



Gender Equality Action Plan

Target: 50/50 SES Band 2 by 2021

Balancing the Future: The Australian Public Service Gender Equality Strategy 2016-19 sets out actions to address gender imbalance across the Australian Public Service (APS).

The strategy requires departments to set tailored, but ambitious, gender equality stretch targets.

The Attorney-General's Department (AGD) has strong representation of women across all business areas and at all levels. Following analysis of the gender composition, a target of 50:50 by 2021 at the SES Band 2 level has been set. At 30 June 2016, women made up 25% of SES Band 2 positions.

This action plan is based on the five action areas in the *APS Gender Equality Strategy* and sets out the strategies to help AGD achieve its target:

1. Driving a supportive and enabling culture
2. Gender equality in APS leadership
3. Innovation to embed gender equality in employment practices
4. Increased take-up of flexible work arrangements by men and women
5. Measurement and evaluation

AGD recognises that diversity, flexibility and inclusion are essential to delivering on organisational objectives. A suite of initiatives that reflect our commitment to this is outlined in the department's *Flexibility and inclusion action plan*. Many of these initiatives are repeated in this action plan and will contribute to meeting the target at the SES Band 2 level.

1. Driving a supportive and enabling culture

The Attorney-General's Department is committed to fostering a workplace culture that supports and enables all staff to contribute to their full potential. This kind of culture requires support and commitment from senior leaders.

Action	What will success look like?
Continue highlighting role of diversity champions, including Champion for Women, to foster a commitment to a diverse and inclusive workplace.	Executive accountability for achieving gender equality.
SES performance agreements to include section on modelling and facilitating flexibility, diversity and inclusion.	Greater awareness of, and appreciation for, flexibility, diversity and inclusion by SES and increased stewardship of cultural change.

2. Equality in leadership

Following an assessment of the gender balance of our senior leadership, the Attorney-General's Department will take the following actions to improve representation of women in senior leadership roles.

Action	What will success look like?
Commit to the 'panel pledge' to support gender diversity on panels, internal and external, and public discussion.	Improved gender diversity in panels and public discussion, increased visibility of women, improved quality and balance of public discussion, and increased development opportunities for women within AGD.
Ensure equal participation in development programs that support progression into leadership including: <ul style="list-style-type: none"> • NIDA Influential Women • NIDA Corporate Performance • Jeff Whalan Learning Groups • APSC Leadership Development Courses • Individual executive coaching or mentoring • Cranlana Colloquium • University of Melbourne Business School General Management Program 	Development opportunities to support advancement into senior leadership positions.
Nominate senior women for board appointments.	Improved gender representation on.
Participate in SES exchange programs across the APS and use secondments within the portfolio to support mobility at the SES level.	Increased mobility at SES level across APS and portfolio.

3. Innovation to embed gender equality in employment practices

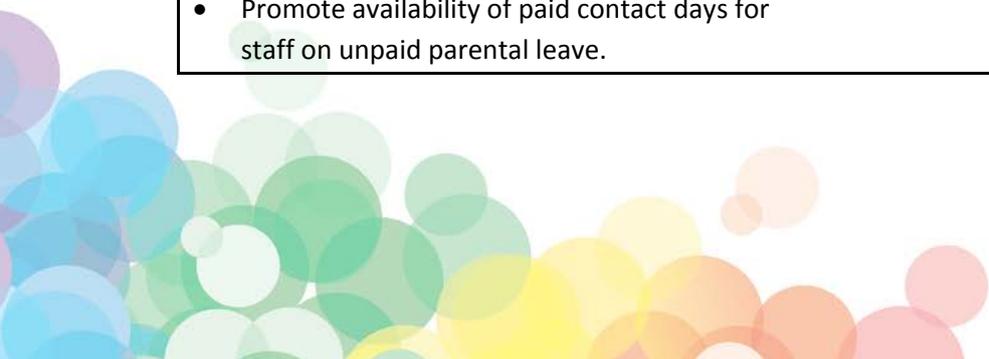
The department is committed to employment practices that are fair, equitable and free from bias.

Action	What will success look like?
Include diversity as a business objective in the department's corporate plan.	Greater strategic importance placed on achieving gender equality and greater understanding of the value of diversity to business outcomes.
Review performance management framework and recruitment practices to ensure they support gender equality.	Greater equality in recruitment, processes and outcomes and reduced impact of unconscious bias.
Introduce inclusive leadership training.	Increased awareness among managers about their responsibilities in reducing the impact of unconscious bias.

4. Increased take-up of flexible work arrangements by men and women

The Attorney-General's Department acknowledges that a flexible and inclusive workplace is integral to supporting diversity among its employees and enriching organisational performance.

Action	What will success look like?
Review relevant policies to ensure they support and enable simple access to flexible working and that they can be applied consistently for all staff.	Clearer policies, more consistently applied and measured by qualitative comments in the APS employee census.
Showcase examples of individuals and teams working flexibly for a variety of reasons and/or in caring roles.	Flexible work is considered normal and is accessible for all staff.
Develop flexible work toolkit to support individuals and managers to consistently implement flexible working arrangements.	More consistent application of flexible work arrangements and better experiences for staff and their work areas.
Continue supporting staff on long-term leave and their managers through: <ul style="list-style-type: none">• Working parents playgroup• <i>In the Loop</i> newsletter• Guidance for staff and managers for long-term leave• Promote availability of paid contact days for staff on unpaid parental leave.	Better experiences for staff on and returning from long-term leave and their work areas.



5. Measurement and Evaluation

Regular reporting and evaluation will ensure sustainability and effectiveness of gender equality initiatives.

Action	What will success look like?
Report on progress to Diversity Council, membership includes the Secretary and all Deputy Secretaires.	Shared responsibility and accountability for meeting targets.
Diversity, flexibility and inclusion to be reported on and discussed in Executive Reviews.	Greater, more transparent senior leadership understanding of business unit arrangements including opportunities and challenges.
Continue reporting on gender equality to external bodies including APSC and Male Champions of Change.	Regular monitoring of progress will allow AGD to adjust approach as required.

