can be filled with water inside the Marshalling Area.
- All Participants must carry valid and current photo identification.
- Participants must wear their SGLMG Parade accreditation/wristbands at all times.
- All Participants must have emergency contact or medical ID stored in their mobile phone. SGLMG recommends that Entrant organisers collect emergency contact information for all of their participants. Buddy systems are also encouraged.
- SGLMG recommends that participants **do not bring bags** with them. There will not be a cloak room available on site. Participants are permitted to bring bags that are in 30cm x 21cm (the size of an A4 piece of paper) x 21cm and must always be held on their person. Please note



that due to public safety, all bags will be searched upon entry. Participants must not:

- Accept to carry the bag or personal belongings of someone they do not know;
- Leave their bag or personal belongings unattended. Note that any bags found left unattended will be treated as a suspicious item.
- SGLMG, NSW Police and Security have the right to remove from the Parade any persons who:
  - Have violated the conditions of entry
  - Are found to be intoxicated or under the influence of drugs
  - Are found to be a danger to other participants or spectators

## 9.2 PARTICIPANT BEHAVIOUR

All Participants must treat each other with respect and dignity, despite any conflicting values or beliefs, as well as display consideration for the audience, which will include family groups and children. All Participants must comply with these Terms & Conditions.

The following behaviours are not permitted:

- Touching without consent
- Threatening or aggressive behaviour, both verbally and physically
- Failure to identify themselves or provide appropriate accreditation (i.e. valid photo ID, Participant wristband)
- Ignoring or disobeying the instructions or requests of SGLMG staff, security or volunteers, or of NSW Police or other emergency services
- Victimisation of or unreasonable action against people
- Slander, racist, sexist, homophobic, biphobic transphobic language, behaviour or material
- Harassing, bullying or discriminating against other people or groups
- Sexual assault or harassment
- Encouragement or support of anyone who is harassing, bullying or discriminating against other people or groups
- Illegal consumption of alcohol or drugs
- Illegal behaviour or activities of any kind
- Discrimination against someone because of their gender, race, ethnic or ethno-religious background, political affiliation, occupation, marital status, pregnancy, disability, age, sexual or gender diversity, carer's responsibilities or alcohol or drug use or dependency outside of the event.

Participants are reminded that the Parade is held within an alcohol-free zone. The Parade Route is not exempt from normal law and so all Participants must comply with NSW laws and directions given by NSW Police.

Any persons who do not comply with the above code of conduct and T&Cs may be removed from the event and/or not permitted to participate in future parades.

## 10 CONSEQUENCES OF ANY BREACH OF THESE T&Cs

The Applicant understands and agrees that any breach of these T&Cs may result in one or more of the following consequences:

- Denied permission to participate in the Parade
- Removal from participation during the Parade

- Exclusion from participation in future Parades
- Application of criminal charges
- Legal action to recover monetary costs related to actions by the Participants including damage to property, court fines and fees resulting from lawsuits or charges against SGLMG

SGLMG reserves the right to issue a formal warning, either in writing or verbally, should a breach of these T&Cs occur. Once this warning has been issued, any continued behaviour that breaches or violates these T&Cs will result in removal from the Parade. SGLMG reserves the right to move to immediate removal from Parade without issuing a formal warning, depending on the severity of the behaviour.

## 11 LIABILITY RELEASE

By submitting an Application to participate in the 2023 SGLMG Parade, the Applicant confirms that they are an authorised representative of the organisation/business or community group and that they have read, understood and accept these T&Cs.

Additionally, by submitting an application, I agree to adhere to the terms, conditions and regulations as above. I also consent to SGLMG to collect and storing my personal information.

If successful in my application, I understand that:

- the violation of any regulation may be cause for removal from the Parade;
- it is my responsibility to communicate all guidelines and information to my entry's participants and obtain their agreement for compliance.

In consideration of the acceptance of this Application and permission to participate in the Sydney Gay and Lesbian Mardi Gras Parade, I, for myself, my heirs, executors, administrators, successors and assigns hereby release, waive and forever discharge Sydney Gay and Lesbian Mardi Gras Limited staff, board, volunteers, and suppliers and all other associations, sanctioning bodies and sponsoring companies, and all their respective agents, officials, servants, contractors, representatives, volunteers, staff, elected and appointed officials, successors and assigns OF AND FROM ALL claims, demands, damages, costs, expenses, actions and causes of action, whether in law or equity, in respect of loss or damage to my person or property HOWSOEVER CAUSED, arising or to arise by reason of my participation in the said event, whether as an exhibitor, spectator, participant, competitor or otherwise, whether prior to, during or subsequent to the event, AND NOTWITHSTANDING that the same may have been contributed to, or occasioned by the negligence of any of the aforesaid.

SGLMG reserves the right to change the above Terms & Conditions at any time.

All information collected in relation to the 2023 Parade will be used in accordance with SGLMG's [privacy policy](#).