

Inclusion, Diversity and Equity Strategy 2024-2029

Action Plan 1: CALD 2025 - 2026

Focus Area	Priority	Lead Area	Jul - Sept	Oct - Dec	Jan - Mar	Apr - Jun
Focus Area 1. A diverse & flourishing workforce	Priority 1.1 Investigate opportunities to, and partner with, APSC to incorporate inclusion training in SES Orientation and other appropriate leadership programs	Lead Area: People Division	Jul to Sept Nil	Oct to Dec Nil	Jan to Mar Nil	Apr to Jun CRITICAL
	Priority 1.2 Increase ABF visibility of inclusion through Diversity Champion	Lead Area: Diversity Champions	Jul to Sept Nil	Oct to Dec CRITICAL	Jan to Mar Nil	Apr to Jun Nil
	Priority 1.3 Identify high potential CALD candidates for inclusion in the SES Talent Program (25% of intake) that includes stretch assignments (Secretary Board Action)	Lead Area: LDC	Jul to Sept Nil	Oct to Dec CRITICAL	Jan to Mar Nil	Apr to Jun Nil
Focus Area 2. Positive staff experience	Priority 2.1 Develop and implement a CALD specific Welcome Package to be included in staff on boarding	Lead Area: CALD Diversity Champion & Network	Jul to Sept Nil	Oct to Dec Nil	Jan to Mar Nil	Apr to Jun IMPORTANT
	Priority 2.2 Create a CALD Hub to communicate and celebrate cultural events including relevant agency CALD contacts	Lead Area: CALD Diversity Champion & Network	Jul to Sept Nil	Oct to Dec IMPORTANT	Jan to Mar Nil	Apr to Jun Nil
Focus Area 3. Inclusive work processes, policy & systems	Priority 3.1 Develop a SES recruitment process that mirrors the culturally informed interview strategies used for the SES100 (Secretary Board Action)	Lead Area: People Division	Jul to Sept Nil	Oct to Dec IMPORTANT	Jan to Mar Nil	Apr to Jun Nil
	Priority 3.2 Incorporate inclusive recruitment requirements into the revised Selection Panel training	Lead Area: People Division	Jul to Sept Nil	Oct to Dec Nil	Jan- to Mar PROGRESSING	Apr to Jun Nil
	Priority 3.3 Establish a sponsorship program for CALD EL2 staff (APS CALD Champions Workshop Idea)	Lead Area: CALD Diversity Champion & Network	Jul- to Sep CRITICAL	Oct to Dec Nil	Jan to Mar Nil	Apr to Jun Nil
Focus Area 4. Improved diversity and inclusion capability	Priority 4.1 Deliver inclusion training as a component of the current EL Leadership program	Lead Area: People Division	Jul to Sept Nil	Oct to Dec Nil	Jan- to Mar PROGRESSING	Apr to Jun Nil
	Priority 4.2 Leverage the existing agency Mentoring Program by ensuring 25% of participants and mentors are CALD	Lead Area: CALD Network in collaboration with People Division	Jul to Sept Nil	Oct to Dec PROGRESSING	Jan to Mar Nil	Apr to Jun Nil
Focus Area 5. Good governance	Priority 5.1 Include CALD reporting requirements for all internal and external SES recruitment (Secretary Board Action)	Lead Area: CALD Diversity Champion & People Division	Jul to Sept Nil	Oct to Dec PROGRESSING	Jan to Mar Nil	Apr to Jun Nil
	Priority 5.2 Prepare and present CALD specific reporting bi-annually to the SLC	Lead Area: CALD Diversity Champion & Network	Jul to Sept Nil	Oct to Dec Nil	Jan to Mar Nil	Apr to Jun PROGRESSING
	Priority 5.3 Engage with multicultural community groups and providers	Lead Area: CALD Network	Jul to Sept Nil	Oct to Dec Nil	Jan- to Mar PROGRESSING	Apr to Jun Nil
	Priority 5.4 Support the Talent Council to create a standalone list of high potential CALD candidates and focus on developing the pipeline of CALD talent for SES Band 3 roles in 2025-26. (Secretary Board Action)	Lead Area: SLC	Jul to Sept Nil	Oct to Dec Nil	Jan- to Mar PROGRESSING	Apr to Jun Nil

Focus Area	Success Measures
Focus Area 1. A diverse & flourishing workforce	Progress achieved for 24% CALD SES by 2030 including: 2025 - 9% - 17 SES (Achieved) 2026 - 12% - 21 SES 2027 – 15% - 26 SES 2028 – 18% - 31 SES 2029 – 21% - 37 SES 2030 – 24% - 42 SES
	Increased number of ABF staff self-identifying as CALD
	Female CALD Diversity Champion in place
	25% of CALD SES completed the SES Talent Program & stretch project presented to SLC
Focus Area 2. Positive staff experience	Selection Delegate/ Chairs providing successful CALD candidates with Welcome Package as part of on boarding
	CALD Hub being used and increasing in number of hits on those accessing the information
	CALD Contact supporting cultural events
Focus Area 3. Inclusive work processes, policy & systems	SES Recruitment Panels are using culturally informed interview methods similar to SES100
	All Selection Panel members compliant with multicultural awareness and unconscious bias training
	CALD EL2 Pipeline numbers increasing
	50% of CALD EL2 participating in Sponsorship program
Focus Area 4. Improved diversity and inclusion capability	All SES completed anti-racism training
	50% of EL staff completed anti-racism training
Focus Area 5. Good governance	External SES Recruitment provider contracts include requirements to capture CALD data
	Internal SES Unit capturing CALD data
	Diversity Champion provided bi-annual report on CALD to SLC by May 2026
	Diversity Network has established a process to connect with a range of multicultural community groups and providers and sharing relevant information

CALD Vision

Home Affairs demonstrates authentic, inspiring leadership that embeds inclusion and cultural diversity as we continue to value, respect and celebrate difference.

