



Australian Government

Department of Immigration  
and Border Protection

# Disability Action Plan

2016–20

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# Acknowledgements

This Disability Action Plan was developed in consultation with our staff, community groups, and organisations dedicated to enhancing the inclusion of people with disability across our agency.

The Department would like to thank the following groups for their assistance in developing this plan:

- DIBP Disability Forum (DDF)
- DIBP Disability Support Network (DDSN)
- Australian Network on Disability (AND)
- National Disability Recruitment Coordinator (NDRC)
- Australian Public Service Commission (APSC).

The Department is a supporter of the Australian Network on Disability and has been a member since 2007.

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*I am a carer for my son who  
has schizophrenia.*

*The good thing about having a good  
relationship with your supervisor, or with  
your team members, is that I've always  
been able to be open and honest with  
those who I'm working with.*

*I felt that I was supported, not only for  
me but for my son, and it changed  
dramatically how I felt in the workplace,  
that I wasn't in this by myself, and it  
drew a feeling of commitment and  
attachment to the workplace.*

- 22(1)(a)(ii)



## Foreword and vision

We are pleased to present the Department of Immigration and Border Protection's *Disability Action Plan 2016–20*.

In 2008, the Australian Bureau of Statistics (ABS) estimated that 18.5 per cent of Australia's working population had some form of disability. This is a significant percentage of the potential workforce. However, as of 30 June 2016 only 1.98 per cent of the Department's workforce identifies as having a disability. The Department is committed to focus on disability to ensure that we can attract the broadest talent pool and the most capable workforce possible. In order to more accurately represent the Australian people, we must also improve our attitudes and policies for people with disability and establish trust between staff and managers.

Building an inclusive, accessible and disability confident workplace is of great importance to the Department's leadership team. The diversity of the Department's work, of its client base, and the broader community in which we operate, should be reflected in its people. A diverse workforce can give us critical insights across our service delivery areas, resulting in better outcomes for both staff and clients.

This plan supports the *Diversity Statement of Commitment* and our *People Strategy 2020* within the organisation. It also considers the broader framework of the Department of Social Services' *National Disability Strategy 2010–2020*.

It has been developed in consultation with our staff and a range of external stakeholders.

Our vision for disability in the Department is:

*'To be a workplace that actively welcomes, includes and develops people with disability.'*

We commend the *Disability Action Plan 2016–20* and ask that all staff consider what they can do to contribute to a disability confident workplace.

22(1)(a)(ii)

Deputy Commissioner Operations  
Disability Champion

22(1)(a)(ii)

Assistant Secretary  
Disability Co-Champion

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## Purpose

We aspire to be an organisation where all staff have equal access to development, promotion, services and opportunities.

The *Disability Action Plan 2016–20* will help us achieve this by setting out the initiatives and steps we will take to build up our workforce capability and make us a more professional organisation. We have focused on three key themes which inform our approach to disability in the workplace:

### Leadership

Our leaders should be consultative, collaborative and committed to change. Leaders should help to facilitate an inclusive, trusting environment, whilst ensuring equal development opportunities. This enhances the motivation, morale, and job performance for all staff.

### Awareness and inclusion

A high level of awareness of disability across the Department is essential for disability confidence. Informed, aware staff will lead to a more inclusive and welcoming workplace for people with disability. By promoting disability awareness both internally and externally, we position ourselves as an employer of choice for people with disability and have the opportunity to recruit from a wider talent pool.

### Accessibility and opportunity

Ensuring that the Department's workplaces are accessible to people with disability means that everybody is able to perform to their full capacity and capability and provide dignity of access for all staff. Accessibility includes both the physical and virtual environment. Having an accessible working environment means that we are accessing a wider talent pool and can attract, recruit and retain the best staff.

It is not enough to talk about disability; we must work towards our vision of a workplace that actively welcomes, includes and develops people with disability. This plan is a practical sign of our commitment to this vision.

## What is disability?

For data collection purposes, all APS agencies use the ABS *Disability, Ageing and Carers: Summary of Findings 2003* definition:

*"a person has a disability if they report that they have a limitation, restriction or impairment which has lasted, or is likely to last, for at least six months and restricts everyday activities".*

Disability can affect people in different ways, and some can be born with or acquire a disability either over time or after an incident or illness. A disability can be both visible or invisible and include a physical or mental health disorders (e.g. depression or anxiety).

The *Disability Discrimination Act 1992* (the Act) makes it unlawful to discriminate against a person with a disability, or because a person is a relative, carer, or friend of, or have a business, sporting or recreational relationship with, a person with disability. For further information relating to the definition of disability, see the Act.



“

*I have epilepsy and I'm very lucky in that it's not on a daily basis. If you are unaware of someone's disability, you cannot make an allowance. When I say an allowance, sometimes a person is able to do 95 per cent of the job, but there may be 5 per cent that they are unable to do. It's not looking to shirk any type of responsibility or workplace requirement, but it sometimes means that workforce adjustment needs to occur.*

*I think listening is also about supporting that person to be in the workforce and to contribute to the best level they possibly can.*

- 22(1)(a)(ii)



## Where we are

The Department's disability representation rate of 2.1 per cent is lower than the APS average of 3.7 per cent as at June 2016.

The *Disability Action Plan 2013-2016* contained several initiatives which the Department successfully met. These include:

- Appointing an engaged Disability Champion and Co-Champion
- Establishing and maintaining working relationships with peak disability organisations: the Australian Network on Disability, Diversity Council of Australia, National Disability Recruitment Coordinator
- National support for International Day of People with Disability
- Our web framework is approximately 60% conformant to WCAG 2.0 Level AA
- Annual participation in the AND Positive Action towards Career Engagement (PACE) mentoring programme.

Whilst these initiatives mark progress for the Department and staff with disability, we still have further to go.

## Barriers to inclusion

There are a number of barriers to inclusion for people with disabilities, barriers are more than just physical obstacles, they are factors in a person's environment that, through their absence or presence, limit functioning and create disability. These include aspects such as:

- a physical environment that is not accessible,
- lack of relevant assistive technology (assistive, adaptive, and rehabilitative devices),
- negative attitudes of people towards those with a disability,
- services, systems and policies that are nonexistent or that hinder involvement.

Often, more than one barrier occurs at a time and multiple barriers can make it extremely difficult for people with disabilities. Here are the most common barriers.

### Attitudinal

Attitudinal barriers are the most basic and contribute to other barriers. Examples of attitudinal barriers include stereotyping, stigma, prejudice, and discrimination.

Today, society's understanding of disability is improving as we recognise "disability" as not considering it as a personal deficit or shortcoming, and instead thinking of it as a social responsibility where all people can fully participate. It is important to recognise and address challenges that all people—including those with disabilities experience.

## Communication

Communication barriers are experienced by people who have disabilities that may affect hearing, speaking, reading, writing, and or understanding, and who use different ways to communicate than people who do not have these disabilities. Examples of communication barriers include:

- Use of small print or no large-print versions of material
- No Braille or versions for people who use screen readers
- Auditory messages may be inaccessible to people with hearing impairments, including videos that do not include captioning
- Oral communications without accompanying manual interpretation
- The use of technical language, long sentences, and words with many syllables.

## Physical

Physical barriers are structural obstacles in natural or manmade environments that prevent or block mobility or access. An examples of physical barriers include:

- Steps and curbs that block a person with mobility impairment from entering a building
- No ramps available between levels
- Heavy doors or uneven surfaces that may be difficult to navigate.
- Inappropriate lighting and space.

## Policy

Policy barriers are frequently related to a lack of awareness or enforcement of existing laws and regulations that require programmes and activities be accessible to people with disabilities.

Examples of policy barriers include, explicitly or unintentionally denying individuals with disabilities access to programs, services, benefits, or opportunities to participate within corporate policy.

## Where we want to be

The Department's ideal future state is in our vision:

*'To be a workplace that actively welcomes, includes and develops people with disability.'*

We are committed to developing a workplace which welcomes and includes people with disability, and raising the profile of the Department as a disability friendly employer.

We want to see more staff with disability in senior roles, reduced separation rates, higher levels of community and Department engagement and increased development opportunities for staff with disability. We will do this by supporting and developing our managers, developing an environment of trust and openness, and improving the way in which we attract, retain and develop our staff and leaders.

This is highlighted in our Disability Action Plan. The Plan has been developed as a working document to improve our performance and remove barriers to participation for people with disability and those with a carer role. Specific, measurable actions have been developed to address the three identified goals, with milestones and key performance indicators for review to measure our progress.



# The Plan

## Leadership and engagement

Our leaders should be collaborative, engaging and committed to change, and help facilitate an inclusive, trusting and equal opportunity environment. This enhances the motivation, morale, and job performance of all staff.

Managers and leaders can drive change and increase confidence in our disability strategy by being welcoming and accommodating all staff with or without a disability. Staff at all levels across the Department have leadership responsibilities and should model the behaviour that is expected by the Department and its staff.

Strong leadership and engagement is essential to motivate, develop and retain our people. Leadership combined with an inclusive workplace culture will help attract people with disability, encourage staff to share their disability information with us, and allow the Department to work more effectively.

Goal	Action	Lead Work Areas Involved	Timeline
1. Provide active, mutually beneficial mentoring programmes for staff with disability	Continue and expand our Positive Action towards Career Engagement (PACE) mentoring through the Australian Network on Disability (AND).	Performance, Career and Inclusion Section Recruitment Section	Ongoing
2. Reinvigorate and maintain our existing disability employee networks (DDSN)	Actively promote the DDSN via internal communications twice a year.	Performance, Career and Inclusion Section Communications and Media Branch	Twice annually
3. Support from senior leaders, including the Disability Champion and Disability Co-Champion	Senior leaders raise the profile of access and inclusion by promoting the implementation of the <i>Disability Action Plan 2016-20</i> .	DIBP Senior Leadership Group	Ongoing from plan release date
	The Champions host two roundtables a year with DDSN representatives.	Disability Champion and Co-Champion Performance, Career and Inclusion Section	Twice annually
	The Department will be represented at all AND and APS Disability forums.	Disability Champion and Co-Champion Performance, Career and Inclusion Section	Ongoing

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## Awareness and inclusion

A high level of disability awareness across the Department is essential for disability confidence. Informed, aware staff will lead to a more inclusive and welcoming workplace for people with disability. By promoting disability awareness both internally and externally, we position ourselves as a disability employer of choice and have the opportunity to recruit from a wider talent pool which truly reflects the society we serve.

Our rates of disability disclosure are low compared to the APS average. This may be due to the perception that disclosing disability in the Department may negatively affect job prospects or others' perceptions. The more accurate our understanding of our disability cohort is, the better we can provide reasonable adjustments. This will lead to a more supportive, inclusive environment and help to maximise participation and contribution in the workplace.

Goal	Action	Lead Work Areas Involved	Timeline
1. Increase the disclosure rates of disability in the Department	Run a DIBP 10+10 session where 5 staff with disabilities share their experiences with 5 senior leaders within the Department.	Performance, Career and Inclusion Section	By end of 2017
2. Managers and staff have an awareness and understanding of disability in the workplace	Update disability information on Bordernet so that all staff are aware of our disability platform.	Performance, Career and Inclusion Section Web Operations	By end of 2016
	International Day of People with Disability is supported nationally by the Department through a range of activities and events.	Performance, Career and Inclusion Section Communications and Media Branch	Ongoing

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## Accessibility and opportunity

Ensuring that the Department's workplaces are accessible to people with disability means that everybody is able to perform to their full potential. Accessibility includes both the physical and virtual environment. Having an accessible working environment means that we have access to a wider talent pool and are able to attract, recruit and retain the best staff. It is also about valuing our staff and their differences.

Goal	Action	Lead Work Areas Involved	Timeline
1. Provide accessible web services for staff	Ensure all our intranet resources comply with WCAG 2.0 at an AAA level.	Performance, Career and Inclusion Section Web Operations	Review web services accessibility in 2017
2. Provide an accessible recruitment process for all potential applicants	Information regarding vacancies, recruitment processes and contact people is available in accessible formats.	Recruitment Section People and Support managers	Ongoing
	Undertake and implement a recruitment review of current attraction and retention strategies to ensure they are inclusive.	Recruitment Section People and Support managers	Review by December 2017
3. Establish entry-level employment opportunities for people with disability	Research and establish participation in the Dandelion Program, designed for people living with Autism Spectrum Disorder (ASD) in the ICT Section.	ICT Division Recruitment Performance, Career and Inclusion Section	2016–20
4. Ensure all premises allow dignified access for people with disability	Review all premises to identify any accessibility issues.	Work Health and Safety Section	Review to take place in 2017
5. Provide appropriate care in the event of safety or evacuation procedures for all staff with disability	Emergency evacuation plans in every Department workplace make provision for people with disability.	Work Health and Safety Section Property Operations Section	Third Quarter 2017
	All staff with disability will have a Personal Employee Evacuation Plan (PEEP) if appropriate.	Work Health and Safety Section	All PEEPs in place by December 2017

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***22(1)(a)(ii) brings a lot of benefits to our team, being identified with a disability but in fact it is not perceived like that at all. 22(1)(a)(ii) is one of our quite experienced team members.***

***The main focus is on her abilities, not her disability, and it's really important to acknowledge your staff on the contributions that they can make, and whether a staff member has a disability or not it is really important to make them feel valued and part of the team.***

- 22(1)(a)(ii)





Australian Government

# excELerate Guidelines



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# INTRODUCTION

## PURPOSE

These guidelines provide key information on the excELerate program including requirements for participating agencies and Indigenous participants.

## PROGRAM OVERVIEW

excELerate is delivered on behalf of participating APS and Commonwealth agencies. It is a key program within the suite of initiatives delivered by the Australian Public Service Commission (the Commission) under the *APS Indigenous Employment Programs Memorandum of Understanding 2016-2019*. The program is administered by the Commission's Indigenous Capability Team.

excELerate is a talent development program for high performing Aboriginal and/or Torres Strait Islander employees within the APS who are currently at the APS5 or APS6 level and wish to progress to Executive Level positions. The excELerate program comprises of face to face training, psychometric assessments, a unique 360 degree survey and coaching by an Aboriginal coach throughout program delivery. The program will commence in October 2019 and will be completed by June 2020.

The program represents an opportunity to support the engagement, retention and progression of Indigenous talent from APS5 and APS6 levels into Executive Level roles within the Commonwealth public sector. It also provides a rewarding experience for the participants to build their capability and create networks with their colleagues.

The Program is open to ongoing Aboriginal and/or Torres Strait Islander employees from participating agencies at the APS5 and APS6 (or equivalent) classifications.

## PROGRAM OBJECTIVES

The strategic objective of excELerate is to retain and develop the skills and capabilities of Indigenous employees to support the delivery of Commonwealth agency outcomes. Specifically, to:

- a. increase the level of engagement of high performing APS5 and APS6 employees by investing in their capability development
- b. contribute to the levels of retention of Aboriginal and Torres Strait Islander employees
- c. encourage and increase the advancement of Aboriginal and Torres Strait Islander employees into Executive Level roles
- d. establish a pipeline of talented APS5 and APS6 employees who are interested in progressing their career into more senior levels.

## COSTS

The total cost per participant is \$8,000. The APSC will make a contribution of \$4,000 per participant plus the administration and contract management of the Program. Agencies are required to make a \$4,000 contribution per participant. Agencies will be invoiced upon commencement of Module 1. Refunds will not be provided if a participant withdraws from the program for any reason.

Agencies are responsible for employee travel related expenses for the program, including flights, accommodation, meals and incidentals for attendance at Module 1 (Canberra), Module 2 (Sydney) and Module 3 (Canberra) and the Alumni Event.



## AGENCY BENEFITS

Participation in excELerate provides the following benefits for agencies:

- increased levels of employee engagement and retention through the investment in their career development
- increased employee confidence and leadership capability
- employees with a better understanding of their career goals and developmental needs in order to progress to more senior levels.

## PROGRAM DETAILS

### ELIGIBILITY

To be considered for placement under the Program an employee must:

- a. identify as an Aboriginal and/or Torres Strait Islander person
- b. be an ongoing APS employee of an agency that is party to the APS Indigenous Employment Programs MOU
- c. be substantively at the APS5 or APS6 classification
- d. be identified as high performing at the APS5 or APS6 classification
- e. not be subject to a current investigation or sanction in relation to the APS Code of Conduct.

### PROGRAM STRUCTURE

excELerate is based on a program that has been delivered with great success by the NSW Public Service Commission (NSWPSC) for over 10 years. The program is delivered in partnership by UNSW's Australian Graduate School of Management (AGSM) and OPRA Psychology Group (OPRA).

The iteration of the program this cohort will undertake has been further enhanced based on a recent evaluation of the NSWPSC program and has been contextualised by our training providers to the Australian Public Service. The program is considered culturally safe and has been delivered in the Indigenous context previously.

excELerate provides participants with the opportunity to develop their confidence and a different way of thinking about what is possible in terms of the impact of their work. It will allow them to build their capability with an emphasis on strategic leadership and translating vision into action. It will create a space for participants to reflect on strengths and the next steps of their career by gaining an understanding of what capabilities need to be developed and the development of an Individual Action Plan.

The program supports participants to:

- work on a leadership style that is aligned to individual identity
- develop strategies for sustaining ongoing execution of personal and team vision
- build skill in communicating this vision, including engaging key supporters
- deliver by translating this vision to action and into an Individual Action Plan, and
- develop and set a clear and meaningful vision of potential career objectives.

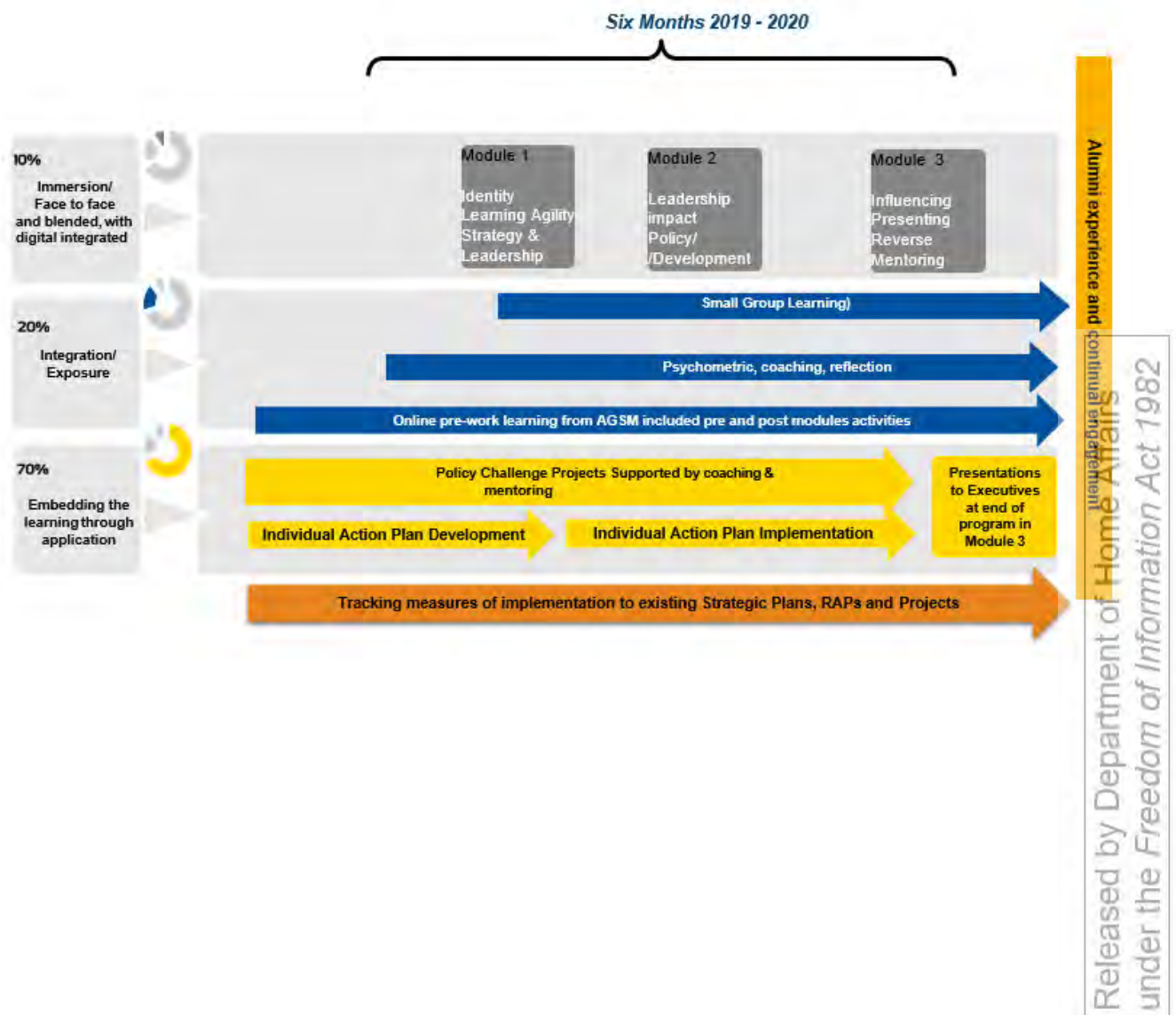
Participants will:

- complete a 360 Degree Feedback Survey where they can nominate their supervisor, colleagues and members of community (optional) to provide feedback

- complete a Leadership Profiling survey
- work with an Indigenous coach throughout the program including:
  - a 1:1 coaching session to discuss the outcomes of their survey results contained in their Leadership Development Report prior to the delivery of the first module
  - access to a coach during the delivery of the face to face modules
  - a 1:1 follow up coaching session 1-2 months after the final module
- work with their supervisor to develop an Individual Action Plan
- attend and participate in 3 X two-day face-to-face modules
- participate in a small group Policy Challenge Project with access to an SES sponsor
- present their Policy Challenge Project in the final Module, and
- attend the alumni event post course delivery to maintain networks and continue to consolidate learning.

Participants who complete the program will receive eight points towards a Certificate of Executive Management Development (CEMD). A total of 12 points are required to achieve the full CEMD. The remaining four points can be achieved by completing other AGSM short courses. The CEMD equates to two subjects in the Executive MBA or MBAX at AGSM.

Pictured below is a diagram of the program structure.





Tabled below is an outline of the psychometric testing and coaching aspect of the program that will be delivered by OPRA's team of expert psychologists and an Indigenous coach.

Leadership Profiling	360 Degree Survey	Leadership Development Report	Workshops	Coaching
Cognitive reasoning (verbal, numerical & abstract)	Leadership capabilities	A customised leadership development report mapped to APS	Share findings and insights from leadership profiling & 360 degree survey	Ongoing support and coaching of participants
Personality profile	Cultural capabilities	Combines results from leadership profiling & 360 degree survey	Facilitation of leadership and cultural content for participants & their managers	Throughout the program
Motivation Profile		1:1 Feedback		Follow up with each participant two months following Module 3
1.5 hours pp	20 minutes pp	1.25 hours pp	3 x 2 day workshops	1 hour pp

## KEY DATES

Date	Milestone
27 August 2019	Agency briefing
03 October 2019	Candidate applications close
16 October 2019	Candidates and Agencies notified of application outcomes
16 October 2019	Successful candidates commence Leadership Profiling and 360 Degree Feedback Surveys
18-25 November 2019	Participants attend a 1:1 Coaching Session with an expert coach to understand the results of the surveys.
26-27 November 2019	Module 1 - 16 Marcus Clarke St, Canberra
11-12 February 2020	Module 2 - 180 George St Redfern, Sydney
17-18 March 2020	Module 3 - 18 Marcus Clarke St, Canberra
April/May 2020	Participants attend a 1:1 post program Coaching Session
June 2020	Alumni event (Details TBC)

## IDENTIFYING SUITABLE CANDIDATES

Agencies will undertake internal processes to identify suitable candidates to be considered for excElerate. This may include seeking expressions of interest or a direct approach to employees. The Commission will provide Agencies with guidance documents from the Talent Management Toolkit to assist in the identification of high performing talent. The suggested guides include the *Manager Guide to Identifying Potential* and *Guide to Career Conversations*.

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In nominating an employee for the Program, the Agency must be satisfied that the employee:

- a. meets the eligibility requirements
- b. has the aspiration to advance their career into Executive Level roles
- c. has the capacity to succeed in excELerate
- d. is willing to participate in all aspects the program
- e. has a manager/supervisor that will support them through the program and participate where required.

Each Agency may nominate up to 3 candidates for consideration. Please note that due to the limited places available (25) and the number of participating Agencies, a nomination does not guarantee a place on the program. Agencies are to continue development conversations and look at alternate options for applicants who do not receive a place in this round of excELerate.

## APPLICATIONS

To be considered for excELerate, applicants must provide a completed application form signed by both themselves and their manager/supervisor. Agencies should send their selected nominees to [indigenous@apsc.gov.au](mailto:indigenous@apsc.gov.au).

Agencies must rank the applicants from one to three in order of preference to be included on the program (one being the first preference and so on). Application forms need to be returned to the Commission by the **3<sup>rd</sup> of October, 2019** to be considered. Note that the Commission will not accept applications directly from employees, and will redirect any received back to Agencies.

The Commission will spread placements across Agencies to ensure a good mix of knowledge and experience within the cohort. The Commission will advise of the final cohort by Wednesday, **16 October 2019**.

## RESPONSIBILITIES

### COMMISSION RESPONSIBILITIES

The **APSC** (as represented by the Indigenous Capability Team) is responsible for overarching administration of the Program. This specifically includes:

- a. coordinating and hosting an Agency briefing
- b. coordinating and distributing application forms and guidelines to Agencies
- c. determining the final cohort through Agency nominated candidates
- d. invoicing Agencies for their successful candidates
- e. coordinating venues and catering for all delivery Modules
- f. providing contract management services for the management of AGSM and OPRA
- g. sourcing SES sponsors for the Policy Challenge assessment
- h. providing general advice on the program to Agencies as required, and
- i. coordinating the review and evaluation of the Program.

### PARTICIPANT RESPONSIBILITIES

The **Participant** is required to:

- a. complete their Agency application process



- b. complete the excELerate application form
- c. attend and participate in all aspects of the excELerate program
- d. demonstrate and uphold the APS Values, Employment Principles and the Code of Conduct
- e. engage with their manager/supervisor on a regular basis, and
- f. participate in Program evaluation activities as required.

A timeline of what the **Participant** will need to commit to is as follows:

#### **October 2019**

- Online leadership profiling and 360 degree surveys (1.5 hours)

#### **November**

- Pre-reading for Module 1 (TBC)
- 1 on 1 video/telephone coaching session prior to Module 1 (1.25 hours)
- Attend Module 1 (26/27 November in Canberra)

#### **December**

- Policy Challenge small group work

#### **January 2020**

- Policy Challenge small group work
- 1 on 1 discussion with manager/supervisor prior to Module 2 (1 hour)

#### **February**

- Pre-reading for Module 2 (TBC but will be light)
- Attend Module 2 (11/12 February in Sydney)
- Policy Challenge small group work

#### **March**

- Pre-reading for Module 3 (TBC but will be light)
- Policy Challenge small group work
- Attend Module 3 (17/18 March in Canberra)

#### **April**

- 1 on 1 discussion with manager/supervisor prior to Module (1 hour)
- 1 on 1 video/telephone coaching session (1 hour)

#### **June**

- Alumni event in Canberra (1 day).

## **MANAGER/SUPERVISOR RESPONSIBILITIES**

The Participant's **Manager/Supervisor** is required to:

- a. complete the 360 degree online survey for their employee between 18-25 October (15-30 min)
- b. attend Module 1 – Day 1 – 26 November, 3pm – 5pm in Canberra
- c. conduct a 1 on 1 discussion with their employee in January prior to Module 2 to discuss the Participant's Individual Action Plan. This includes determining, in consultation with their employee, key development outcomes to be supported through participation in the Program (1 hour)
- d. attend Module 3 – Day 2 – 18 March, 10.30am – 4.30pm in Canberra
- e. conduct a 1 on 1 discussion with their employee after Module 3 (1 hour)
- f. mentor the participant throughout program as required, and
- g. provide ongoing support post program to continue the implementation of the Individual Action Plan.

## AGENCY RESPONSIBILITIES

The **Agency** is responsible for:

- a. coordinating the application process for eligible employees within their Agency
- b. assessing the applications received
- c. nominating (and ranking in order of preference) up to three eligible employees from their Agency who would be suitable for the Program by Thursday, 3 October 2019
- d. timely payment of invoices and
- e. arranging and booking all travel arrangements for the Participant and their Manager/Supervisor

The **Agency** is responsible for funding:

- a. \$4,000 per nominee that is successful in being awarded a place on the course
- b. all travel related expenses for participants and supervisors to attend face to face modules and post-delivery Alumni Event.

## EVALUATION

The Evaluation methodology will be developed in collaboration with AGSM and OPRA to evaluate how well the program has met the specified objectives. Lessons learned on the administration and coordination of the program will also be determined.

## FURTHER INFORMATION

For any further information in relation to excELerate please contact:

Indigenous Capability Team  
Australian Public Service Commission  
[indigenous@apsc.gov.au](mailto:indigenous@apsc.gov.au)  
Ph. (02) 6202 3888

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## 4.6. Public Holidays

4.6.1. Employees will observe the following public holidays each year:

Date	Public Holiday
1 January	New Year's Day
26 January	Australia Day
	Good Friday
	Easter Monday
25 April	Anzac Day
	The Queen's Birthday holiday (on the day on which it is celebrated in a State or Territory or a region of a State or Territory)
25 December	Christmas Day
26 December	Boxing Day
	Any other day or part day, declared or prescribed under a law or Territory to be observed generally within the State or Territory, or a region of the State or Territory, as a public holiday, other than a day or part day, or a kind of day or part day, that is excluded by the <i>Fair Work Regulations 2009</i> from counting as a public holiday.

- 4.6.2. If a public holiday falls on a Saturday or Sunday, and if under a State or Territory law, a day or part day is substituted for one of the public holidays listed above, the substituted day or part day is the public holiday.
- 4.6.3. The Saturday following Good Friday will be paid as if it were a public holiday.
- 4.6.4. Employees are entitled to an additional holiday each year in accordance with the following table:

Christmas Day	Additional Holiday
Sunday	Wednesday, 28 December
Monday	Wednesday, 27 December
Tuesday	Thursday, 27 December
Wednesday	Friday, 27 December
Thursday	Monday, 29 December
Friday	Tuesday, 29 December
Saturday	Wednesday, 29 December

- 4.6.5. Entitlements for employees for this additional holiday will be those that apply as if that day were a public holiday. That is, employees will be paid salary as if that day was not a public holiday.
- 4.6.6. Sundays in South Australia are not paid as public holidays; employees working overtime on a Sunday will not be paid public holiday overtime rates unless the Sunday has been gazetted as a public holiday.

#### Observing public holidays

- 4.6.7. Employees are entitled to observe a public holiday in the place that they are usually based for work.
- 4.6.8. Employees who are travelling or working interstate when it is a public holiday in their home location may observe the public holiday.
- 4.6.9. Employees required to perform duty in another location where it is a public holiday in their home location are eligible for overtime or may observe a day in lieu on their return to their home location.
- 4.6.10. Employees required to travel to another location when it is public holiday in their home location, may claim the travel time on a one for one basis (refer Business related travel - out of hours section in the PI for further information).
- 4.6.11. Employees on temporary assignment, deployment or term transfer are entitled to observe public holidays in their home location. However, an employee and their SES manager may agree that the employee can substitute a public holiday in their home location for one in the assignment/posting location. Refer to [Substitution of public holidays](#) for further information.
- 4.6.12. Employees posted to another location under the ABF Career Management Program will observe public holidays in the posting location.
- 4.6.13. Employees who are working interstate when a public holiday falls are not entitled to observe the public holiday if it is not a public holiday in their home location. If it is not practical for the employee to perform duty on the day of the public holiday, employees can either substitute the public holiday with one in their home location or request appropriate leave or flex.



#### Substitution of public holidays

- 4.6.14. With the approval of the employee's SES Band 1 or higher, an employee may substitute a day or part day gazetted public holiday with another day which is of cultural or religious significance to the employee. This will be subject to operational requirements.
- 4.6.15. The public holiday provisions will apply to the substituted day as if it were a public holiday.
- 4.6.16. Employees must contact Support Connect through the [Support Connect Portal](#) with their SES Band 1 approval to arrange for the public holiday and substituted day to be amended in easySAP.

#### Leave and public holidays

- 4.6.17. Employees (except casual employees) who normally work on the day that is a public holiday will be paid their base pay rate for the ordinary hours they would have worked if they had not been away because of the public holiday.
- 4.6.18. Higher duties allowance (HDA) is paid, only where the approved period of higher duties includes the day that is a public holiday (e.g. where higher duties is performed either side of the public holiday).

**Important:** Where an employee would have otherwise performed higher duties but for the public holiday, the higher duties should be entered on easySAP to **include** the public holiday to enable correct payment of HDA. If an employee is not in the higher duties position on the day a public holiday falls, they will be paid at their substantive classification.

- 4.6.19. Casual employees are not entitled to payment for a public holiday unless they:
- are rostered to work on the public holiday, and
  - perform the rostered duty.
- 4.6.20. Where casual employees perform duty on a public holiday, payment will be base pay plus public holiday penalty rates for the hours worked. If the duty is not performed on a public holiday, casuals are not entitled to payment for the public holiday.
- 4.6.21. If a public holiday falls when an employee is on leave, their entitlement to payment of the public holiday depends on whether they are on paid leave or unpaid leave.
- An employee is not entitled to be paid for any public holiday that falls during a time when the employee is on unpaid leave. Where an employee is on unpaid leave either side of a public holiday, they will not be paid for the public holiday. The reason for this is that the employee would have been on unpaid leave but for the public holiday and therefore is not entitled to salary payment for the public holiday.
  - If a public holiday falls during a period of paid leave (e.g. annual leave, personal leave, purchased leave), the employee will be paid for the public holiday. This includes any hours that fall on a part-day public holiday.
  - Long service leave (LSL) maternity leave, adoption foster leave and supporting partner leave must be taken in one continuous period and cannot be separated by any other type of leave. These types of leave are paid at the same rate that the leave is taken (e.g. full pay or at the rate the payments are spread (i.e. half pay), and will be deducted from the relevant leave balance, in accordance with legislation and the WD.



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## Fact sheet – Affirmative Measures

### 1. Overview of affirmative measures

Affirmative measures are actions taken in the recruitment process to enable Australian Public Service (APS) agencies to recruit people who identify as Indigenous Australians or who have disability.

Affirmative measure provisions are legislated by Sections 26–27 of the *Australian Public Service Commissioner's Directions 2016* (the Directions). These provide exceptions to employment provisions to allow an employer to advertise a job for only Indigenous Australian applicants or applicants with disability.

The purpose of affirmative measures is to assist Indigenous Australian applicants or people with disability to overcome employment barriers, to increase their representation in the APS and to ensure the APS workforce accurately reflects the community it serves. Recruiting using affirmative measures follows the same process for recruiting any employee, with engagement and promotion decisions based on merit.

Another type of affirmative measure commonly used in the APS is the RecruitAbility Scheme. Outlined in Section 28 of the Directions, this is an 'opt in' scheme for applicants with disability. The scheme can apply to any vacancy. It allows applicants who meet the minimum requirements of the advertised role to advance through the recruitment process. The purpose is to attract and develop applicants with disability and facilitate cultural changes in selection panels and agency recruitment

### 2. Why apply affirmative measures in our recruitment processes

Having a diverse workforce increases productivity, encourages greater creativity and promotes different ways of thinking for improved decision-making. Attracting and recruiting people of diverse backgrounds and supporting them in the workplace, promotes the Department as an employer of choice, and improves the Department's relationship with the community it serves.

Exposure to employees from diverse backgrounds allows other employees to learn about different styles, attitudes and ways of working. This is particularly evident for workplaces that are accessible to people with disability and people from diverse cultural backgrounds. Improved awareness and inclusion of these groups leads to higher staff morale, teamwork, performance and culture.

### 3. Applying affirmative measures to positions

Affirmative measures can be applied to:

- any ongoing, non-ongoing or casual APS vacancy, regardless of the duties, including those at Senior Executive Service level
- individual vacancies at any level or as part of a bulk recruitment round.

It is not restricted to jobs with a disability-related function or jobs requiring an understanding of issues affecting Indigenous peoples.



## **4. FAQs**

### **How do business areas apply affirmative measure positions?**

For information on how to apply affirmative measures to recruitment intakes contact [recruitment@homeaffairs.gov.au](mailto:recruitment@homeaffairs.gov.au). When seeking assistance from the recruitment team, advise that you would like to advertise a select number of positions as affirmative measures for Indigenous Australians and people with disability.

A Client Engagement manager will be assigned to assist you with the process for advertising, noting that affirmative measure positions are gazetted separately to 'general entry' positions that are open to all applicants.

### **What is the recommended approach to applying affirmative measures to a single position?**

It is better practice to only run a general recruitment round after an affirmative measures round, and only if suitable applicants were not identified. This approach avoids any risk to the merit principle if suitable applicants for one position from multiple processes arises.

While the same panel for concurrent processes is recommended and the usual competitive merit selection processes apply, merit lists need to remain separated.

### **What is the recommended approach to applying affirmative measures to bulk recruitment?**

Affirmative measures recruitment can run concurrently where there are multiple vacancies to fill. The same panel for concurrent processes is recommended,

Separate merit lists for each advertised position is required. It is good practice to agree on the number of vacancies and the sequence that offers will be made to applicants applying under the affirmative measures provisions. A Client Engagement manager can assist you with this.

### **Are there any privacy considerations that business areas needs to be aware of?**

Applicants applying for affirmative measure identified vacancies are required to disclose that they are Indigenous Australians or they have disability in order to meet eligibility requirements and will need to provide evidence.

Evidence required of Indigenous Australians:

- are of Aboriginal and Torres Strait Islander Australian descent
- identify as an Aboriginal or Torres Strait Islander Australian or both
- are accepted as an Aboriginal or Torres Strait Islander Australian.

Applicants can confirm their heritage with either:

- a letter signed and executed by the Chairperson of an incorporated Aboriginal or Torres Strait Islander organisation confirming that they are recognised as an Aboriginal or Torres Strait Islander person, or
- confirmation of Aboriginal or Torres Strait Islander descent form executed by an Aboriginal or Torres Strait Islander organisation.

Evidence of the type of disability is not required unless the vacancy has been restricted to people with a particular type of disability.

Applicants may submit their evidence once shortlisted. Privacy legislation requires managers and HR practitioners to obtain consent from an individual before they can share their information with other people in or outside of the Department, for example, sharing merit lists with other agencies.

### **Are there any legal considerations that business areas need to be aware of?**

Although it is not a legal requirement, for Indigenous Australian affirmative measures, it is important for agencies to consider and record their justification for using affirmative measure positions. This is done by including in the vacancy notice and selection documentation that 'the filling of this vacancy is intended to constitute an affirmative measure under the Directions or subsection 8(1) of the *Racial Discrimination Act 1975*'.

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### Are there any other recruitment considerations?

Selection panel members should undertake cultural competence and disability awareness training. A recommendation too, is having a representative from the Department's diversity and inclusion area (or equivalent) and/or an Indigenous Australians person on the panel.

### What is the difference between affirmative measure positions and RecruitAbility?

The RecruitAbility scheme can apply to any advertised job; it does not need to classify as an affirmative measures position. Applicants can 'opt in' to the scheme.

Under the RecruitAbility scheme if the applicant meets the minimum requirements or any eligible requirements (such as a qualification) of the advertised vacancy, they advance to a further stage in the selection process (usually an interview).

The recruitment process can vary between agencies and individual job vacancies. Written applications, interview and referee reports are the most common way to assess applicants, however agencies may use other assessment methods. These steps form part of the assessment process and count towards the final decision. As with affirmative measure positions, the recruitment process is based on merit.

When applying RecruitAbility to any vacancy there is no displacement of applicants who would otherwise have been shortlisted for further assessment.

As with affirmative measure positions, applicants who opt in to the RecruitAbility scheme must declare they have a disability, however they do not need to submit evidence, as with affirmative measure positions.

### Can I apply the RecruitAbility Scheme if using affirmative measure positions?

Yes. When you advertise any position, the system will automatically default to YES for RecruitAbility. If a business area wishes to opt out, the business area must upload a business case, giving reasons why RecruitAbility does not apply.

### Are there affirmative measure merit pools?

Yes. The Department is able to use merit lists created by other agencies, subject to certain requirements being met.

The Australian Public Service Commission (APSC) Indigenous Merit Register provides a central location of current merit lists or pools for APS roles advertised under Affirmative Measure – Indigenous employment.

Information on creating, using and sharing merit lists, including the privacy implications for sharing merit lists with other agencies is available on the APSC Website.

For specific information on how to access affirmative measure position, merit pools and their application in the Department please contact [recruitment@homeaffairs.gov.au](mailto:recruitment@homeaffairs.gov.au).

### Where can I get affirmative measures selection committee training?

The APSC Learning Centre offers a one day workshop "*Getting that Selection Right*" for members of selection committees.

## 5. For further information

For further information on applying affirmative measure positions to recruitment intakes, contact [recruitment@homeaffairs.gov.au](mailto:recruitment@homeaffairs.gov.au).





For information on COVID-Safe workplace and transitioning back to the workplace, please visit the [COVID-Safe Workplace pages on MyHR](#)



MyHR

## Gender equality

We create a supportive and enabling culture that recognises the contribution of all genders.

The [Gender Equality Action Plan 2017–20 \(598KB PDF\)](#) sets our direction for sustained gender equality. It ensures that our leadership and people management practices use best-practice inclusion. This plan aligns to the principles of the [Balancing the Future: Australian Public Service Gender Equality Strategy 2016–19](#). Its principles are central to APS employment: it aims to create a fair and equitable environment of merit.

### Staff Advancing Gender Equality (SAGE) network

The SAGE network helps support and promote gender equality in the workplace. The group holds biannual meetings and has a Jam page. At the meetings, members discuss and share information about gender equality. They also drive progress of initiatives.

The [SAGE network terms of reference \(86KB PDF\)](#) are available. To become a member of the SAGE network, email [22\(1\)\(a\)\(ii\)](#)

To join the SAGE Jam page, login to [ourPeople](#), then select Jam > search Jam for SAGE network group > select > join group.

### Flexibility in the workplace

You have access to [flexible working arrangements](#) to help you balance your professional and personal responsibilities.

Flexible working arrangements include:

- flexibility of location, hours, patterns and rostering
- job sharing
- graduated return to work

### Maternity leave, Parental leave and Adoption/foster leave

We offer the following leave entitlements if you are pregnant, a parent or a carer:

- [Adoption/foster leave](#)
- [Maternity leave](#)
- [Parental leave](#)

### Breastfeeding in the workplace

We provide workplace support to assist your breastfeeding needs while you are at work. This includes access to breastfeeding facilities, flexible working arrangements and unpaid lactation breaks.

These requirements are consistent with the [Australian Breastfeeding Association's](#) recommendations, which provide breastfeeding friendly workplace standards to employers.

For more information, see:

- [Breastfeeding in the workplace \(PPCR\)](#)
- [Diversity rooms \(PPCR\)](#)

### Carer responsibilities

If you are a carer, we provide [workplace flexibility](#) and leave entitlements, such as paid [Personal Leave](#) for caring purposes.

[Diversity rooms](#) are available for short-term use if:

- the normal care arrangements of your dependant(s) has changed at short notice due to an emergency or unforeseen circumstance
- you need to be at work to attend to an urgent or important work matter

## Keeping in Touch (KiT) days

You have access to ten '[Keeping in Touch \(KiT\) days](#)' while you are on unpaid parental leave. These days help you to stay up-to-date with the workplace and help your transition back to work. You can access KiT days from 42 days after you give birth or adopt a child.

### More information:

- [Keeping in Touch \(KiT\) days](#)
- [Managing Long Term Absences \(PPCR\)](#)

Other sources of information include:

- section 79A of the [Fair Work Act 2009](#)
- [Fair Work Ombudsman](#)
- [Department of Human Services](#)

## More support options

- [ABF Speak Safe](#)
- [Employee Assistance Program](#)
- [Peer Support Network](#)
- [Harassment Contact Officers](#)
- [MensLine Australia](#) and [MensLink](#)

We are committed to raising awareness of domestic and family violence as a key priority. We recognise the impact of domestic and family violence on individuals and in our workplace. We provide [domestic and family violence assistance](#) as needed.

## Recognising sex and gender

We recognise that you may identify as a gender that is not the same gender you were born with or as a gender that is not exclusively male or female.

You can change your personal record in easySAP to recognise your gender as you prefer.

For more information, see [Recognition of sex and gender](#).

## Memberships

We have the following memberships to support gender equality in the workplace:

- [Australian Human Resource Institute](#): this membership supports all diversity cohorts
- [Australasian Council of Women and Policing](#)

## Contact

If you have any questions, you can:

- Email [22\(1\)\(a\)\(ii\)](#)

This page was last updated on: [Friday 31 Jan 2020 4:23 PM](#)





# Gender Equality Action Plan 2017–20

Gender equality is important to the Department of Home Affairs not just because it is the ‘right thing to do’; but also because it’s an effective driver for building organisational capability, productivity and performance.

The Australian Public Services’ (APS) commitment to embracing and drawing on the skills and potential of all employees is highlighted in the publication *Balancing the Future: The Australian Public Service Gender Equality Strategy 2016–19*.

The Department is fully committed to a diverse workforce and an inclusive culture where our people feel valued, motivated and confident to contribute in all our workplaces. Our continued focus on diversity and inclusion makes good business sense as differences of thought, background and perspective lead to improved innovation and capability.

The Department’s *Gender Equality Action Plan 2017–20* sets our commitment to progress towards sustained gender equality and ensure that best practice inclusion is embedded in our leadership and people management practices.

Through it, we will develop a robust gender diverse leadership pipeline by attracting and developing talent equally, and at all levels. Gender equality will also be integrated into our policies and procedures so we can provide equitable access to flexible work arrangements to support and retain the valued skills of our staff.

The success of this plan will be achieved through our leaders and staff demonstrating genuine commitment to improving gender equality across our organisation and embracing it as an important business issue for our workforce.



## The Gender Equality Action Plan 2017–20 focuses on four priority areas:



### Drive a supportive and enabling culture

We encourage workplace inclusiveness and recognise that staff perform at their best when they feel valued, empowered and supported at work.



### Ensure gender equality in leadership

We will assess the gender representation of our leadership and take measures to address imbalance.



### Embed gender equality in employment practices

We will progress towards gender equality by reassessing the way we do business in order to attract, develop and retain talented staff, including identifying and removing barriers.



### Promote flexible work arrangements for all staff

We understand that both staff and the Department benefit from flexible work arrangements, regardless of gender.





### Priority 1: Drive a supportive and enabling culture



### Priority 2: Ensure gender equality in leadership



### Priority 3: Embed gender equality in employment practices



### Priority 4: Promote flexible work arrangements for all staff

## Our goals

Senior leaders demonstrate commitment to progress gender equality across the APS and the Department.

Gender equality is a business objective and is communicated to staff and stakeholders.

Staff led networks drive gender equality initiatives and activities.

Recognition that domestic and family violence is a workplace issue and those affected are supported.

Gender balance across leadership roles.

Recruitment, retention and promotion policies and practices drive gender equality.

Women to progress or transition to leadership roles enabled by development opportunities.

Equal representation of women at professional forums, internal boards, committees and panels.

Best practice gender equality protocols, policies and resources support staff in the workplace.

Gender data informs our decision making and forward work plan.

All employment-related barriers such as unconscious bias are identified and addressed.

Flexible work arrangements that are accessible, benefit both our staff and our business, and are not detrimental to staff career progression.

Increased take-up of flexible working arrangements and parental leave.

Staff returning from long-term leave or affected by domestic and family violence are supported.

## Our actions

### We will:

Support the Secretaries Equality and Diversity Council to drive improvements in equality and diversity across the APS.

Have Champions who are visibly active in driving gender equality as part of their diversity and inclusion commitments and priorities.

Develop a Diversity and Inclusion Communications Strategy that promotes and supports workplace diversity and inclusion.

Establish the Staff Advancing Gender Equality (SAGE) Network to understand gender equality issues and to influence positive outcomes for staff and the Department.

Partner with peak body and not-for-profit diversity and inclusion advisory programs that provide access to innovative diversity resources and services to enhance our diversity capability and drive our internal activities.

Develop clear protocols relating to domestic and family violence (D&FV) to provide guidance for managers on how to recognise and respond appropriately to staff affected by D&FV, and for staff dealing with clients affected by D&FV.

Encourage gender diversity in the Awards and Recognition process to help ensure a balanced gender representation of award nominees and recipients.

### We will:

Apply gender equality principles to recruitment stages to ensure:

- recruitment personnel are aware of equal employment recruitment practices
- at least one female/male on recruitment panels and in shortlisting of candidates
- gender-neutral language is used in the advertising of vacancies; including senior leadership positions
- availability of flexible work arrangements are clearly communicated to all candidates.

Pilot 'blind selection' applications to conceal names, genders and identifying details from recruiters prior to interview.

Adopt the 'Panel Pledge' to increase the representation of women at public and professional forums, and considering gender balance when appointing internal boards, committees and panels.

Continue to drive the Talent Management Advisory Committee (TMAC) to oversee Senior Executive Service (SES) and Executive Level (EL) recruitment, placement, performance and career development.

Facilitate informal mentoring programs aimed at SES mentoring and EL staff.

Participate in formal mentoring programs such as the Women in Law Enforcement Strategy (WILES) and Women in IT Executive Mentoring (WITEM) Program.

Support the Australasian Council of Women and Policing (ACWAP) through activities and awards.

Widely promote leadership programs and opportunities that assist staff develop leadership skills, and ensure a gender balance in participation, including:

- Foundation leadership, Strengthening leadership and Mastering Leadership programmes
- Annual EL Leadership Conference
- Leadership opportunities facilitated through the SAGE Network.

### We will:

Develop and implement best practice family friendly workplace policies.

Undertake a workplace accreditation through the Australian Breastfeeding Association.

Undertake and implement outcomes from inclusiveness reviews to identify the presence of unconscious bias and other barriers that hinder workplace inclusiveness.

Continue to provide paid carer's leave for temporary or short-term arrangements for male and female staff.

Implement changes to how gender information is currently recorded in SAP to include broader terminology/options to support the diversity of genders.

Develop a centralised diversity and inclusion Bordernet page to provide easily accessible information and resources to staff.

Review the existing Induction Program module on Equality, Diversity and Inclusion to ensure gender equality is sufficiently addressed.

Promote the Department's commitment to workplace diversity and inclusion through recruitment exercises and publications:

- review current online recruitment pages
- promote workplace diversity and inclusion initiatives at career fairs
- publish an employer profile in the Australian National Recruitment Guide.

### We will:

Participate in the UNSW Canberra Research Project that will review existing workplace policies, identify barriers to gender equality, and implement new best practice recommendations where required.

Review the current process for job sharing arrangements and identify issues or improvements—including exploring the option of developing a job share register.

Ensure workforce mobility options are available for staff on flexible work arrangements.

Develop Reconnection Procedural Instruction to support staff returning to work after extended leave—including 'Keeping in Touch Days' for staff on leave due to carer responsibilities, maternity or parental leave.

Managers to encourage staff on flexible work arrangements to outline career aspirations/goals in Performance Development Agreements and Career Plans, and participate in development opportunities.

Managers to support staff affected by D&FV, by responding with understanding and providing flexibility for staff to access existing leave provisions.

## Enabling areas

- Enterprise Strategy and Culture
- Senior Executive
- Diversity Champion and Co-Champion
- Performance, Career and Inclusion
- SAGE Network
- Corporate and Executive Communications
- Border Management Communications
- Domestic Violence Community of Practice
- Integrity Framework and Engagement

- Senior Executive
- Recruitment
- SAGE Network
- Leadership and Core Skills
- Chief Information Officer, ICT Division
- ABF College
- Performance, Career and Inclusion
- Corporate and Executive Communications

- Performance, Career and Inclusion
- Shared Services Business Support
- Identity Policy
- Web Operations and Governance
- Leadership and Core Skills
- Recruitment
- Corporate and Executive Communications

- Employee Relations
- SAGE Network
- Career Coaches
- EA Taskforce
- Performance, Career and Inclusion
- Shared Services Business Support
- Recruitment
- Domestic Violence Community of Practice
- Corporate and Executive Communications

## How we will measure our success

### Internal Measures

- Improved diversity profile throughout recruitment, retention and promotion practices.
- Achieve a minimum 50 per cent representation of women in SES and EL roles by 2020.
- Improved staff satisfaction with agency support for opportunities for women to enter leadership roles.
- Improved staff satisfaction with agency support for staff to work flexibly (e.g. the ability to access and utilise flexible work arrangements, and managers support).
- Greater emphasis and visibility on progressing workplace gender equality in the Department's Annual Report.
- Gender balance in the number of staff accessing leadership training and development programs.

### External Measures

- Meet agency set gender targets to contribute towards the overarching goal of 50-50 gender balance over the life of the APS Gender Equality Strategy 2016-19.
- Assess gender equality progress against the criteria of the Workplace Gender Equality Agency (WGEA) 'Employer of Choice for Gender Equality' citation.
- Improved results in the APS Employee Census in areas supporting flexible work arrangements, gender equality, and broader diversity and inclusion.
- Meet the Office of Women's target of women holding 50 per cent of Government board positions overall, and men and women holding at least 40 per cent of positions on any particular individual board.
- Meet the requirements of changes to Sex and Gender Classification in Australian Government Records.

### Reporting Tools

- Workforce reporting
- Annual Report
- APSC gender equality reporting
- Department's Pulse Checks
- Annual Gender Balance on Australian Government Boards reporting
- Australian Government Guidelines on the Recognising of Sex and Gender reporting
- State of the Service Report
- People Division to report annually to the Deputies Committee and Executive Committee on progress.





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# Workplace Adjustment

## Procedural Instruction

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## **1. Purpose**

The Department of Home Affairs (the Department), including the Australian Border Force (ABF), is committed to the safety and well-being of persons who perform work, or assist the Department on a volunteer basis. The Department recognises that some work environments, programs and activities may present challenges for persons with an illness, injury or disability, and it may create or maintain direct or indirect discrimination.

Research indicates that effective, productive, healthy and safe workplaces are those that:

- identify and implement workplace support and adjustments to meet individual person's needs
- implement effective, long-term broader organisational strategies to create an inclusive and flexible workplace.

In accordance with the *Disability Discrimination Act 1992*, *Fair Work Act 2009* and the *Work Health and Safety Act 2011*, the Department will apply the principles of flexible working arrangements and workplace adjustments to remove barriers for participation in work, faced by persons with disability.

To comply with this legislation, it is important to consider workplace adjustment(s) for persons with illness, injury or disability.

## **2. Scope**

This Procedural Instruction applies to all employees and potential employees (for example, people applying for a position at the Department), in all aspects of employment with the Department, including:

- recruitment activities, including advertising, selection, appointment and orientation
- successful fulfilment of daily role activities
- professional development, including training, conferences, supervision and performance management
- promotion, transfer and higher duties
- participation in projects, committees and work groups, including departmental representation on external committees and external working groups
- disability, illness and injury management, including 'return to work' and
- participation in all departmental events and activities.

This procedural instruction also applies to contract workers with respect to:

- the terms and conditions on which the Department allows the contractor to work
- not allowing the contract worker to work or continue to work or
- denying the contract worker access, or limiting the contract worker's access, to any benefit associated with the contracted work.

This Procedural Instruction also applies to volunteers who assist the Department, where expressly provided for.



### 3. Glossary

Term	Abbreviation (if applicable)	Definition
Contractor		Means a person engaged under contract, either directly by the Department or indirectly through a labour hire company, by the Department to perform a service. A contractor is not an employee.
Disability		<p>A disability may be temporary or permanent. The <i>Disability Discrimination Act 1992</i> defines disability in relation to a person as:</p> <ul style="list-style-type: none"> <li>total or partial loss of the person's bodily or mental function</li> <li>total or partial loss of a part of the body</li> <li>the presence in the body of organisms causing disease or illness</li> <li>the presence in the body of organisms capable of causing disease or illness</li> <li>the malfunction, malformation or disfigurement of a part of the person's body</li> <li>a disorder or malfunction that results in the person learning differently from a person without the disorder or malfunction</li> <li>a disorder, illness or disease that affects a person's thought processes, perception of reality, emotions or judgment or that results in disturbed behaviour</li> </ul> <p>and includes a disability that:</p> <ul style="list-style-type: none"> <li>presently exists</li> <li>previously existed but no longer exists</li> <li>may exist in the future</li> <li>is attributed to a person.</li> </ul>
<i>Disability Discrimination Act 1992</i> (Cth)		An Act which provides a framework to eliminate discrimination and ensure persons with disabilities have equal rights.
Direct disability discrimination		<p>This is set out in section 5 of the <i>Disability Discrimination Act 1992</i>.</p> <p>In summary, it means treating a person less favourably, because of his or her disability, than a person without that disability would be treated in the same or similar circumstances.</p>
easySAP		The human resource and payroll system used by the Department.
Employee		Means an ongoing or non-ongoing employee engaged under the <i>Public Service Act 1999</i> , including Senior Executive Service employees.
Employment Assistance Fund (EAF)		A scheme offered by the Australian Government to pay for the costs involved in modifying the workplace or purchasing special or adaptive equipment (e.g. screen readers voice activated software) for people with a disability who are about to start a job, are self-employed or who are currently working with a disability.

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Term	Abbreviation (if applicable)	Definition
		<p>It is also available to existing employees and contractors working for the Department if they have had a change in duties, career progression or disability and/or a new modification becomes available that would increase their productivity.</p> <p>Equipment obtained through the EAF remains the property of the employee or contractor. Funding for training in use of this specialised equipment is also available for eligible persons.</p>
<i>Fair Work Act 2009 (Cth)</i>		An Act to provide a balanced framework for cooperative and productive workplace relations that promotes national economic prosperity and social inclusion for all Australians.
Indirect Discrimination		<p>This is set out in section 6 of the <i>Disability Discrimination Act 1992</i>.</p> <p>In summary, it means to impose, apply or maintain a rule, requirement or condition, practice or other treatment, which has the effect of disadvantaging a person with a disability, compared to the effect it has or would have on persons who do not have that disability.</p>
Inherent (essential) requirements		<p>Section 21A of the <i>Disability Discrimination Act 1992</i> provides an exception to discrimination where it is not unlawful for an employer to discriminate against a person on the ground of the person's disability if the person is unable to carry out the 'inherent requirements' of the particular job or would, in order to do the job, require services or facilities that would impose an 'unjustifiable hardship' on the employer.</p> <p>What is an 'inherent requirement' of a job is not defined in the <i>Disability Discrimination Act 1992</i> and will vary depending on the job. It could include the essential tasks that must be carried out in order to get the job done (focusing on achieving results) rather than a means for achieving results.</p>
Providing information on disability		<p>It is an individual's decision to inform a manager or the Department about their disability. There is no legal obligation for an individual to provide information about their disability, unless it is likely to affect their ability to meet the inherent requirements of the job or jeopardise the safety of themselves or their colleagues.</p> <p>The <i>Disability Discrimination Act 1992</i> requires that the Department must consider how an employee or contractor with disability could be provided with workplace adjustments to assist them to do the job.</p>
JobAccess		The national external provider for workplace and employment information for people with disability, employers and service providers.
<i>Privacy Act 1988 (Cth)</i>		The Act that regulates how personal information, including sensitive information, is to be handled.
Rehabilitation Case Manager		The Department representative with delegation under section 41A of the <i>Safety, Rehabilitation and Compensation Act 1988</i> to coordinate a rehabilitation programme and return to work process on behalf of the Department.
<i>Safety, Rehabilitation and</i>		This Act regulates the rehabilitation of employees of the Commonwealth and certain corporations and workers' compensation for those employees.

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Term	Abbreviation (if applicable)	Definition
<i>Compensation Act 1988 (Cth)</i>		
Volunteer		Means a person who freely offers to perform tasks for the Department without remuneration.
<i>Work Health and Safety Act 2011(Cth)</i>		The Act which provides a framework for work health and safety across the Commonwealth.
<i>Workplace adjustment</i>		For the purposes of this instruction, 'workplace adjustment' has the same meaning as 'reasonable adjustment' in the <i>Disability Discrimination Act 1992</i> .
Workplace Adjustment Passport		The workplace adjustment passport is a support mechanism designed for employees/contractors/individuals to document how their illness, injury or disability effects them in the workplace and what workplace adjustments are needed to perform their role.

## 4. Procedural Instruction

### 4.1. Flexible Working Arrangements for employees

Flexible working arrangements enable employees to meet their personal requirements and commitments, whilst remaining productive and motivated, and allows the business area to meet organisational priorities in a manner that is formally agreed between both parties.

All requests for flexible working arrangements will be considered, however priority will be given to requests made in accordance with the Section 65 of the *Fair Work Act 2009* (FW Act):

- An employee must have 12 months employment in the Australian Public Service (APS).
- The employee requires flexibility because they:
  - are the parent or have responsibility for the care of a child who is of school age or younger
  - are a carer (*within the meaning of the Carer Recognition Act 2010*)
  - have a disability
  - are 55 years of age or older
  - are experiencing violence from a member of their family, or
  - provide care or support to a member of their immediate family or household, who requires care or support because the member is experiencing violence from their family.

Flexible working arrangements include the employee's hours of work, patterns of work and location of work.

A request must be made in writing to the employee's manager and set out the details of the change sought.

The Department must give the employee a written response to the request within 21 days stating whether it is granted or refused. Requests may be refused if the Department has reasonable business grounds for the refusal.

### 4.2. Workplace Adjustment

Previously referred to as a 'reasonable adjustment', a workplace adjustment is a change to a work process, practice, procedure or environment that enables persons with a disability to perform their job in a way that minimises the impact of their disability.

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Workplace adjustments allow a person to:

- perform the inherent or essential requirements of their job safely in the workplace
- have equal opportunity in recruitment processes, promotion and ongoing development
- experience equitable terms and conditions of employment; and
- maximise productivity.

A workplace adjustment does not include adjustments that would cause unjustifiable hardship to the Department.

### 4.3. Requesting a Workplace Adjustment

#### Employees

If an employee identifies the need for a workplace adjustment, the employee is encouraged to make a request to their manager. This can be done via the Workplace Adjustment Passport or otherwise in writing.

In making a request to their manager for an adjustment, an employee needs to:

- describe the adjustments they propose
- describe the reason for the adjustment(s); and
- provide supporting evidence from a treating General Practitioner or Specialist Doctor that details the adjustment(s) are required.

Funding for adjustments may be available to eligible employees through the JobAccess Employment Assistance Fund. For more information see section 4.4 below.

Employees with a disability, who need support with their adjustment requirements but do not meet the Employment Assistance Fund eligibility criteria, are to contact Case Management Services in the People Services Branch. Case Management Services will organise a workplace assessment by an occupational therapist. This will be funded by the employee's business area.

Any adjustments implemented will be reviewed and amended as required. If the adjustments implemented are not effective, Case Management Services or the Diversity and Inclusion Team are to be contacted to discuss next steps.

#### Contractors

If a contractor is engaged through a labour hire company and identifies the need for a workplace adjustment when performing work for the Department, the contractor is encouraged to make a request, in the first instance, to their employer (the labour hire company). If the contractor is engaged directly by the Department, they are to make a request to their contract manager.

Where the contractor is engaged through a labour hire company, the contractor's employer (i.e. the labour hire company) and the Department will consult about this request and implementing any workplace adjustment.

Funding for adjustments may be available to eligible contractors through the JobAccess Employment Assistance Fund. For more information, see section 4.4 below.

#### Volunteers

If a volunteer identifies the need for a workplace adjustment when assisting the Department, the volunteer is encouraged to raise this with their manager at the Department.

In making a request to their manager for an adjustment, a volunteer needs to describe:

- the adjustments they propose

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- the reason for the adjustment(s) and
- provide supporting evidence from a treating General Practitioner or Specialist Doctor that details the adjustment(s) are required.

The Department will consider the health and safety of the volunteer in determining any workplace adjustment required.

### Managers

Managers have a responsibility to ensure employees are well supported in the workplace.

Managers must be supportive of removing barriers for employees with a disability in the workplace.

Managers must make a decision on a request for a workplace adjustment as soon as reasonably practical to allow employees with disability to work at their most productive.

## 4.4. Employment Assistance Fund

This Australian Government fund assists employers to make adjustments.

Approval of funding through the Employment Assistance Fund is subject to eligibility and application requirements.

### Employees

Cost associated with workplace adjustments will be initially paid for by the employee's business area. No Employment Assistance Fund purchases are to be made until the employee has received written approval from JobAccess and the cost centre manager. Once approval has been received from JobAccess and the cost centre manager, an employee is able to purchase the required item(s) and subsequently gain reimbursement from JobAccess.

Further information on the Employment Assistance Fund is available in the *Employment Assistance Fund Guidelines* located on the JobAccess website.

Employees who have discussed their need for adjustments and meet the Employment Assistance Fund **eligibility criteria** should follow the steps below to submit an application to JobAccess. It is the responsibility of the employee seeking adjustments to complete the registration and application process with JobAccess. Where an employee needs assistance in completing the registration, they can seek support from their manager, a trusted colleague or the Diversity and Inclusion Team.

1. Register by completing the JobAccess registration form.
2. After the registration is complete, follow the prompts to submit the application.
3. Once the application is approved, JobAccess will advise if an external specialist is required to assist with determining the employee's requirements. Please note that it can take up to four weeks for the application to be assessed and approved.
4. JobAccess will arrange a workplace modification assessment if necessary. Once the assessment takes place and the report has been reviewed, the employee will be provided with an ownership of items form for completion. If any recommendations provided by JobAccess include modifications to

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building access, the Facilities Management team within Property Branch must be consulted before progressing with the recommendations.

5. Once completed and submitted, JobAccess will provide an approval to purchase. An employee must not purchase any items until they have received a letter from JobAccess notifying that funding has been approved - JobAccess cannot retrospectively fund any item purchased prior to formal, written approval.
6. The business area must purchase equipment and provide JobAccess with the receipt and following account details for reimbursement.

Account Name:

BSB:

Account number:

22(1)(a)(ii)

To have the funds reimbursed back into the employee's business area cost centre, email 22(1)(a)(ii), providing the cost centre number, workplace adjustment GL code (47300) and receipt of purchase.

Equipment obtained via a JobAccess request remains with the employee for the duration of their employment with the Department. Refer to clause 4.10 for further information.

Managers and employees can also discuss workplace adjustments with Job Access on 1800 464 800, a Commonwealth funded service provider who can provide expert advice at no charge.

### Contractors

As the Employment Assistance Fund assists employers to make adjustments, contractors engaged directly by the Department should liaise with Job Access directly about making an application to the Employment Assistance Fund. Contractors engaged through a labour hire company should liaise with their employer (i.e. the labour hire company) about applying to the Employment Assistance Fund.

A contractor should advise their contract manager at the Department of any workplace adjustment request raised with their employer and/or of any application made to the Employment Assistance Fund.

The Department will consult with the contractor (in the case of direct engagements) and the contractor's employer (in the case of labour hire engagements) in respect of the costs associated with the workplace adjustment and may assist the contractor to complete the JobAccess registration form if application is made to the Employment Assistance Fund.

### Volunteers

The Employment Assistance Fund does not apply to volunteers. The costs of any workplace adjustments will be borne by the volunteer's business areas cost centre.

## 4.5. Examples of a Workplace Adjustment

Examples of possible individual workplace adjustment(s) could include, but are not limited to:

- flexible working arrangements
  - for example: job rotation, flexible hours, more frequent/extended breaks, part-time hours
- changing communication styles
  - for example: holding meetings in a quieter environment, speaking one at a time, providing notes.

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Other workplace adjustments could include changing some small aspect(s) of the job or work tasks that will still achieve the required outcome. This may be reducing the operational or physical requirements of the role for a defined period, such as:

- adjusting or moving the location of the work area or work station
  - for example: moving an individual to a quieter work area
- purchasing or modifying equipment and/or assistive software; and
- changing roles or modifying roles to perform some different functions and tasks or modifying roles to perform some different functions and tasks may be a workplace adjustment. However, this option is not to be considered until all other avenues of workplace adjustment have been exhausted.

### 4.6. Determining the Appropriate Adjustment(s)

#### Employees

Where a manager and employee are unable to determine what workplace adjustment(s) are required, a Workplace Modification Assessment co-ordinated through Case Management Services (People Services Branch, People Division) or the Employment Assistance Fund, whichever is relevant, is to be requested. This assessment will provide details of the appropriate workplace adjustment(s) required to enable the requesting employee to undertake the inherent requirements of their role.

If the Workplace Modification Assessment is unable to assess the impact of the employee's requirements, the employee may be required to submit additional information from an appropriately qualified health professional.

In most circumstances, the person best placed to understand the requirement is the requesting employee. In all cases, the employee's preferred form of adjustment will be considered and alternative options explored with the employee. However, the requested form of adjustment may not be provided if:

- another cost effective adjustment would be equally effective to achieve the same outcome
- the preferred adjustment poses a risk to the health or safety of the employee or to others
- the preferred adjustment would impose unjustifiable hardship or breach security measures in the Department; or
- the preferred adjustment is contrary to medical evidence.

If the Department considers a particular adjustment to be unreasonable, it will provide details on why it considers that to be the case.

Where the required adjustment includes structural modification to a building, for example changes to building access, the Facilities Management team within the Property Branch must be consulted in the first instance.

Where assistive technology has been identified as the most appropriate adjustment, refer to the [assistive technology support hub](#) for further information on application availability, non-standard requests and support materials.

#### Contractors

Where a contractor who is directly engaged by the Department and their contract manager are unable to determine what appropriate workplace adjustments are required they may consult Case Management Services or the Diversity and Inclusion Team (People Services Branch, People and Culture Division) at the Department or the Employment Assistance Fund to undertake a Workplace Modification Assessment.

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If a contractor and their employer (in the case of labour hire engagements) are unable to determine what appropriate workplace adjustments are required, they may consult the Employment Assistance Fund to undertake a Workplace Modification Assessment.

The Workplace Modification Assessment will provide details of the appropriate workplace adjustment(s) required to enable the requesting contractor to undertake the inherent requirements of their role.

If the Workplace Modification Assessment is unable to assess the impact of the contractor's requirements, the contractor may be required to submit additional information to their employer (in the case of labour hire engagements) or the Department (in the case of direct engagement) from an appropriately qualified health professional.

In most circumstances, the person best placed to understand the requirement is the requesting contractor. In all cases, the contractor's preferred form of adjustment will be considered and alternative options explored with the contractor. However, the requested form of adjustment may not be provided if:

- another cost effective adjustment would be equally effective to achieve the same outcome
- the preferred adjustment poses a risk to the health or safety of the contractor or to others
- the preferred adjustment would impose unjustifiable hardship or breach security measures in the Department or
- the preferred adjustment is contrary to medical evidence.

If the contractor's employer and/or the Department considers a particular adjustment to be unreasonable it will provide details on why it consider that to be the case.

Where the required adjustment includes structural modification to a building, for example changes to building access, the Facilities Management team within the Property Branch of the Department must be consulted in the first instance.

### Volunteers

If a manager and a volunteer are unable to determine what appropriate workplace adjustments are required they may consult Case Management Services (People Services Branch, People Division) to determine whether a workplace adjustment is required to ensure the health and safety of the volunteer or access of the volunteer to Department's premises.

The requested form of adjustment may not be provided by the Department if Case Management Services are of the view that a workplace adjustment is not necessary to ensure the health and safety of the volunteer or to provide appropriate access to the volunteer,

## 4.7. Returning to Work after an injury or illness

### Employees

Where an employee is returning to work after an injury or illness and requires a workplace adjustment, they must consult with Case Management Services (People Services Branch, People Division) or their Case Manager (if one has already been assigned) regarding the workplace adjustment process.

If there is no Case Manager allocated for an employee returning to work after illness or injury, the employee must provide a detailed medical certificate to their manager. The certificate must confirm a return to work date and any restrictions to working hours or duties that need to be considered. The advice on the medical

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certificate is non-negotiable and must be followed unless further evidence from a General Practitioner and / or Specialist Doctor is provided.

The needs of the employee and the operational requirements must be considered and an appropriate working arrangement must be agreed upon by the employee and manager. Once the arrangement is made, it can be reviewed or amended as required to support a sustainable return to work.

Any flexible working arrangements must be notified to Payroll in a timely manner by the employee and manager.

Managers may consult Case Management Services or the Diversity and Inclusion Team (People Services Branch, People and Culture Division) for further guidance if required.

### Contractors

Where a contractor is returning to work at the Department after an injury or illness, they must consult with their employer (in the case of labour hire engagements) or the Department (if directly engaged).

A contractor returning to work at the Department must also consult with Case Management Services (People Services Branch, People Division of the Department) regarding any workplace adjustment process.

Contractor's engaged by way of labour hire should provide a detailed medical certificate to their employer (not the Department). Contractor's engaged directly by the Department must provide a detailed medical certificate to their manager at the Department or Case Management Services. Any certificate must confirm a return to work date and any restrictions to working hours or duties that need to be considered. The advice on the medical certificate is non-negotiable and must be followed unless further evidence from a General Practitioner and / or Specialist Doctor is provided.

The needs of the contractor and the operational requirements must be considered and an appropriate working arrangement must be agreed upon by the contractor's employer, the Department and the contractor. Once an arrangement is made, it should be reviewed on a regular basis (around every eight weeks) to ensure it is working.

## 4.8. Providing Information about Disability

Individuals must provide information about their disability to their manager at the Department (and their employer in the case of contractors), if or when it affects their ability to perform the inherent requirements of their position or it creates a health and safety risk to themselves or others in the workplace. Section 28 of the *Work Health and Safety Act 2011 (Cth)* provides that a worker must take reasonable care:

- for his or her own health and safety
- that his or her acts or omissions do not adversely affect the health and safety of other persons; and
- to comply with any reasonable instruction, policy or procedure that is given by the Department to allow the Department to comply with the *Work Health and Safety Act 2011 (Cth)* or relating to health or safety at the workplace.

When an individual provides information about their disability, they may do so to facilitate:

- any adjustments required to ensure a fair and equitable selection process
- discussion about how their disability may impact on some aspects of the inherent requirements of a job or creates a health and safety risk to themselves or others in the workplace; or
- any adjustments that may be required to complete the inherent requirements of the job.

Employees with a disability can update their details through the Equity and Diversity tab on easySAP. This information will be handled in accordance with the Department's obligations under the *Privacy Act 1988*, and helps the Department to understand and support the diversity of its workforce.

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The Department is unable to make individual adjustments for employees, potential employees, contractors and volunteers who choose not to provide information about their disability and their need for workplace adjustment. The Department and a contractor's employer can only act in response to information they are provided with.

For further information on privacy and the handling of personal information, see 4.9 below.

### 4.9. Privacy and Handling Personal Information

If a person provides information about their disability to the Department, this information is personal information and must be handled in accordance with the *Privacy Act 1988*. Australian Privacy Principle 6, contained in Schedule 1 of the *Privacy Act 1988*, provides that where the Department has collected personal information about an individual for a particular purpose (primary purpose), it cannot use or disclose that information for another purpose (secondary purpose), unless the individual concerned consents, or an exception applies.

One of the permitted exceptions is where the secondary use or disclosure is required or authorised by law (APP 6.2(b)). The use or disclosure of information about an employee's disability is authorised by the *Public Service Act 1999* and *Public Service Regulations 1999* if it relates to meeting the Department's obligation to provide a safe workplace. Regulation 9.2 of the *Public Service Regulations 1999* expressly allows the Secretary to use or disclose personal information to the extent that it relates to or is necessary for, the exercise of his employer powers (such as meeting the Department's obligation to provide a safe workplace). Another of the permitted exceptions is where the individual would reasonably expect the Department to use or disclose the information for a secondary purpose and (for sensitive information such as health information) the secondary purpose is directly related to the primary purpose. Here, the primary purpose for the collection of the information would be to consider a workplace adjustment.

The use of information for a secondary purpose may include:

- ensuring an employee, contractor or volunteer is meeting any integrity standards that apply to that person
- assisting the Department to manage its drug and alcohol management plan and Use of Force function fitness processes
- reasonably eliminating or minimise health and safety issues in the work areas used by an employee, contractor or volunteer, or more broadly in the Department
- *managing contractual relationships where the information concerns a contractor or subcontractor; and*
- *managing any legal or other claims related to a disability raised by a person to the Department.*

Where the Department collects information about an individual's disability, it will take reasonable steps either to notify the individual of the matters set out in APP 5 – 'Collection of personal information' or to ensure the individual is aware of those APP 5 matters.

### 4.10. Relocation of Equipment

Equipment being used as part of a workplace adjustment, including assistive software and hardware, must be relocated with the person who obtained it in the event of a position move within the Department/APS. A workplace assessment may be required to ensure the equipment can operate effectively in the new location.

A Workplace Adjustment Passport is available for individuals to document any form of assistance or adjustment that is reasonable to reduce or eliminate barriers at work. Individuals can choose to share this

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information with a manager, which can be useful if there is a change in manager or job role. Use of the passport is voluntary.

Any equipment provided by the Department, and not funded through the Employment Assistance Fund, remains the property of the Australian Government. If a contractor ceases to provide work for the Department, any equipment provided by the Department, and not funded through the Employment Assistance Fund, must be returned to the Department.

Any equipment obtained through the Employment Assistance Fund is the property of the individual, unless the equipment is not portable, then it will remain with the Department where it is located.

If an employee is moving to another government agency, any equipment or adaptive technology purchased for that individual as a workplace adjustment, can move with the employee.<sup>1</sup>

### 4.11. Management of Equipment

Any electrical items obtained by employees or contractors through the Employment Assistance Fund is required to undergo test tagging for electrical safety. This will be conducted per the scheduled run by Facilities Management Team.

The individual who is provided with such equipment is responsible to organise repairs and maintenance to modifications obtained through the Employment Assistance Fund.

In the case of employees, the business area is responsible for the cost of the repairs and/or maintenance - unless the modification is no longer required. In the case of contractors, the Department and employer of the contractor will consult in respect of who bears the costs for repairs and maintenance.

New assistive or additional software required through a workplace adjustment process must be requested through the Service Request Catalogue using the Software Request Form. This ensures it follows the correct work flow for approval and ensures compliance with the Department's information technology security system and compatibility with hardware, web and system upgrades.

### 4.12. Funding Workplace Adjustment

Funding responsibilities for workplace adjustments will depend on the nature of the workplace adjustment and the relationship the individual has with the Department (i.e. whether they are an employee, contractor or volunteer).

**Premises and amenities** (includes modifications to accommodation and accessibility). Requests for modifications to departmental accommodation and accessibility are to be made via the Employment Assistance Fund in the first instance and consultation is to occur with the Diversity and Inclusion team in the People Services Branch and the Facilities Management team within the Property Branch.

If an employee or contractor with disability requires modifications to departmental accommodation and accessibility but has exhausted their funding cap through the EAF, the Facilities Management team within

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<sup>1</sup>When employees move between APS agencies, the gaining agency should be given the option to acquire from the losing agency any equipment or adaptive technology purchased as a workplace adjustment for an individual, by an agency. The general policy applicable to *Public Governance, Performance and Accountability Act 2013* agencies allows the transfer of an asset (with or without payment as negotiated) to another Commonwealth entity.

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the Property Branch may meet the associated costs where the modification is considered a reasonable workplace adjustment, and does not impose an unjustifiable hardship on the Department.

The Employment Assistance Fund may not cover modifications to departmental accommodation and accessibility for buildings that were built after 2011. In these instances, the Facilities Management team within the Property Branch will be responsible for funding workplace adjustments.

Any modifications to departmental accommodation or accessibility will include the Diversity and Inclusion team facilitating a recommendation from an Occupational Therapist. This will enable the Property Branch to provide a fit for purpose solution and a timeframe for the completion of the works.

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<sup>1</sup>When employees move between APS agencies, the gaining agency should be given the option to acquire from the losing agency any equipment or adaptive technology purchased as a workplace adjustment for an individual, by an agency. The general policy applicable to *Public Governance, Performance and Accountability Act 2013* agencies allows the transfer of an asset (with or without payment as negotiated) to another Commonwealth entity.

Employees and contractors will be advised of the timeframe once their requirements have been reviewed and assessed.

**Workstation, workplace assessments, personal equipment** for example chairs, wrist or foot supports, personal lights are funded by the relevant business area if the individual is not eligible for funding through the Employment Assistance Fund or has exhausted their funding cap through the Employment Assistance Fund.

**Adjustments to participate in departmental training** are funded by the appropriate learning and development teams within the Department.

**Adjustments to participate in divisional and branch town hall meetings** are funded by the business area coordinating the meeting.

The GL code to be used when charging a workplace adjustment to your cost centre is **47300**. A detailed description about what the adjustment relates to is to be included for reporting purposes.

Any decision to approve expenditure relating to this policy must be made by the relevant financial delegate in accordance with the Commonwealth Procurement Rules and the instructions issued by the Secretary in Part 2 and 3 of the Accountable Authority Instructions (AAs).

### 4.13. Workplace Adjustment and Inherent Requirements

It is not discriminatory to fail to employ, transfer or promote a person or terminate a person's employment if that person is unable to perform the inherent requirements of the job in question, and this cannot be remedied by making a workplace adjustment.

The Department is expected to ensure that all possible avenues for workplace adjustment(s) have been exhausted.

If an employee is not able to meet the inherent requirements of the job after adjustments are identified, implemented and reviewed, and alternate options have been discussed and considered, their manager should promptly contact Case Management Services or the Diversity and Inclusion Team in the People Services Branch to discuss further options.

If a contractor is not able to meet the inherent requirements of the job after adjustments are identified, implemented and reviewed, and alternate options have been discussed and considered, their manager at the

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Department should promptly contact their employer and the contract manager at the Department to discuss further options.

## 5. Appealing a Workplace Adjustment Decision

If the request for workplace adjustment is refused, or not met within an appropriate timeframe, the requesting individual may:

- speak to their manager (if they feel comfortable to do so); and
- contact the Diversity and Inclusion Team.

If the person is an employee, in addition to the above, they may:

- request a review of action under Section 33 of the *Public Service Act 1999* by emailing [22\(1\)\(a\)\(ii\)](#) and
- challenge the refusal of the request using the dispute resolution process in Part 12 of the Workplace Determination.

Where it is not possible to resolve the disputed workplace adjustment, the individual may contact their state Equal Opportunity Commission or the [Australian Human Rights Commission](#) (AHRC) for further advice.

## 6. Accountability and Responsibility

Work Team	Responsibility	Description	Legislation*
Employee	Manage their own health and wellbeing	<ul style="list-style-type: none"><li>• Discuss any requirements for workplace adjustment with their manager (noting there is no legal obligation to provide information about a disability, unless it is likely to affect the ability to work safely and ensure the health and safety of colleagues).</li><li>• If unable to meet performance expectations or the inherent requirements of the job, discuss workplace adjustment requirements with their manager to ensure they can deliver the performance requirements of that role.</li><li>• Contact the Case Management Services team, People Services Branch for workplace adjustments in regards to illness, injury or disability.</li><li>• For Employment Assistance Funding, submit an application to JobAccess for a Workplace Modification Assessment in regards to workplace adjustments with disability (if required/eligible).</li><li>• Comply with the Employment Assistance Fund process and timeframes.</li></ul>	<i>Disability Discrimination Act 1992 (Cth)</i> <i>Privacy Act 1988 (Cth)</i> <i>Public Service Act 1999</i> <i>Work Health and Safety Act 2011 (Cth)</i> <i>Safety, Rehabilitation and Compensation Act 1988 (Cth)</i> <i>Public Governance, Performance and</i>

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Work Team	Responsibility	Description	Legislation*
		<ul style="list-style-type: none"> <li>Assistive Technology requests can be submitted via the Service Request Catalogue this includes applications such as (JAWS, Dragon)</li> <li>Assistive hardware requests need to be submitted to 22(1)(a)(ii)</li> <li>Create a Workplace Adjustment Passport (voluntary).</li> </ul>	Accountability Act 2013 (Cth) Fair Work Act 2009 (Cth)
Contractors	Manage their own health and wellbeing	<ul style="list-style-type: none"> <li>Discuss any requirements for workplace adjustment with their employer and manager at the Department (noting there is no legal obligation to provide information about a disability, unless it is likely to affect the ability to work safely and ensure the health and safety of colleagues).</li> <li>If unable to meet performance expectations or the inherent requirements of the job, discuss workplace adjustment requirements with their employer and manager at the Department to ensure they can deliver the performance requirements of that role.</li> <li>If engaged by way of labour hire are to contact their employer about illness, injury or disability.</li> <li>If engaged directly by the Department are to discuss any illness, injury or disability with their contract manager and if agreement on adjustments cannot be reached, should contact Case Management Services team, People Services Branch for assistance workplace adjustments.</li> <li>For Employment Assistance Funding, raise this with their employer or Job Access (if directly engaged by the Department) and submit an application to JobAccess for a Workplace Modification Assessment in regards to workplace adjustments with disability (if required/eligible).</li> <li>Comply with the Employment Assistance Fund process and timeframes.</li> </ul>	Disability Discrimination Act 1992 (Cth) Australian Human Rights Commission Act 1986 (Cth) Privacy Act 1988 (Cth) Work Health and Safety Act 2011 (Cth) Safety, Rehabilitation and Compensation Act 1988 (Cth)
Volunteers	Manage their own health and wellbeing	<ul style="list-style-type: none"> <li>Discuss any requirements for workplace adjustment with their manager at the Department (noting there is no legal obligation to provide information about a disability, unless it is likely to affect the ability to work safely and ensure the health and safety of colleagues).</li> <li>Contact the Case Management Services team, People Services Branch for workplace adjustments in regards to illness, injury or disability.</li> </ul>	Disability Discrimination Act 1992 (Cth) Australian Human Rights Commission Act 1986 (Cth) Privacy Act 1988 (Cth)

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Work Team	Responsibility	Description	Legislation*
			<i>Work Health and Safety Act 2011 (Cth)</i>
Manager	Manage the health and wellbeing of their staff	<ul style="list-style-type: none"> <li>Managers have a responsibility to ensure employees are well supported in the workplace.</li> <li>Managers must be supportive of removing barriers for employees with a disability in the workplace.</li> <li>Managers must make a decision on a request for a workplace adjustment as soon as reasonably practical to allow employees with disability to work at their most productive.</li> <li>Managers may consult Case Management Services or the Diversity and Inclusion Team (People Services Branch, People and Culture Division) for further guidance if required.</li> </ul>	<i>Disability Discrimination Act 1992 (Cth)</i> <i>Privacy Act 1988 (Cth)</i> <i>Public Service Act 1999</i> <i>Work Health and Safety Act 2011 (Cth)</i> <i>Safety, Rehabilitation and Compensation Act 1988 (Cth)</i> <i>Public Governance, Performance and Accountability Act 2013 (Cth)</i> <i>Fair Work Act 2009 (Cth)</i>
Diversity and Inclusion Team. People Services Branch	Workplace adjustment with reference to disability	<ul style="list-style-type: none"> <li>Provide guidance on the workplace adjustment process and the Employment Assistance Fund (EAF).</li> <li>Work with the Case Management Services team to support staff who require adjustment(s) to be made.</li> <li>Assist/provide guidance if the request is refused or not met within an appropriate timeframe.</li> <li>Provide advice on assistance available for staff with disability, both internal and external to the Department.</li> </ul>	<i>Disability Discrimination Act 1992</i> <i>Australian Human Rights Commission Act 1986</i> <i>Privacy Act 1988</i> <i>Public Service Act 1999</i>
Employee Conditions	Review of actions	<ul style="list-style-type: none"> <li>Review of decisions.</li> </ul>	<i>Public Service Act 1999</i>
Case Management Services, People Services Branch	Ongoing or temporary illness and	<ul style="list-style-type: none"> <li>Administration of the graduated return to work plan.</li> </ul>	<i>Work Health and Safety Act 2011</i>

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Work Team	Responsibility	Description	Legislation*
	injury management	<ul style="list-style-type: none"> <li>Provide advice/assistance where workplace adjustment is required for staff with an injury or illness.</li> <li>Co-ordinate Workplace Modification Assessments for staff with an injury or illness and for staff with disability (who do not meet the EAF eligibility requirements).</li> </ul>	<i>Disability Discrimination Act 1992</i>  <i>Safety, Rehabilitation and Compensation Act 1988</i>  <i>Privacy Act 1988</i>

### 6.1 Statement of Expectation

The APS Code of Conduct states that 'an APS employee must comply with any lawful and reasonable direction given by someone in the employee's Agency who has authority to give the direction' (subsection 13(5) of the *Public Service Act 1999*).

Failure to comply with any direction contained in a PPCF document by an APS employee may be determined to be a breach of the APS Code of Conduct, which could result in sanctions up to and including termination of employment, as set out in subsection 15(1) of the *Public Service Act 1999*.

The Secretary's Professional Standards Direction, issued under subsection 55(1) of the Australian Border Force Act 2015, requires all IBP workers who are not APS employees (such as contractors or consultants) to comply with any lawful and reasonable direction given by someone in the Department with authority to issue that direction.

Failure by an IBP worker who is not an APS employee to comply with a direction contained in a PPCF document may be treated as a breach of the Professional Standards Direction, which may result in the termination of their engagement under section 57 of the *Australian Border Force Act 2015*. Non-compliance may also be addressed under the terms of the contract engaging the contractor or consultant.

## 7. Version Control

Version number	Date of issue	Author(s)	Brief description of change
1.0	September 2017	22(1)(a)(ii)	Original Approval by AS 22(1)(a)(ii)
2.0	September 2018	22(1)(a)(ii)	Annual Review
3.0	September 2019	22(1)(a)(ii)	Annual Review

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# Attachment A – Assurance and Control Matrix

## 1.1. Powers and Obligations

Legislative Provision			Is this a delegable power?	If delegable, list the relevant instruments of delegation
Legislation	Reference (e.g. section)	Provision		
<i>Public Governance, Performance and Accountability Act 2013 (Cth)</i>	Under Section 20A of the <i>Public Governance, Performance and Accountability Act 2013 (Cth)</i> - Part 2 and 3 of the <u>Accountable Authority Instructions (AAIs)</u>	Accountable Authority Instructions	Y	All <u>financial delegations</u> are available at: 22(1)(a)(ii) _____ _____ _____ _____

Implementation of this Procedural Instruction supports the requirements of the listed Commonwealth Acts, however does not require any powers, delegations or authorisations for the below:

- *Public Service Act 1999 (Cth)*
- *Australian Border Force Act 2015 (Cth)*
- *Privacy Act 1988 (Cth)*
- *Disability Discrimination Act 1992 (Cth)*
- *Australian Human Rights and Commission Act 1986 (Cth)*
- *Work Health and Safety Act 2009 (Cth)*
- *Fair Work Act 2009 (Cth)*
- *Safety, Rehabilitation and Compensation Act 1988 (Cth)*
- *Carer Recognition Act 2010 (Cth)*

## 1.2. Controls and Assurance

Related Policy	Nil
Procedures / Supporting Materials	Nil
Training/Certification or Accreditation	Nil
Other required job role requirements	Nil

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Other support mechanisms (eg who can provide further assistance in relation to any aspects of this instruction)	22(1)(a)(ii)
Escalation arrangements	Director, 22(1)(a)(ii)
Recordkeeping (eg system based facilities to record decisions)	TRIM RM8
Control Frameworks (please refer to a specific document outlining QA or QC arrangements)	<u>Statement of Commitment: Workplace Equality, Diversity and Inclusion</u>
Job Vocational Framework Role	All staff

## Attachment B - Consultation

### 1.1 Internal consultation

The following internal stakeholders were consulted to develop this procedural instruction:

- Workforce Health and Safety
- Diversity and Inclusion
- Workforce Management and Conditions
- HR Business Partners, regional and local
- User Experience
- Employee Mental Health & Wellbeing
- Case Management Services
- Facilities Management
- Financial Framework
- Integrity Awareness
- ABF Workforce Transformation Branch
- Focus on Ability Network
- ABF Workforce Strategy and Executive talent management
- Web Accessibility Team
- Facilities Management Section
- Software Asset Management Team
- Integrity and Professional Standards Branch
- Record Management Section
- Financial Framework Section
- National Staff Consultative Forum
- Legal Division

### 1.2 External consultation

The Australian Network on Disability was consulted to prepare this instruction, noting that not all the suggested amendments proposed have been adopted.

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# Recruitment

## Procedural Instruction

The purpose of this Procedural Instruction is to outline the recruitment process of employing employees to fill ongoing, non-ongoing and irregular and intermittent roles in the Department of Home Affairs, including the Australian Border Force (ABF).

Approval Date	October 2018
Date of Review	October 2019
Contact	Workforce Management and Conditions - 22(1)(a)(ii)
Document ID (PPN)	HR-2171
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# 1 Introduction

The Department utilises recruitment practices that are efficient, inclusive, fair and transparent, and uphold the merit principles. These principles are aligned to the Australian Public Service (APS) Employment Principles under section 10A of the *Public Service Act 1999* (the Act).

## 1.1 In Scope

This Procedural Instruction applies to recruitment of employees to fill ongoing, non-ongoing and irregular and intermittent roles in the Department.

This procedural instruction should be read in conjunction with the Department's Recruitment and Onboarding Policy Statement, relevant legislation and other related policies as listed further in this document.

The Department's employees must ensure that any recruitment processes undertaken on behalf of the Department by an external party is compliant with this procedural instruction.

## 1.2 Out of Scope

This Procedural Instruction does not outline arrangements for the recruitment of contractors, consultants, secondees, agency heads or statutory office holders.

# 2 Glossary

Table 1 - Glossary of terms and meaning

Term	Acronym (if applicable)	Definition
Affirmative Measures		Affirmative measures enables the Department to: <ul style="list-style-type: none"> <li>identify a vacancy open only to Aboriginal and Torres Strait Islander peoples</li> <li>identify a vacancy open only to persons with disability or a particular type of disability</li> <li>specify that the Recruit Ability scheme applies to the selection process for a vacancy.</li> </ul>
Bulk Round		A recruitment process conducted to recruit for multiple vacancies at the same classification with similar position requirements, either within a business area, branch, and division or across the Department.
Irregular and Intermittent employee	IIE	Refers to a person engaged on an irregular or intermittent basis, without the need for a competitive selection process.
Conflict of Interest		Having an interest (whether personal, financial or otherwise) which conflicts or which may reasonably be perceived as conflicting with

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Term	Acronym (if applicable)	Definition
		the employee's ability to perform their recruitment activity fairly, objectively and independently.
Contractor/ Consultant		<p>A contractor refers to a person who is engaged by the Department either directly or through an agency to be managed on site by a Competency Centre or Section and is generally paid an hourly rate.</p> <p>A Consultant is a person or organisation engaged to provide high-level specialist or professional advice assisting senior management with recommendations.</p>
Employee		An APS employee as defined in the Act who is working in the Department, includes, unless otherwise specified, an ongoing or non-ongoing APS employee, whether full-time, part-time or casual employed under and within the meaning of the Act.
Gazette		<p>The APS Gazette is published daily by the APS Commission. The Gazette includes notices of APS employment opportunities, promotions and terminations of employment because of breaching the Code of Conduct.</p> <p>A gazetted vacancy refers to a vacancy that has been advertised in the APS Gazette and all eligible members of the community were given opportunity to apply.</p>
Movement or Assignment		An assignment or movement of an employee at the same classification or higher classification in the department under section 25 of the Act, or assignment to another agency under section 26 of the Act. Movements can be either temporary or permanent.
Non-ongoing employee		An employee engaged under section 22(2) (b) or (c) of the Act. Employees may be engaged either for a specified term or for the duration of a specified task, or for duties that are irregular or intermittent.
Ongoing employee		An APS employee engaged under section 22(2) (a) of the Act.
Promotion		<p>An ongoing assignment of duties to an ongoing APS employee at a classification that is higher than the employee's current classification, in the same or another Agency, other than:</p> <ul style="list-style-type: none"> <li>The allocation of a higher classification within the same broadband in the same Agency; or</li> <li>The allocation of an operational classification to a trainee.</li> </ul>
Reasonable Adjustment		Reasonable adjustment refers to administrative, environmental or procedural adjustments. Reasonable adjustment is a necessary or appropriate modification or adjustment made to ensure or enable equal participation.

Term	Acronym (if applicable)	Definition
RecruitAbility		RecruitAbility is an affirmative measure that provides for progression of candidates with disability to the next stage in a selection process if they have been assessed as meeting the minimum requirements of the job.
Selection Committee		<p>The Selection Advisory Committee convened to administer the recruitment assessment and selection activities, also known as the panel.</p> <p>The committee assesses and recommends suitability of candidates for vacancies.</p> <p>In certain circumstances, the Department may use an Independent Selection Advisory Committee (ISAC). An ISAC is an independent committee that makes recommendations to agencies about the suitability of candidates in recruitment exercises. They may be used to fill vacancies at the job classification levels of APS 1 to 6.</p>
Selection process		An assessment and selection process, determined in advance that is fairly applied to eligible candidates to assess their work-related qualities and suitability for the advertised vacancy.

## Procedural Instruction

Recruitment is the process of having the *'right person, with the right skills, for the right job, at the right time'*. Recruitment or selection processes used will be the most appropriate in the circumstances, having regard to the Department's APS obligations, the legislative framework, related policies and operational priorities. Recruitment processes do not need to be complex. They need to support sound, evidence based decision making.

### 2.1 Filling a Vacancy

#### 2.1.1 Planning

When a vacancy arises, it is important to decide whether the role still needs to be performed and in what form. For example:

- What duties need to be performed?
- Does the role still need to be done?
- How does the role fit with the Department's workforce plan?
- What is the right classification for the role?
- What skills and attributes are required of the role to conduct the work safely
- Are the duties required for an ongoing period?
- Are the duties needed for a temporary period or for a specified period to complete a specified task or irregular or intermittent?
- Does the role need to be full time?



- Can the vacancy be filled by using affirmative measures?
- Will Conditions of Engagement be imposed? What are they?

Where a vacancy is identified, the business area must consider the following before commencing a recruitment process:

- reason(s) the vacancy exists and whether an alternative option exists for the work to be undertaken within the current staffing footprint
- criticality of the vacancy and its effects on:
  - budget and full-time equivalent (FTE) numbers (specifically with regard to the Division/Group FTE/Average Staffing Level (ASL) cap)
  - future or longer term needs and priorities; and
  - the business if the vacancy is not filled.

Before a recruitment process can commence the business area must gain approval from the appropriate delegate. The delegate to approve the commencement of recruitment will vary, depending on the classification and the Group of the vacancy. A Group Delegations table for specific recruitment activity and delegation required for each Group is found on MyHR.

A work value assessment, using the Work Value Assessment online tool, must be completed for all newly created positions or existing positions (where there is substantial and sustained change to the duties/responsibilities are to be performed). The Workforce and Job Design team must be consulted prior to finalising the appropriate classification for vacancies that fall in the above categories.

The Recruitment team must be consulted when commencing any external recruitment activity.

### 2.1.2 Filling a vacancy

Once a decision has been made that a vacancy must be filled, the allocation pool and relevant registers must be reviewed to determine if there are any suitable candidates. The allocation pool is used to redeploy staff from one business area to another within the Department. Employees who are placed in the allocation pool must be given priority consideration for placement for suitable vacancies.

If no suitable candidates are identified from the allocation pool or relevant registers, the delegate then has a range of options available to filling a vacancy, depending on whether it is temporary or ongoing. These include:

- transferring or promoting an existing employee from within the Department or from another APS agency (temporarily or on an ongoing basis); or
- engaging a person from outside the APS as an ongoing or non-going employee.

#### 2.1.2.1 Promotion or Engagement

Ongoing vacancies may be filled by

- promoting an APS employee from within the Department or from another APS agency; or
- engaging a non-APS employee.

An existing merit list within the Department or merit lists established by other agencies may be used to fill same or similar vacancies. Merit lists can only be accessed up to 12 months from the date the original vacancy was advertised in the Gazette (further information can be found at section 2.1.8.2 Merit Lists).

When filling ongoing vacancies via promotion or engagement the vacancy must be advertised in the Gazette (further information can be found at section 2.1.3 Advertising).

#### 2.1.2.2 Transfer

The delegate may transfer an ongoing employee, temporarily or permanently, at level at any time without the requirement for a competitive selection process. The delegate must take into account the need for employment decisions to be based on an assessment of an employee's work related qualities required to effectively perform the duties. The employee must possess all the mandatory qualifications required to undertake the duties of the role.

The delegate may transfer an ongoing employee temporarily on higher duties. This option enables current employees to enhance their skills, knowledge and experience and for the Department to meet its operational requirements. The Department requires that temporary vacancies on higher duties of six months or more must be advertised internally through a Department wide Expression of Interest (EOI). Border Force Recruits, Graduates, Apprentices, Trainees, Cadets, non-ongoing employees and casual employees should not be considered for transfers on higher duties.

#### 2.1.2.3 Non-ongoing employees

Non-ongoing employees are generally engaged for a specified term (up to 18 months or less) to:

- meet a temporary increase in workload
- meet a temporary demand for employees with a particular skill
- replace an ongoing employee who is on leave or temporarily performing other duties
- undertake duties pending the outcome of a selection exercise to fill a vacancy on an ongoing basis; or
- deliver a specified task.

As a minimum, the delegate must be satisfied that the person to be engaged has the work related qualities genuinely required to perform the duties of the temporary vacancy.

Where the vacancy is expected to be for more than 18 months, the vacancy must be advertised in the Gazette (refer to section 2.1.3 of this procedural instruction). The Department has established non-ongoing employment registers to allow eligible members of the community a reasonable opportunity to apply. Information in regards to the non-ongoing employment registers can be obtained from the Recruitment team.

Where a non-ongoing employee successfully applies for another APS job, either as an ongoing or non-ongoing employee it is considered a new engagement (not a transfer or a promotion).

#### 2.1.2.4 Irregular and intermittent employees

A person may be engaged on an irregular or intermittent basis (sometimes referred to as casual employment), without the need for a competitive selection process, where:

- duties are usually required for one-off or short term tasks; or
- duties where there is no regular pattern of work.

The Department has established casual employment registers to allow eligible members of the community a reasonable opportunity to apply.

For casual duties, as a minimum the delegate must be satisfied that the person has the work related qualities required to perform the duties of the casual role.

#### 2.1.2.5 Contractors and Consultants

Where a task or duties cannot be performed by either an ongoing or a non-ongoing employee, a decision may be made to hire a contractor or consultant. Business areas are responsible for arranging any contract employment in their area and are not required to consult with the Recruitment team. Contractors and consultants must be engaged in accordance with the Commonwealth Procurement Rules. Further information on contract requirements can be found at <https://bordnet.immi.local/hr/manage-team/organisational-and-position-management/secondee-contractor>.

### 2.1.3 Advertising

Advertising channels used for sourcing candidates must be appropriate for the level and role, and consistent with any APSC guidance. Vacancies must be advertised in a way that gives eligible members of the community a reasonable opportunity to apply.

Vacancies which:

- may result in the promotion of an ongoing APS employee; or
- where the engagement of an employee is expected to be for more than 18 months

must be advertised, as a minimum in the Gazette and concurrently on the Department's website, unless it is intended to fill the vacancy using an existing merit list or transferring an ongoing employee.

For vacancies 18 months or less, or irregular/intermittent roles, these do not need to be advertised in the Gazette, however it is generally expected that all vacancies are advertised on the OurPeople online recruitment system.

A decision to fill a vacancy with a preferred candidate must be made within 12 months from the vacancy being advertised in the Gazette.

Where it is unclear as to the length of a non-ongoing engagement period, it is recommended that the opportunity be advertised in the Gazette. This will ensure the engagement, if required, can be extended beyond 18 months, without the need for further administration. However, where there is a continuing need for the duties to be performed and the employee is performing satisfactorily, non-ongoing engagements may be extended to a total period of three years, without the requirement for the vacancy to be advertised in the Gazette and a competitive selection process to be undertaken.

Temporary vacancies on higher duties of six months or more must be advertised internally through a Department wide EOI, to provide ongoing Departmental employees the opportunity to a temporary transfer.

Any expenses incurred with advertising will be the responsibility of the business area undertaking the recruitment activity. Advertising on on-line job boards, for example SEEK or LinkedIn, in addition to APSjobs, can be arranged through the Government Advertising Agency at a cost to the business area. Externally advertised vacancies, requiring specific qualifications or skill sets, may be advertised in relevant professional publications at a cost to the business area.

Vacancies are generally advertised for a two week application period, however can be for a longer period, or a minimum one week period, as required by the business area.

Table 2 – Advertising and Assessment

Initial Vacancy	Advertising	Assessment
Ongoing	Must advertise in Gazette.	Competitive selection process – in accordance with section 10A(2) of the PS Act and section 19 of the Directions
Non-ongoing more than 18 months	Must advertise in Gazette.	Competitive selection process – in accordance with section 10A(2) of the PS Act and section 19 of the Directions
Non-ongoing – less than 18 months	Bring to the attention of the community.	The delegate must be satisfied that the person to be engaged has the work-related qualities genuinely required to perform the duties of the job.

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Initial Vacancy	Advertising	Assessment
Irregular or intermittent (casual)	Bring to the attention of the community.	The delegate must be satisfied that the person to be engaged has the work-related qualities genuinely required to perform the duties of the job.

#### 2.1.4 RecruitAbility

Vacancies in the Department, whether ongoing or non-ongoing, can be restricted to:

- Aboriginal and/or Torres Strait Islander applicants; and/or
- applicants with disability.

Further information can be found at <http://www.apsc.gov.au/managing-in-the-aps/indigenous/identified-positions> and <http://www.apsc.gov.au/managing-in-the-aps/disability/as-one-aps-disability-employment-strategy-2016-19/hr-managers/recruitment>.

Unless exceptional circumstances is presented and approved by the Recruitment team, all vacancies will be advertised under the RecruitAbility scheme which supports people with a disability applying for jobs in the APS. Further information can be found at <http://www.apsc.gov.au/managing-in-the-aps/disability/recruitabilityarchive>.

#### 2.1.5 Existing merit lists

Where vacancies are similar, as defined in the Directions, the delegate may be able to fill a vacancy with a candidate found suitable from an existing merit list within the Department or in another APS agency. The decision to promote or engage the suitable candidate must occur within 12 months from the vacancy being advertised in the Gazette. Access to merit lists will be open for use by other business areas once the original approved number of vacant roles is filled.

Details of current merit lists within the Department can be obtained from the Recruitment team. The Recruitment team will determine whether the vacancy meets the same or similar requirements.

Access to external merit lists for other vacancies is at the discretion of the agency and by agreement with individual candidates. The Recruitment team will liaise with the Human Resource area of the relevant agency to determine whether the vacancy meets the same or similar requirements.

Merit lists must to be followed in order. Where candidates are grouped, an offer of employment is made to the most suitable candidate remaining in the highest group, assessed against the requirements of the particular vacancy.

Where candidates are ranked, only the details of the next highest ranked candidate will be provided. Where candidates are grouped, details of all candidates remaining in the highest group will be provided. The business area must undertake its own assessment to identify the most suitable candidate for its similar vacancy. Another full merit selection process is not necessary.

#### 2.1.6 Candidate care

It is good practice to keep candidates informed at all stages throughout the recruitment process, especially in the case of delays, and that both unsuccessful and successful candidates are treated fairly, with courtesy, consideration and respect.

Reasonable adjustments must be made for candidates who choose to share information about their disability and their need for adjustments, this is to ensure a fair and equitable selection process.

### 2.1.7 Assessing and Selecting

Candidates for all APS jobs must be assessed against the requirements of the role. The Department has set out minimum mandatory assessment methodologies for the various roles (refer to section 2.1.7.2 in this procedural instruction). The assessment method, outcome and any evidence in support of a recommendation or decision must be appropriately documented for the delegate. The delegate must be satisfied that the process is in accordance with the Department's minimum mandatory assessment methodologies for the role, APS Values and Employment Principles and all other relevant legislation and policies.

Further information in regards to the minimum mandatory assessment methodologies can be found at

22(1)(a)(ii)

If the Recruitment team assesses a selection process as not meeting the recruitment requirements set out in this Procedural Instruction, relevant legislation, Departmental governance frameworks and any other Departmental supporting tools and documents, the selection process will not proceed. No offers of employment or promotion will be given unless approved by the Assistant Secretary, People Services.

#### 2.1.7.1 Bulk recruitment

A single selection exercise can be conducted for vacancies at different classification levels. This is generally done where the duties at the levels are similar but vary in the level of supervision or degree of complexity.

Candidates should be asked to nominate the classification/s at which they wish to be considered before any assessment takes place.

A candidate can only be engaged or promoted to the classification level they have nominated. If they nominate more than one classification level, they must be assessed against each and compared against the other candidates for each classification.

#### 2.1.7.2 Selection Process

The selection process must be established and uploaded in ourPeople prior to the advertisement going live. The selection process must conform to the Department's minimum mandatory selection process for the various roles within the Department. Any departure from these minimum requirements will require approval from the Secretary or the Chief Operating Officer. Where this is required, requests should be directed through the Recruitment team.

Any expenses incurred will be the responsibility of the business area undertaking the recruitment activity and must be approved and paid accordingly.

Selection processes will vary between roles, based on assessing the key capabilities required for the role and aligned to the APS Work Level Standards of the relevant classification. Examples of ways to gather information about the suitability of a candidate include, but are not limited to:

- written applications
- interview
- work sample tests
- psychometric testing
- aptitude or cognitive testing
- questionnaires; and
- assessment centres

Whatever methods are used, candidates must be assessed and compared fairly. The selection process and outcome should be clearly set out in evidence provided to the delegate.

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At least one female/male must be involved in all shortlisting or assessment of candidates.

### 2.1.7.3 Selection Advisory Committee

The Committee assesses suitability of candidates in selection processes and makes recommendations to the delegate.

The Department uses two types of Committees:

- the Selection Advisory Committee (the Committee), convened by the Department; or
- an Independent Selection Advisory Committee (ISAC), convened by the Merit Protection Commissioner upon request from the Department.<sup>1</sup>

The Committee must comprise of a minimum of two members:

- the Chairperson, with presumed subject matter expertise relevant to the role being recruited; and
- an Independent Committee Member (ICM) who works outside of the Branch where the vacancy is located.

It is recommended the composition of the Committee reflect an appropriate mix of diversity groups and experience. The Committee must have at least one female/male Committee member and will be required to demonstrate exceptional circumstance to the Recruitment Team if this is not possible.

Non-APS employees can be a part of a selection committee, where appropriate, but must be aware of the legislative framework governing recruitment and selection in the APS, in particular the APS Values and Employment Principles.

Committee members must declare any actual or perceived conflicts of interest prior to commencing selection activities. It is important for delegates to consider if any Committee member may be influenced, or appear to be influenced, by personal interest when making an employment decision.

At least one Committee member, preferably the Chairperson, must be one substantive level above the classification of the advertised vacancy.

The delegate may be on the Committee if preferred but is not required to be.

The Chairperson must complete the online selection advisory committee training program (accessible through OurPeople System) prior to commencing the selection process. It is strongly recommended all Committee members complete the online training program.

### Committee Members

All Committee members:

- must complete and submit a Declaration of Impartiality form by uploading the document into ourPeople prior to viewing candidate applications. The delegate will consider the risk of any real or perceived conflicts of interest and will decide if the Committee member should be excluded from the selection process; and
- must be able to commit the required time to fulfil their duties on the Committee and should only be replaced in exceptional circumstances during the process, as approved by the delegate.

Where a Committee member has been asked to provide referee comments for a candidate, the Committee member must provide these comments to other Committee members prior to commencing the shortlisting process.

Committee members must ensure they appropriately manage and uphold confidentiality of the information that they have access to in line with the *Privacy Act 1988*.

<sup>1</sup> The Recruitment team can assist in determining whether an ISAC is more suitable for the selection process. Further information can be found on the APSC website.



### ***Chairperson***

The Chairperson is responsible for overall management of the selection process, including:

- leading the committee in conducting a fair and merit based selection process
- making administrative arrangements
- involving all committee members in the planning of the exercise
- ensuring the selection methodology was decided prior to advertising and uploaded in ourPeople
- documenting the selection process and providing a recommendation to the delegate; and
- providing candidate care.

### ***Independent Committee Member***

An ICM is responsible for ensuring merit, consistency and fairness during the selection process. As a minimum, ICMs must be from a Branch external to the advertised vacancy. ICM's are strongly encouraged to complete the online selection advisory committee training program (accessible through ourPeople) prior to commencing the selection process.

### ***Delegate***

The delegate is responsible for making fair, transparent and reasonable employment decisions relating to the engagement, promotion, temporary or permanent movement of APS employees.

The delegate must ensure:

- the best candidate is selected for the job, consistent with the APS Employment Principles and legislative requirements
- the selection process was in accordance with the Department's mandatory selection process and conducted in fairly, efficiently and effectively; and
- the reasons for any selection decisions are documented.

The delegate:

- is accountable for their employment decisions, which may be subject to challenge through a Merit Protection Commission Promotion Review Committee process
- must declare any personal relationship with a candidate to ensure there is no conflict or perceived conflict of interest in the selection process, and elevate an employment decision to the next level delegate where appropriate
- must declare the integrity of the selection exercise and that the process undertaken meets legislative and policy requirements
- is not obliged to approve the Committee's recommendations and may ask for further information; and
- may make a decision contrary to the Committee's recommendations (where this occurs, this must be documented).

#### **2.1.7.4 Contact officer**

A contact officer must be identified for each vacancy being advertised. The contact officer:

- should have a good knowledge of the role/s being advertised and the business area and its work
- should be available during the application period to answer calls and emails; and
- is neither a candidate for the role nor have an actual or perceived conflict of interest.

#### **2.1.7.5 Recruitment Service Provider**

Where a recruitment service provider is used to assist with shortlisting or assessment for a vacancy, the Committee remains responsible for the final recommendation to the delegate. The delegate must be

confident that all aspects of the recruitment process have been conducted in accordance with the APS Values, Employment Principles and other relevant legislations and policies.

OurPeople should be used to manage the recruitment process and any relevant documentation used to make a decision must be uploaded into ourPeople at the time of the decision. For example, if using cognitive testing, the results must be provided by the recruitment service provider and uploaded into ourPeople prior to moving to the next stage of the selection or shortlist process.

Any expenses incurred will be the responsibility of the business area undertaking the recruitment activity and must be approved and paid accordingly.

#### **2.1.7.6 Scribe**

Scribes are external consultants engaged by the business area through a procurement process to assist with documenting the outcomes of the selection process. It is not a requirement to have a scribe however, it can allow the Committee to focus on the candidate while conducting interviews. The scribe will attend interviews and take notes but will not take part in the interview.

Scribes can be sourced via the whole of government Standing Offers accessible through AusTender.

Scribes should:

- have an understanding of the APS Merit selection process
- not take on the dual role of ICM; and
- declare any conflicts of interest.

Any expenses incurred will be the responsibility of the business area undertaking the recruitment activity and must be approved and paid accordingly.

#### **2.1.7.7 The Recruitment and Placement Services Section**

The Recruitment and Placement Service Section, within People Division, will provide recruitment management assistance and advice to the business area, including the ABF, and will:

- arrange vacancy advertising, action selection process outcomes including onboarding applicants
- provide details of Allocation Pool and APS Redeployment register employees who have priority in placement, before vacancy advertising
- provide high level recruitment advice to the Committee on effective processes to improve hiring decisions; and
- advise business areas during the recruitment and selection process.

#### **2.1.7.8 Applications**

Applications are generally expected to be received through OurPeople.

Late applications can be submitted in exceptional circumstances on approval by the Committee Chairperson.

#### **2.1.7.9 Rating scale**

The following rating scale is currently the Department's preferred scale when assessing candidate suitability using the identified processes. Ratings must be entered in OurPeople.

Failure to score an average of three or more on the ratings scale may exclude a candidate from further consideration. Conversely, in a strong field of applicants, there is no requirement to progress further with candidates who achieve an average rating of three.

Whole numbers from one to five must be used when assessing candidates. However, the average of applied ratings may result in a final rating expressed in a decimal number rather than a whole number.

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Table 3 - Rating Scale

5	Highly Suitable	The candidate has demonstrated capabilities above the advertised classification level.
4	Very Suitable	The candidate has demonstrated capabilities to a high degree as described for the advertised classification level.
3	Suitable	The candidate has demonstrated capabilities as described for the advertised classification level.
2	Requires Development	The candidate has demonstrated some aspects of capabilities for the advertised classification level.
1	Unsuitable	The candidate has failed to demonstrate capabilities as described for the advertised classification level.

#### 2.1.7.10 Shortlisting

Shortlisting determines which candidates are competitive and are to be progressed for further assessment.

Initial shortlisting is done based on candidates meeting the eligibility requirements for the role such as Australian Citizenship, mandatory qualifications e.g. Legal qualifications, as well as the claims demonstrated in the candidates written application.

Shortlisting may occur at multiple points throughout the selection process, dependent on the particular roles, and is to be undertaken at each of the assessment decision points for example, a shortlisting step of written applications and another through a work sample test before proceeding to interviews.

Applicants who are not shortlisted to progress to the next assessment stage should be notified.

#### 2.1.7.11 Interviews

Interviews are arranged by the Committee. It is good practice to confirm in writing and

- where possible, provide 48 hours notice to candidates
- hold the interview in a suitable venue considering privacy, access for external candidates and comfort; and
- make appropriate arrangements for candidates who have identified as requiring assistance.

Following reasonable consultation with candidates who are not available to attend a scheduled interview, candidates may be excluded from further consideration.

Other required selection assessments should be arranged as per the predetermined and mandatory selection processes for the role.

#### 2.1.7.12 Referee Reports

It is good practice to seek referee reports for all candidates who will be placed on a merit list before the selection exercise is finalised. They provide the Committee with the opportunity to seek clarification on matters discussed during assessment.

Referee reports:

- are not part of the assessment but are sought to validate candidate claims
- can be a prime source of information about a candidates on the job performance
- may be verbal or written; and



- are to be sought from the candidate's nominated referees, preferably a current or recent supervisor.

Committee members may contact additional referees with the candidate's permission.

It is not necessary to seek referee reports for candidates who have been rated unsuitable at interview.

Verbal referee reports must be transcribed, with a written report provided to the referee to ensure that comments have been accurately reflected. Candidates are entitled to a written summary of referee reports on request.

Committee members and/or delegates must provide referee reports prior to commencing the shortlisting process.

Candidates should be given the opportunity to respond to any adverse comments. In the case of an adverse referee report, the delegate will need to consider the report also having regard to information provided by the candidate throughout the assessment process, referee comments, the candidate's response and information provided by the selection committee.

Referee reports are subject to the *Privacy Act 1988* and the *Freedom of Information Act 1982*.

## 2.1.8 Outcome

### 2.1.8.1 Selection report

A selection report is a written record of a competitive selection process that provides the delegate with sufficient information to satisfy them that the process and recommendations are based on merit and that other legislative requirements have been met.

OurPeople should be used to complete the selection report and any relevant documentation that supports the decision. Where this is not possible, a paper based selection report and associated documentation must be uploaded into ourPeople. A paper based selection report template is available from the Recruitment team.

A selection report must include:

- vacancy details – classification, type and location
- advertising details
- the Committee composition details and signature and delegate approval
- assessment details – the number of applications received, shortlisted and the selection methodology
- comparative assessment of applicants; and
- merit list and placement notifications.

Committee members are to agree on the recommendations. Where Committee members do not agree, a minority report can be included for the delegate who will make the final decision.

Prior to approving a selection report, the delegate may

- seek further information from the Committee, if required prior to considering the recommendation
- select different candidate for placement place other than those recommended by the Committee; or
- cease the recruitment process.

The selection report is required to be made available to the Merit Protection Commissioner should an application for a review of a promotion (promotion appeal) be made.

OurPeople will capture the assessment scores entered by the Committee. The Committee should also record comments on each candidate's performance through the assessment stages.

### 2.1.8.2 Merit Lists

Merit lists can be a list or groupings of candidates found suitable or above in a recruitment process and documented on the selection report.

There are two types of merit lists:

- a pool or grouping - is when potential candidates are grouped by suitability, e.g. Highly Suitable, Very Suitable and Suitable. This provides flexibility in matching skills and experience to a role in bulk rounds and is recommended by the Department. Placements are to be offered to the highest rated group of candidates before moving to the next group, but within each group, any candidate can be selected; and
- a list - is when potential candidates are ranked in numerical order, e.g. 1, 2, 3 etc. This requires candidates to be offered positions in rank order.

There is no requirement to place all candidates rated suitable on a merit list.

When an employee is offered a position from a merit list, they should generally be placed according to their ranking or grouping of the merit list.

Candidates may be offered a position as vacancies arise. If they decline they can remain on the list until it expires or they request in writing that they wish to be removed.

Where an employee is unable to take up an offer within a reasonable period of time, decline an offer, or does not agree to certain working conditions within the job, the next candidate on the list may be approached.

A merit list created as part of a selection process can be used to fill same or similar vacancies for 12 months from date the original vacancy was advertised in the Gazette (refer to section 2.1.5 in this Procedural Instruction).

Other agencies may use the Department's merit lists to fill same or similar vacancies in certain circumstances:

- for centrally-coordinated entry level programs, such as Indigenous Pathways (agencies may draw on a merit list created by the coordinating agency); or
- for all other vacancies (agencies may draw on a merit list on a case-by-case basis where there is agreement from the relevant Human Resource area of the agency that notified the original vacancy and the relevant candidate).

### 2.1.8.3 Advising outcomes

Once recommendations have been approved by the delegate, and the Committee has notified, in writing through ourPeople, all unsuccessful candidates, the Recruitment team can notify outcomes. Internal unsuccessful candidates should also be notified verbally.

The Committee can proceed with preliminary discussions with successful candidates noting that placements may be subject to gazettal and onboarding requirements as detailed in the Onboarding Procedural Instruction. Discussions should include candidate interest in the position and availability to commence in the role. No commitment to a particular commencement date should be made without first consulting with the Recruitment team.

The issuing of '*Offers of Employment*' to candidates, identified for placement, will be made by the Recruitment team and is covered in the Onboarding Procedural Instruction.

## 2.2 SES Recruitment

SES level recruitment is guided by Directions issued by the APS Commissioner. A selection committee for an SES vacancy must include the APS Commissioner, or his or her representative.

### 2.2.1.1 SES engagement and promotion

Before considering any SES recruitment action, it is expected:

- that a careful and objective analysis be undertaken of the position to identify whether it needs to be filled
- be satisfied that the filling of the position can be accommodated within the agency's estimated SES cap; and
- ensure that the position is classified correctly against the appropriate work level standards.

Priority in staffing decisions must be given first to displaced employees from within the agency and on the SES Redeployment Register. Agencies must continue to consider employees on the Redeployment Register prior to commencing any recruitment action.

Where an agency has considered the Resumes of displaced employees on the SES Redeployment Register without finding a suitable candidate the agency head may advertise a vacancy to all eligible members of the community.

Further Information on SES vacancy advertising, Selection Advisory Committees, finalising outcomes and SES Mobility are available on the APSC website.

## 2.3 Feedback

Feedback on request must be provided to unsuccessful candidates, this will assist them to improve on areas requiring development. The Committee will decide the nature of the feedback depending on the size of the selection process. Feedback may be provided to candidates in writing or verbally. A group feedback approach may also be used, either through a general information sheet to all candidates or by way of a presentation.

## 2.4 Review by the Merit Protection Commissioner

Where an ongoing APS employee who is unsuccessful for promotion at the APS 2-6 Levels does not agree with the promotion outcome, they may apply to the Merit Protection Commissioner (MPC) to have the promotion decision reviewed. A Promotion Review Committee, assembled by the Office of the Merit Protection Commissioner, must then conduct a review of the promotion decision and will have the final decision on the promotion outcome

Where an ongoing APS employee who is unsuccessful for promotion at the Executive Level 1 or 2 believes there were serious defects in the selection process, they may seek a review (under section 33 of the Act) by the People Management Branch.

# 3 Accountability and responsibilities

Table 4 - Roles and responsibilities

Position	Accountability and/or responsibility
ABF Commissioner	The ABF Commissioner has powers under section 26 of the ABF Act relating to the essential qualification of ABF employees in the performance of their duties.
Delegate	Delegates are responsible for making the selection decisions and are accountable for ensuring that selection processes and decisions comply with legislative and policy requirements.

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Position	Accountability and/or responsibility
	Delegates are responsible for providing the administrative prerequisites to the Recruitment team to allow the employee to be on-boarded in a timely manner, including all evidentiary material relevant to the role.
Independent Committee Member	An Independent Committee Member is responsible for ensuring merit, consistency and fairness during the selection process
Recruitment and Placement Services Section (recruitment@homeaffairs.gov.au)	<p>The Recruitment and Placement Services Section is responsible for providing support and advice to the business area and selection committees during the recruitment and selection process. In addition the section will provide administration of this procedural instruction and related recruitment procedures, including vacancy advertising, action selection process outcomes and onboarding applicants.</p> <p>The section will ensure recruitment activities align with this procedural instruction and are consistent with legislative requirements. The section is also responsible to quality assure recruitment processes including assessment activities.</p>
Scribe	The scribe is used to compile the selection report on behalf of the Committee. The scribe will attend interviews and take notes but will not take part in the interview.
Secretary	The Secretary has the delegation to approve the recruitment of up to SES Band 3. The Prime Minister will approve the appointment of the Secretary and Commissioner.
Selection Committee	<p>Selection Committees assess the suitability of candidates in selection processes and makes recommendations to the delegate. The Committee is responsible of conducting a fair and merit based selection process.</p> <p>The Committee ensure recruitment activities align with this procedural instruction and are consistent with legislative requirements.</p> <p>The Committee must appropriately document and implement each stage of the selection process, including the completion of a selection report for the delegate.</p> <p>The Committee will provide feedback on request to unsuccessful candidates on the outcome of the selection process.</p>
Selection Committee Chairperson	The Committee Chairperson is responsible for overall management of the selection process.

## 4 Statement of Expectation

This procedural instruction under the PPCF sets out guidance and directions to employees on how to implement the Department's policy.

It is expected that all workers who are subject to this procedural instruction will have due regard to it and will only depart from it if:

- the departure is reasonable and justified in the circumstances;

- all risks have been considered; and
- approval has been sought and responsibility accepted for documenting the justification for the decision.

Employees are required to comply with all reasonable and lawful directions contained in this procedural instruction. Failure to comply with a direction may be considered a breach of the Australian Public Service Code of Conduct (for APS employees) or the *Professional Standards Secretary's Direction* under section 55 of the *Australian Border Force Act 2015* (for non-APS employees).

All records created as a result of this procedure must be managed in accordance with the Records Management Policy Statement. Records created as a result of this procedural instruction must be saved in TRIM RM8 or an approved business system.

## 5 Related Framework documents

- Policy Statement - Recruitment and Onboarding
- Procedural Instruction – Reasonable Adjustment
- Procedural Instruction – Onboarding
- Procedural Instruction - Overseas Posting
- Procedural Instruction - Probation
- Standard Operating Procedure - Create an Job Requisition in OurPeople
- Standard Operating Procedure - Guide for Panel - Selection and Onboarding
- Supporting Material - Referee Report
- Supporting Material - Declaration of Impartiality

## 6 References and legislation

- Australian Border Force Act 2015
- Department of Immigration and Citizenship Enterprise Agreement 2011-2014
- Freedom of Information Act 1982
- Privacy Act 1988
- Public Service Act 1999
- Gender Equality Action Plan 2017–20
- Disability Action Plan 2016-20

## 7 Consultation

### 7.1 Internal consultation

The following internal stakeholders were consulted in the development of this Procedural Instruction:

- Integrity and Professional Standards Branch
- Commercial and Employment Law Branch, Legal Division

- Records Management
- People Service Branch

## 8 Document details

BCS Category/Function	Human Resource Management
BCS Sub-Category/Sub-Function	Recruitment/Policy and Procedures
Period of Effect	October 2021

### 8.1 Document change control

Version number	Date of issue	Author(s)	Brief description of change
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0.2	31 May 2018	People Management Branch	Incorporate feedback

### 8.2 Approval

Approved by:	Acting Assistant Secretary People Management Branch
Approved on (date):	October 2018

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# Diversity Facilities

## Procedural Instruction

This procedural Instruction outlines the proper use of diversity facilities in the workplace.

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# 1. Purpose

The Department of Home Affairs (the Department) is committed to being an employer that values and supports a diverse and inclusive workforce.

The Department has a range of workplace initiatives that support staff in balancing their work-life commitments. These include providing staff with access to facilities for breastfeeding and expressing purposes, carer responsibilities and religious needs, while at work.

For a list of diversity room provisions and locations, see **Appendix A** and **Appendix B**.

# 2. Scope

This Procedural Instruction outlines:

- room purpose and conditions of use
- room bookings
- lactation and prayer breaks and associated arrangements
- responsibilities of staff and stakeholders
- room provisions and locations.

The Procedural Instruction applies to all Immigration and Border Protection workers (or 'IBP workers') as defined in section 4 of the *Australian Border Force Act 2015* (ABF Act). This term includes:

- all APS employees in the Department
- secondees from other government agencies, foreign governments or international bodies
- other persons authorised to be an 'officer of Customs' under the *Customs Act 1901* or an 'officer' under the *Migration Act 1958*
- contractors and consultants, and their employees and subcontractors, who are:
  - performing services 'in-house' (that is physically located in premises that are owned, managed, controlled, leased, contracted by or operated by the Department); or
  - who are otherwise performing services that require non-public access to Department Assets.

# 3. Procedural Instruction

## 3.1. Diversity room purpose

Diversity rooms are available for staff who require facilities for specific personal reasons while at work. These rooms are located in most major workplace sites and can be accessed for the following reasons, and in order of priority, to ensure the health and wellbeing of staff for:

- i. breastfeeding and expressing
- ii. carer responsibilities
- iii. prayer.

Diversity rooms are single use rooms and are to only be used by one staff member at a time. Therefore, it is strongly recommended, when possible, that staff book diversity rooms to ensure availability and to secure a booking time.

### 3.2. Diversity rooms and breastfeeding

Breastfeeding facilities may vary in workplace sites and is dependent on the size and location of the work site, the number of staff, and in particular the number of women in the workplace.

The Department has diversity rooms in most major workplace sites that breastfeeding staff can access while at work. These facilities are equipped with provisions to support staff with their breastfeeding needs.

### 3.3. Alternative breastfeeding facilities

In workplaces that do not have a diversity room, it is the manager's responsibility to ensure breastfeeding staff have a suitable alternative facility, such as a private office or first aid room.

For further information on breastfeeding see the Department's *Breastfeeding in the workplace Procedural Instruction*.

### 3.4. Lactation breaks

Breastfeeding staff are to be provided appropriate breaks to breastfeed or express while at work. It is recommended that staff book an appropriate room, such as a diversity room, for this purpose and ensure they have made the necessary arrangements with their manager prior to commencing lactation breaks during paid working hours.

For further information on breastfeeding in the workplace, including lactation break arrangements, see the Department's *Breastfeeding in the workplace Procedural Instruction*.

### 3.5. Diversity rooms and carer responsibilities

Diversity rooms are also available for short term use, when the normal care arrangements of a staff members dependant(s) has changed at short notice, due to an emergency or unforeseen circumstance, and where you are required to be at work to attend to an urgent or important work matter.

It is recommended that staff first explore the below options before considering the use of a diversity room as a solution to an absence from work due to carer responsibilities:

- alternative care arrangements
- access to flextime or time off in lieu (TOIL)
- relevant paid leave, such as personal leave for carer purposes.

If the above options have been fully explored but are not possible, staff may book a diversity room for a **four hour maximum**:

- for the care of a child where normal childcare arrangements have fallen through at the last minute
- for the care of a child or dependant family member who is recovering from a non-infectious condition or injury
- for the care of a dependant family member who requires support and supervision on short notice.

Diversity rooms are not intended for regular use or as a permanent solution to caring arrangements. For example, diversity rooms are not to be used on a regular weekly, fortnightly or monthly basis, or for the reasons listed below:

- as a substitute for care at home of a sick child with an infectious condition
- for school holiday care
- as an alternative to childcare.

### 3.6. Diversity rooms and prayer

Prayer is an important part of religious belief for many employees. The Department recognises that some staff may request short breaks from paid work for special prayers or observances. Providing a quiet room for the purposes of prayer in the workplace can assist employees to meet their religious practices, with minimal disruption to their work commitments.

Diversity rooms can be accessed by staff who observe prayer and religious practices while at work, if there are no dedicated prayer rooms located in a workplace site. However, breastfeeding staff and staff with carer responsibilities have priority use of a diversity room.

For further information on prayer in employment, refer to the [Australian Human Rights Commission](#).

### 3.7. Dedicated prayer rooms

Dedicated prayer rooms are available in most major workplace sites. These rooms may be used by one or more staff members at a time, depending on the room's layout and size.

For example, if the room is large enough, it should accommodate multiple staff to pray together at specific times of the day as required by their faith.

If rooms can accommodate more than one staff member, staff should negotiate an arrangement that is mutually beneficial to all individuals, and be respectful of cultural and personal diversity in relation to privacy. For example, these facilities are accessible to staff of all faiths and all genders.

Please see clause 3.11 for information on booking rooms.

### 3.8. Prayer breaks

Staff who request short breaks from work for special prayers or observances can access the following breaks or leave during a standard working day:

- a standard unpaid meal break, such as a lunch break
- unpaid prayer break
- accrued time off, such as flextime or TOIL
- flexible working arrangements, such as flexible hours, patterns or rostering.

Personal Leave in accordance with the [Department of Home Affairs Workplace Determination 2019](#) is not considered suitable for regular prayer breaks.

For the purpose of prayer, the Department provides full-time staff and staff on variable working hours who work more than four hours a day access to a one-hour unpaid prayer break per day. This one-hour period can be broken up throughout the day as needed.



Part-time staff and staff on variable working hours who work less than four hours a day, have access to an unpaid prayer break of 30 minutes per day. This 30-minute period can again be broken up throughout the day as needed.

### 3.9. Prayer break agreements

The timing of prayer breaks are to be negotiated between the staff member and their manager, unless taken during a standard unpaid break, such as a meal break. When negotiating prayer breaks, consideration should be given to the individual's needs as well as the operational requirements of the work area.

Staff who utilise unpaid prayer breaks must still work their standard working hours, whether this be full-time, part-time or variable working hours. For example, a full-time staff member who takes a full one-hour prayer break during the workday, must still work their standard hours of 7 hours and 30 minutes.

Prayer break agreements may be recorded in writing, for example in an email between the staff member and their manager, or less formally if mutually agreed.

### 3.10. Flex sheets

Prayer breaks must be recorded in staff flex sheets (for APS levels 1–6) or work schedules/diaries (for Executive Level staff and shift workers). Managers/supervisors are responsible for monitoring their staff attendance, including the appropriate use of flextime.

If prayer breaks are taken during a standard unpaid meal break, then only the time taken for the meal break should be recorded in flex sheets or equivalent.

For caring purposes flex sheets will not be affected and meal breaks should be recorded as normal.

For breastfeeding purposes the recording of breaks in flex sheets should be discussed with the manager as part of the staff members lactation break arrangements.

### 3.11. Room bookings

Diversity rooms or dedicated prayer rooms can be booked through the calendar in Microsoft Outlook.

To ensure rooms are booked effectively staff need to:

- create a new meeting request
- invite the room to the meeting (see **Appendix B** for room locations)
- enter the purpose of the booking in the title (for example breastfeeding, caring responsibilities, or prayer)
- ensure room bookings are cancelled if no longer required.

### 3.12. Accessibility and privacy

Diversity rooms should have unrestricted swipe access (or be unlocked) to ensure staff can freely access these rooms once they have made a room booking.

It is recommended that all rooms have an Evoko Room Manager system installed outside of the room with a display panel that indicates whether the room is available (green backlight) or occupied (red backlight).

When bookings are made using Microsoft Outlook, details of the booking will be shown on the Evoko display panel outside the room. Once the booking commences the display panel will turn red for the duration of the booking to indicate the room is in use.

Some rooms may have a metal vacancy sign on the outside of the door, this sign can be manually turned to occupied when the room is in use and returned to vacant when the room is vacated.

It is strongly recommended that breastfeeding staff use all signage available (Evoko display and metal door sign) to limit any unexpected interruptions, and utilise the breastfeeding screen provided inside the room to ensure privacy while breastfeeding or expressing.

Staff experiencing issues using Microsoft Outlook or the Evoko Room Manager should contact IT Support by logging a service request at 22(1)(a)(ii) via the support tab or directly by phone

22(1)(a)(ii)

### 3.13. Conditions of use and priority of use

Under no circumstances are diversity rooms to be used for purposes other than those outlined in this Procedural Instruction. Diversity rooms are not to be used for meetings, to conduct interviews, as quiet rooms to 'get work done', for personal phone calls or other personal matters.

As diversity rooms have a high-level of demand and facilities can be limited in some workplace sites, staff should follow the below conditions of use:

- diversity room bookings should not be made more than three business days ahead of the date required
- it is recommended that dedicated prayer rooms be booked in advance of use, however this is dependent on whether the rooms are multiple use or single use rooms. If single use rooms then a booking is recommended
- diversity rooms used for carer responsibilities should only be booked for a maximum of four hours per day
- if diversity room bookings are no longer required, bookings must be cancelled as soon as possible to ensure availability for other users
- when rooms are booked, the purpose of the booking must be included to enable the priority system. Priority of use of diversity rooms is given to breastfeeding staff to ensure their health and well-being. For example, if a diversity room is pre-booked by a staff member requiring the room for caring responsibilities or prayer, these bookings may be revoked to accommodate a breastfeeding staff member if no other facilities are available. The staff member with the higher priority may contact the original owner of the room booking to express their need to access the room.
- all staff must use swipe access when entering diversity rooms and dedicated prayer rooms if appropriate.

For assistance with priority of use conflicts, contact 22(1)(a)(ii) .

### 3.14. Security requirements

Staff member dependants (5 years and older) brought onto departmental worksites must have their details entered into the visitor register and be issued a visitor pass at the security desk before being granted physical access to departmental premises.

Children (under the age of 16 years) are exempt from the requirement to sign their name and provide photo ID, and where they are incapable or where it creates a safety risk, are not required to wear the visitor pass, however it is required to be carried by their escort.

Visitor passes must be returned to the security desk upon leaving the worksite.

For more information, see Section 7.1.5 of the Physical Access Control Policy.

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### 3.15. Housekeeping

While diversity facilities are cleaned on a regular basis, it is expected that room users be considerate of others and leave rooms clean and tidy after use. Cleaning products and paper towel can be found in nearby kitchens or utility rooms if needed.

Staff using diversity rooms need to provide their own disposable nappy bags and dispose of dirty nappies in appropriate bins provided in these rooms (waste bin with lid and bin liner). Staff must not dispose of dirty nappies in kitchen bins, but may use sanitary bins located in toilets if required.

Before leaving a diversity room, computer equipment and phone should be logged off and all other equipment and lights turned off.

### 3.16. Infectious conditions

Diversity rooms must not be used when staff or their dependant(s) have an infectious condition or believe they may be contagious. While at work, staff must take reasonable care that their actions do not adversely affect the health and safety of others.

Staff who are on medically certified sick leave are not permitted to access diversity rooms and should not be on the premises. The Department reserves the right to request a medical certificate to determine whether a medical condition is infectious.

Best practice recommendations for minimum exclusion periods for infectious conditions can be found at [NHMRC GOV Publication of Exclusion Periods of Infectious Conditions.](#)

### 3.17. In case of emergencies

In the event of an emergency while using a diversity room or dedicated prayer room, staff are advised to:

- call the police, ambulance and/or fire brigade (000) in the first instance and follow instructions provided
- contact the emergency warden 22(1)(a)(ii) when it is safe to do so
- follow all emergency evacuation or evacuation drills (staff are required to maintain responsibility for their dependant(s) and follow instructions given by emergency Wardens)
- be aware of emergency exits, fire extinguishers, hose reels, and evacuation assembly points.

### 3.18. Reporting facilities and property faults

Staff using diversity rooms or dedicated prayer rooms must report any faults or repairs to Jones Lang LaSalle:

Online: [Property fault reporting form](#)

Telephone: 22(1)(a)(ii)

## 4. Accountability and responsibilities

### 4.1. The Department

The Department will make reasonable efforts to support the diversity and inclusion of its staff by:



- providing suitable facilities and provisions as described in this Procedural Instruction for breastfeeding staff, staff with carer responsibilities and prayer
- providing flexible working arrangements for staff, as outlined in the Department of Home Affairs Workplace Determination 2019
- providing staff with a professional and confidential counselling service through the Employee Assistance Program
- complying with relevant legislation (that staff must work in accordance with), such as the *Public Service Act 1999* and the *Fair Work Act 2009*
- providing a Professional Standards and Integrity Framework that sets out the standards of integrity and ethical behaviour required by all staff of the Department.

## 4.2. Staff

In accordance with this Procedural Instruction, staff are responsible for:

- seeking agreement from their manager to use a diversity facilities during paid working hours (not necessary if during an unpaid standard meal break)
- discussing flexible working arrangements with their manager, prior to taking lactation breaks, prayer breaks or using facilities for caring responsibilities
- negotiating lactation and prayer break arrangements with their manager
- discussing any changes in circumstances affecting lactation and prayer break agreements with their manager
- correctly recording lactation and prayer break times on flex sheets or work schedules/diaries
- signing in of dependant(s) (five years and older) at the security desk according to normal visitor arrangements
- full care and safety of dependent(s) while in the workplace
- not leaving dependant(s) unattended at any time—including escorting a dependant(s) to the bathroom
- being mindful of noise levels when using diversity facilities
- correctly storing expressed breast milk (EBM) in appropriate and labelled containers
- personal property brought into the workplace (the Department will not be responsible for loss or theft of private property)
- ensuring electrical equipment brought into the workplace is safe and in good working condition (including a good state of repair) — such as breastfeeding pumps/equipment. If staff are unsure of what 'good working condition' or 'good state of repair' entails, it is their responsibility to have the equipment tested and tagged or replaced
- making every reasonable effort to balance their individual needs with their work requirements
- ensuring the normal security requirements are applied to the use of computers and the handling of sensitive information when using diversity facilities
- ensuring the proper booking and use of diversity facilities as described in this Procedural Instruction.

### 4.3. Diversity and Inclusion Team

In accordance with this Procedural Instruction, Diversity and Inclusion Team are responsible for:

- providing guidance and advice to staff, managers and stakeholders
- working collaboratively with other business areas who have responsibilities in managing diversity facilities
- updating the Procedural Instruction at the annual review date, or earlier if required, to ensure currency of information
- updating the Department's MyHR support page on diversity facilities to ensure currency of information
- addressing any suspected breaches of the APS Code of Conduct in relation to the use of diversity facilities, provisions and employee entitlements with the individual staff member/s involved, and where possible, seek to resolve the issue
- escalating suspected breaches of the APS Code of Conduct relating to the use of diversity facilities, provisions or employee entitlements, where an issue cannot be resolved, to the Integrity and Professional Standards Branch
- working collaboratively with the Property and Major Contracts Division, to coordinate an annual audit of diversity facilities, to ensure the Department provides suitable provisions for breastfeeding staff as per the Australian Breastfeeding Association's (ABA) recommended standards.

### 4.4. Property and Major Contracts Division

In accordance with this Procedural Instruction, Branches that fall within the Property and Major Contracts Division are responsible for:

- working collaboratively with relevant business areas to ensure that diversity facilities meet required standards
- funding of diversity facilities provisions (to contain the furnishings and amenities specified in **Appendix A**)
- repairs and maintenance of all furniture, equipment and provisions
- working collaboratively with the Diversity and Inclusion Team, to assist with an annual audit of diversity facilities, to ensure the Department provides suitable provisions for breastfeeding staff as per the ABA's recommended standards
- accommodation planning for the inclusion of diversity facilities in building upgrades, and where there are currently inadequate facilities or no facilities available in a workplace site, including funding of fit out and diversity facilities provisions
- accommodation planning for the inclusion of diversity facilities in all future workplace sites, including funding of fit outs and diversity facilities provisions
- all responsibilities outlined above cover both national and regional sites.

## 5. Statement of Expectation

### 5.1. Directions

The APS Code of Conduct states that 'an APS employee must comply with any lawful and reasonable direction given by someone in the employee's Agency who has authority to give the direction' (subsection 13(5) of the *Public Service Act 1999*).

Failure to comply with any direction contained in a PPCF document by an APS employee may be determined to be a breach of the APS Code of Conduct, which could result in sanctions up to and including termination of employment, as set out in subsection 15(1) of the *Public Service Act 1999*.

The Secretary's Professional Standards Direction, issued under subsection 55(1) of the *Australian Border Force Act 2015*, requires all IBP workers who are not APS employees (such as contractors or consultants) to comply with any lawful and reasonable direction given by someone in the Department with authority to issue that direction.

Failure by an IBP worker who is not an APS employee to comply with a direction contained in a PPCF document may be treated as a breach of the Professional Standards Direction, which may result in the termination of their engagement under section 57 of the *Australian Border Force Act 2015*. Non-compliance may also be addressed under the terms of the contract engaging the contractor or consultant.

## 6. Related Framework Documents

HR-2112 Breastfeeding in the workplace Procedural Instruction  
HR-2146 Leave Policy  
HR-2191 Working Hours Policy  
HR-4760 Home Based Work Policy  
TI-5030 Physical Access Control Policy  
PM-1122 Onshore Office Accommodation Procedural Instruction  
Department of Home Affairs Workplace Determination 2019

## 7. References and Legislation

*Australian Human Rights Commission Act 1986 (AHRC Act)*

*Workplace Gender Equality Act 2012*

*Fair Work Act 2009*

*Work Health and Safety Act 2011*

*Carer Recognition Act 2010*

*Sex Discrimination Act 1984*

*Sex Discrimination Act 1984 (Amendment 2011)*

*Racial Discrimination Act 1975*

Furthermore, all states and territories have various anti-discrimination laws, equal opportunity laws and legislation that protects the rights of women who combine breastfeeding and paid work.

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## 8. Version Control

Version number	Date of issue	Author(s)	Brief description of change
1.0	June 2017	22(1)(a)(ii)	Original approval by AS 22(1)(a)(ii)
2.0	June 2018	22(1)(a)(ii)	Annual review
3.0	June 2019	22(1)(a)(ii)	Annual review

## Attachment A – Definitions

Term	Acronym (if applicable)	Definition
Australian Breastfeeding Association	ABA	The ABA is an Australian organisation that provides support, information and assistance to breastfeeding families.
Breastfeeding		Breastfeeding is the process of feeding a mother's breast milk to her infant, either directly from the breast or by expressing (pumping out) the milk from the breast and bottle feeding it to the infant.
Carer		Someone who has another person permanently or substantially dependent on them for ongoing care.
Dependant (noun)		Someone who is permanently or substantially dependent on another person for ongoing care.
Diversity facilities		For the purpose of this Procedural Instruction, refers to Diversity Rooms, Prayer Rooms, First Aid Rooms or any other alternative space that can be used for breastfeeding and expressing.
Employer		Employer refers to the Department of Home Affairs.
Expressed breast milk	EBM	Breast milk that has been expressed, commonly by pumping, to be stored and fed to an infant at a later point in time.
Flextime		Refer to the current <u>Department of Home Affairs Workplace Determination 2019</u> .
Infectious condition		A disease or illness that is likely to be transferred or spread from one person to another.
Lactation		The production of breast milk.
Prayer		For the purpose of this Procedural Instruction, the term prayer refers to the Australian Human Rights definition of 'special prayers and observances'.
Provisions		Something that is provided or supplied for a specific use or purpose, such as equipment, furnishings, privacy requirements.
Staff		All Immigration and Border Protection workers (or 'IBP workers') as defined in section 4 of the <i>Australian Border Force Act 2015</i> (ABF Act)
Time off in lieu	TOIL	Refer to the current <u>Department of Home Affairs Workplace Determination 2019</u> .

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# Attachment B – Assurance and Control Matrix

## 1.1 Powers and obligations relevant to or covered by this document

Implementation of this procedural instruction supports the requirements under the *Public Service Act 1999*, *Sex Discrimination Act 1984* and the *Fair Work Act 2009*, but does not require any powers, delegations or authorisations.

## 1.2 Controls and Assurance

Related Policy	NIL
Procedures / Supporting Materials	HR-2112 Breastfeeding in the Workplace Procedural Instruction
Training/Certification or Accreditation	No specialist training required
Other required job role requirements	NIL
Other support mechanisms (eg who can provide further assistance in relation to any aspects of this instruction)	Advice can be provided by the Employee Development Services (EDS) Section. Queries can be submitted to 22(1)(a)(ii)
Escalation arrangements	Escalation of concerns or issues regarding the document can be sent to the Director EDS via 22(1)(a)(ii) marked to the attention of the Director in the subject heading.
Recordkeeping (eg system based facilities to record decisions)	All records regarding the document are saved in TRIM.
Control Frameworks (please refer to a specific document outlining QA or QC arrangements)	People Strategy 2025
Job Vocational Framework Role	This PI applies to all job roles within the Department.

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# Attachment C – Consultation

## 1.1 Internal Consultation

- Governance and Evaluation Branch
- Information Management Branch
- Integrity and Professional Standards Branch
- People Management Branch and Enterprise Agreement Task Force
- Property and Commercial Services Branch
- National Staff Consultative Forum
- Civil, Commercial and Employment Law Branch
- Risk and Assurance Branch
- Operational Support Branch
- Privacy and Records Management Branch
- Home Affairs Chaplain
- Legal Division

## 1.2 External Consultation

- Australian Breastfeeding Association
- Department of Employment
- Department of Finance
- Department of Social Services
- Fair Work Ombudsman.

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# Appendix A – Diversity facilities provisions

## 1.1 Specific provisions for breastfeeding

Diversity rooms must have the following provisions under the recommendations of the ABA:

- comfortable chair with stable base and adjustable leg positioning
- small table and power point for expressing equipment in close proximity to the chair
- if a power point is not located in close proximity to the expressing chair, an extension cord must be provided
- room divider or privacy screen
- window coverings to ensure privacy
- clear signage indicating the rooms purpose and whether the room is occupied
- waste bin with lid and bin liner
- support material relating to breastfeeding (contact 22(1)(a)(ii) for breastfeeding material).

Diversity rooms should be located in close proximity to:

- a kitchen or bathroom facilities for washing hands, with soap and paper towel available
- a kitchen with a fridge and freezer for storing EBM
- a kitchen for washing up of breastfeeding equipment
- lockable storage for breastfeeding equipment at staff workstation/desk or locker.

## 1.2 Specific provisions for carer responsibilities

Diversity rooms must be equipped with the following items for staff to attend to their work duties:

- functional workstation
- networked computer
- adjustable office chair
- networked telephone.

The following items should also be available in a diversity room for the care of a dependant(s):

- small change table
- small cot or port-a-cot
- small sofa or comfortable chair (for example a tub chair or armchair)
- wall clock
- desk lamp
- cupboards for storage
- waste bin with lid and bin liner.

The following items may be available in diversity rooms or located in a nearby kitchen:

- a fridge with freezer
- microwave
- sink, hand soap, paper towel and detergent
- kettle or instant hot water system (such as Billi or Zip taps).

### **1.3 Specific provisions for prayer**

The following provisions should be available in dedicated prayer rooms or diversity rooms:

- wall clock
- room divider or privacy screen to enable multiple staff to pray separately if required (in dedicated prayer rooms only)
- signs indicating the rooms purpose and whether the room is occupied.

Staff are required to provide their own:

- soap
- towel
- bucket
- prayer mat/rug
- images/posters/photos, compasses and statues used for prayer.

These rooms should be located in close proximity to:

- kitchen or bathroom facilities for filling buckets—staff should take care to ensure that water is not spilled on the floor when filling buckets or when cleaning/washing and to promptly clean any accidental spills.

Staff are not to leave any belongings in diversity rooms as these rooms are available to all staff for multiple purposes.

Under no circumstances are candles or incense to be burned on departmental premises.

### **1.4 Loss or theft**

The Department takes no responsibility for the loss or theft of private belongings in the workplace.

## Appendix B – Diversity facility locations

Canberra, ACT	Room Number/Name
<b>Diversity Rooms</b>	
3 Molonglo Drive Level 2	Multipurpose Room M2R49
3 Molonglo Drive Level 3	Multipurpose Room M3R11
Allara Street Level 3	Diversity Room 33.07
<b>Dedicated Prayer Rooms</b>	
Chan Street Link Area Level 2	Prayer Room 2L110
3 Molonglo Drive Level 1	Diversity Room M1R20
Allara Street Level 3	Prayer Room 3A.14
<b>First Aid Rooms that may be used for expressing if needed</b>	
3 Molonglo Drive Level 1	First Aid Room M1R11
3 Molonglo Drive Level 4	First Aid Room M4R44
3 Molonglo Drive Level 5	First Aid Room M5R46
6 Chan Street Building Level 2	First Aid Room 2L109
6 Chan Street Building Level 3	First Aid Room 3L107
6 Chan Street Building Level 4	First Aid Room 4L109
Aqua Building Level 2	First Aid Room, A2.43
Aqua Building Level 6	First Aid Room
Blue Building Level 4	First Aid Room 4BK58
Blue Building Level 6	First Aid Room 6BJ50
Magenta Building Level 1	First Aid Room 1MR51
Magenta Building Level 4	First Aid Room 4M51
Purple Building Level 4	First Aid Room 4PP52
Allara House Level 3	First Aid Room 33.11
ACTRO Ground Floor	First Aid Room G.06
208 Gladstone Street Ground Floor	First Aid Room
3-5 National Circuit Level 1	First Aid Room
2CA Level 2	First Aid Room 22.15
5CA Level 6	First Aid Room 6R.08
ABS House Level Level 1	First Aid Room B1R54
<b>Sydney, NSW</b>	<b>Room Number/Name</b>
300 Elizabeth Street, Level 5	Diversity Room, E5R04
300 Elizabeth Street, Level 5	First Aid Room, E5R01
26 Lee Street, Level 2	First Aid Room, L2R14

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26 Lee Street, Level 4	First Aid Room, L4R10
26 Lee Street, Level 6	Diversity Room, L6R03
9 Wentworth Street, Level 1	Diversity Room, W1R04
9 Wentworth Street, Level 1	First Aid Room, W1R03
9 Wentworth Street, Level 4	Diversity Room, W4R04
9 Wentworth Street, Level 4	First Aid Room, W4R05
Sydney International Airport, 10 Cooks River Drive, Level 2	First Aid Room C2R04
Sydney International Airport, 10 Cooks River Drive, Level 9	First Aid Room C9R02
<b>Melbourne, VIC</b>	<b>Room Number/Name</b>
2 Lonsdale Street, Level 2	First Aid Room
2 Lonsdale Street, Level 8	Parent Room
2 Lonsdale Street, Level 24	Dedicated Lactation Room
2 Lonsdale Street, Level 24	First Aid Room
2 Lonsdale Street, Level 24	Diversity Room
50 Lonsdale Street, Level 31	First Aid Room, 31.05
1010 Latrobe Street, Level 1	First Aid Room, 1.24
1010 Latrobe Street, Level 1	Diversity Room 1.13
Melbourne International Airport T2, Mezzanine level	First Aid Room
Customs House Tullamarine, Centre and Grants Road, Level 1	First Aid Room
<b>Hobart, TAS</b>	<b>Room Number/Name</b>
188 Collins Street, Level 14	Diversity Room
188 Collins Street, Level 14	First Aid Room
<b>Adelaide, SA</b>	<b>Room Number/Name</b>
220 Commercial Road, Level 1	First Aid Room 1.06
70 Franklin Street, Level 1	First Aid Room 1.09
70 Franklin Street, Level 3	Carers Room, 3.06
70 Franklin Street, Level 5	First Aid Room 5.09
Cargo Examination Facility, Lot 4 Veitch Road, Level 1	First Aid Room
<b>Brisbane, QLD</b>	<b>Room Number/Name</b>
299 Adelaide Street, Level 1	Diversity Room, 1R.11
299 Adelaide Street, Level 1	First Aid Room, 1R.08
299 Adelaide Street, Level 4	First Aid Room, 4R.06
Brisbane Airport, 20–22 The Circuit, Level 1 (located within the Airport Corporation Precinct)	Diversity Room, L1.035
Brisbane Airport, 20–22 The Circuit, Level 1 (located within the Airport Corporation Precinct)	First Aid Room, L1.036

<b>Cairns, QLD</b>	<b>Room Number/Name</b>
Airport Administration Centre, Level 1	First Aid Room
<b>Darwin, NT</b>	<b>Room Number/Name</b>
Cargo Examination Facility, 37 Pruen Road Berrimah	First Aid Room
40 Cavenagh Street, Level 1	First Aid Room, 1C.R09
21 Lindsay Street, Ground Floor	Diversity Room, 4.30
<b>Perth, WA</b>	<b>Room Number/Name</b>
836 Wellington Street, Level 3	First Aid Room, D333
836 Wellington Street, Level 3	Diversity Room, D336
Perth Gateway Facility, 2 Affleck Road	First Aid Room
Perth Airport, 1 Fricker Road (owned by AusPost)	First Aid Room
Perth Airport, 30 Fricker Road, Ground Floor	First Aid Room
15 High Street, Dampier	First Aid Room DF4
4 Blrksgate Road, North Fremantle, Ground Floor	First Aid Room





# LGBTI+ Action Plan 2019–2022

## ‘A Plan for Pride’

Providing a supportive and inclusive workplace for all Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI+) staff is important to the Department of Home Affairs and Australian Border Force (ABF). We strive to promote acceptance, understanding and respect for all staff and officers who identify outside of the binary (+).



The Department and ABF are committed to a diverse workforce and an inclusive culture where our people feel valued, motivated and confident to contribute in all our workplaces. Our continued focus on diversity and inclusion is important as people with different backgrounds and perspectives contribute to an enriched environment for driving innovation and capability. We acknowledge the broad spectrum of the LGBTI+ communities and the intersectionality across race, ethnicity, cultural and linguistic heritage, disability, and Aboriginal and Torres Strait Islander culture and peoples.

Our *LGBTI+ Action Plan 2019-2022* identifies three key focus areas to help build an LGBTI+ inclusive workplace:

- Drive a supportive and enabling culture.
- Embed LGBTI+ inclusion in departmental practices.
- Engage staff to support LGBTI+ inclusion.

We will seek to embed the principles of equality, equity, diversity and inclusion in all aspects of our work to foster greater community engagement in the work that we do.

The LGBTI+ Action Plan 2019–2022 focuses on three priority areas:

Drive a supportive and enabling culture	Embed LGBTI+ inclusion in departmental practices	Engage staff to support LGBTI+ inclusion
Our senior leadership will champion LGBTI+ inclusion and staff led networks will drive initiatives and activities.	LGBTI+ inclusion best practice will be embedded in our policies and practices.	Our staff will be encouraged to work together to support LGBTI+ inclusion, education and awareness.
Our goals		
<p>1.1 Senior leaders demonstrate commitment to LGBTI+ inclusion across the Department and ABF.</p> <p>1.2 LGBTI+ inclusion is a business objective and is communicated to staff and stakeholders.</p> <p>1.3 Leaders at all levels understand the social, personal and professional barriers faced by people who identify as LGBTI+. Leaders are committed to learning and are equipped to address issues and concerns sensitively and with respect.</p> <p>1.4 There is a well-established and active LGBTI+ Staff and Allies Network (LGBTI+ network) across the Department and ABF.</p>	<p>2.1 The Department and ABF policies, procedures and resources are LGBTI+ inclusive and devoid of unconscious bias.</p> <p>2.2 LGBTI+ staff and allies are comfortable reporting anti-LGBTI+ behaviour and are confident the Department and ABF will address such cases appropriately.</p> <p>2.3 LGBTI+ staff are aware of support mechanisms available and find them effective.</p> <p>2.4 The Department and ABF has established review points throughout the lifetime of the plan to ensure that our current systems, processes and procedures align with best practice for LGBTI+ workplace inclusion. Identify and work with appropriate stakeholders to ensure this is applied holistically.</p>	<p>3.1 The Department and ABF actively promote LGBTI+ events, information and resources to all staff.</p> <p>3.2 The Department and ABF recognise LGBTI+ days of significance that promote community awareness and education.</p> <p>3.3 Departmental staff and ABF officers understand the importance and value of LGBTI+ inclusion.</p> <p>3.4 The Department and ABF actively promote its commitment to LGBTI+ inclusion externally through community engagement such as participation in events and fundraising initiatives.</p>
How we will measure our success		
Internal Measures	External Measures	Reporting Tools
<ul style="list-style-type: none"> <li>• Improved staff engagement scores in staff census.</li> <li>• Growth in LGBTI+ network active members and staff who choose to self-identify through easySAP.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved survey results in the annual Australian Workplace Equality Index.</li> <li>• Meet the requirements of changes to Sex and Gender Classification in Australian Government Records.</li> </ul>	<ul style="list-style-type: none"> <li>• Workforce reporting showing increased number of staff identifying as LGBTI+.</li> <li>• Annual Report highlighting LGBTI+ inclusion in the Department and ABF.</li> </ul>



<ul style="list-style-type: none"> <li>Improved survey responses from LGBTI+ network members on the direction and effectiveness of the LGBTI+ network.</li> <li>Increase of LGBTI+ resources available on the intranet.</li> <li>Growth in the number of LGBTI+ focused communications and information to support staff within the Department.</li> <li>Increase in staff reporting an understanding of LGBTI+ issues and where to find information.</li> </ul>	<ul style="list-style-type: none"> <li>Reporting within the annual report on LGBTI+ initiatives and metrics.</li> </ul>	<ul style="list-style-type: none"> <li>Department and ABF Pulse Checks and staff surveys showing increased engagement by staff and officers.</li> <li><u>Australian Workplace Equality Index (AWEI)</u> showing advancement and progress in the combined Department and ABF's overall score and placement.</li> <li>State of the Service Report.</li> <li>People Division to report annually to Departmental Committees (including the Deputies Committee and Executive Committee) to progress as per diversity items.</li> </ul>
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## Our actions

<p><b>We will:</b></p> <p>Support the <u>Secretaries' Equality and Diversity Council</u> to drive improvements in LGBTI+ inclusion across the APS.</p> <p>Work with the Department and ABF Diversity Champions to be visibly active in driving LGBTI+ inclusion as part of their commitments and priorities.</p> <p>Strengthen the visible support for LGBTI+ staff through SES role modelling and engagement.</p> <p>Partner with peak body and LGBTI+ advisory groups to identify and deliver appropriate LGBTI+ inclusion and awareness training to senior managers.</p> <p>Equip managers with the knowledge and skills to support LGBTI+ staff affected by domestic and family violence, responding with understanding, and providing flexibility for staff to access existing leave provisions.</p> <p>Implement an LGBTI+ inclusion '5 plus 5' awareness event for SES, based on the Disability Inclusion initiative '10 plus 10'.</p> <p>Organise an annual meeting between the Diversity Champions and the LGBTI+ network.</p> <p>Create and support a culture that ensures staff are supported by managers to attend LGBTI+ network meetings and events.</p> <p>Integrate diversity and inclusion themes including LGBTI+ into leadership and management training.</p> <p>Work with the LGBTI+ network to:</p> <ul style="list-style-type: none"> <li>develop Terms of Reference that reflect the goals of the network</li> <li>review process and achievements against network goals</li> <li>create a network charter and purpose, and clearly define key role responsibilities</li> <li>engage in activities that address the full diversity of LGBTI+ communities</li> <li>increase network communications that will provide regular updates on key news and upcoming events</li> <li>improve access to the network for staff located in the regions and overseas</li> <li>relaunch the network and refresh network branding</li> <li>promote the network to the wider Department and ABF and promote the role of allies to increase general knowledge and awareness of the network</li> <li>connect the network with other departmental and ABF diversity networks, other APS LGBTI+ networks, and the Department of Prime Minister and Cabinet's <u>Secretaries' Equality and Diversity Council</u></li> <li>Invite subject matter experts to network meetings and training opportunities to improve overall awareness and cooperation between LGBTI+ network and inclusion policies across the Department and ABF.</li> </ul>	<p><b>We will:</b></p> <p>Complete a comprehensive review of existing workplace policies and procedures, and consult with staff networks as part of this process.</p> <p>Implement processes to screen policies for unconscious bias and ensure they comply with relevant legislation, and include best practice for LGBTI+ inclusion. These will ensure that:</p> <ul style="list-style-type: none"> <li>definitions in Human Resource policies are inclusive and explicitly include LGBTI+ partners and families</li> <li>parental leave policies and related provisions around family include same-sex families</li> <li>bullying and harassment policies include explicit examples of what constitutes unacceptable behaviour targeting people who identify as LGBTI+</li> <li>the diversity of sexual orientation and gender identities are considered and included when reviewing departmental and ABF policies, practices and standard operating procedures.</li> <li>improve support to LGBTI+ staff travelling to international posting positions.</li> <li>review recruitment information given to panel members and requested from new applicants to ensure inclusion.</li> </ul> <p>Develop a departmental Gender Transitioning policy and embed clear, ongoing communication of support for Transgender staff.</p> <p>Partner with peak body and LGBTI+ advisory groups to continuously implement innovative LGBTI+ inclusion resources and services to enhance our LGBTI+ inclusion capability and drive our internal activities.</p> <p>Continue to participate in the AWEI and promote the survey to encourage staff participation.</p> <p>Use yearly AWEI results and recommendations to strengthen LGBTI+ inclusion activities where possible.</p> <p>Ensure full compliance with the Attorney-General's Department's Australian Government <u>Guidelines on the Recognition of Sex and Gender</u>.</p> <p>Examine methods where staff LGBTI+ information is captured to ensure collection complies with the <i>Privacy Act 1988</i> and that data collected is appropriately utilised to guide and innovate LGBTI+ inclusion initiatives.</p> <p>Conduct an analysis of LGBTI+ data against other key metrics such as staff retention, promotions and exits to assess if there are discrepancies against the general population.</p> <p>Report annually to the Departmental committees on progress against the LGBTI+ Action Plan.</p> <p>Review the level of effectiveness and ensure visibility for LGBTI+ inclusion in bullying and harassment policies, procedural instructions, initiatives and case study examples. Work with the LGBTI+ network to assess staff confidence in the outcomes and adapt processes accordingly.</p>	<p><b>We will:</b></p> <p>Develop an annual communication plan that will focus on promoting LGBTI+ days of significance, LGBTI+ network events, intranet stories and other relevant LGBTI+ news and promotions. This includes social media in line with other portfolio agencies.</p> <p>Observe and promote LGBTI+ days of significance through articles on the intranet and other all staff communication channels, and leverage the occasion to increase LGBTI+ education and awareness.</p> <p>Participate in external LGBTI+ pride events.</p> <p>Include same-sex families or gender diverse individuals in advertising products or service promotions and communications within the Department and ABF.</p> <p>Ensure external facing communications, including the careers and recruitment website pages, promote the Department and ABF's commitment to a diverse and inclusive workplace.</p> <p>Promote the resources available to staff through the Department's <u>Pride in Diversity</u> membership and communicate Pride in Diversity networking events to departmental and ABF staff.</p> <p>Partner with peak body and not-for-profit LGBTI+ advisory groups to identify and deliver appropriate inclusion and awareness training and forums. Regional engagement will be encouraged.</p> <p>Develop staff profiles and articles of LGBTI+ identifying staff or LGBTI+ relevant issues to be shared on the intranet homepage.</p> <p>Review and refresh relevant intranet pages to ensure that resources and information is current, comprehensive and easily accessible.</p> <p>Review the existing Induction Program module on Equality, Diversity and Inclusion to ensure LGBTI+ inclusion is comprehensively addressed and intersectionality is considered across the module. Ensure new staff are provided with information on the LGBTI+ Staff and Allies Network including how to join.</p> <p>Include LGBTI+ inclusion material at career fairs and graduate recruitment websites to raise awareness.</p> <p>Create a network and ally symbol for work stations.</p> <p>Maintain our employer profile on the <u>inclusive employers.com.au</u> website.</p> <p>Encourage intersectional community engagement with not-for-profit organisations that include intersectional identities through fundraising events and the Rainbow Jam intranet page.</p>
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	<p>Diversify the support mechanisms available for LGBTI+ staff and allies. Implement a communication plan to actively promote the available support including:</p> <ul style="list-style-type: none"> <li>• Trained Peer Support Officers (PSO) and PSOs who identify as LGBTI+</li> <li>• Trained Harassment Contact Officers (HCO) and HCOs who identify as LGBTI+</li> <li>• Pilot the implementation of a LGBTI+ Liaison Officer</li> <li>• Promote the Employee Assistance Program's LGBTI+ specific counselling services</li> <li>• Promote external LGBTI+ support organisations.</li> </ul>	
Enabling Areas		
<ul style="list-style-type: none"> <li>• Senior Executive</li> <li>• Department and ABF Diversity Champion</li> <li>• Internal Staff Diversity Networks</li> <li>• LGBTI+ Pride Networks of other APS agencies</li> <li>• Pride in Diversity</li> <li>• Communications Branch</li> <li>• Recruitment Section</li> <li>• Work Health and Safety representatives</li> <li>• The Diversity Council of Australia</li> <li>• <u>Secretaries' Equality and Diversity Council</u></li> <li>• People Managers</li> </ul>	<ul style="list-style-type: none"> <li>• LGBTI+ Staff and Allies Network</li> <li>• Pride in Diversity</li> <li>• The Diversity Council of Australia</li> <li>• Employee Development Services Section</li> <li>• Peer Support Network</li> <li>• Employee Assistance Programme</li> <li>• Departmental Harassment Contact Officers</li> <li>• Workforce Planning and Reporting Section</li> <li>• Policy owners/authors/reviewers</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Executive</li> <li>• Recruitment Section</li> <li>• Department and ABF Diversity Champion</li> <li>• Employee Development Services Section</li> <li>• Peer Support Network</li> <li>• Employee Assistance Programme</li> <li>• Departmental Harassment Contact Officers</li> <li>• Internal Communication and Engagement Branch</li> <li>• Portfolio Media and Engagement</li> <li>• Graduate Team</li> <li>• Departmental Learning and Development specialists</li> <li>• Intranet and website administrators</li> <li>• LGBTI+ Staff and Allies Network</li> <li>• Policy owners/authors/reviewers</li> </ul>





Australian Government  
Department of Home Affairs



# Reconciliation Action Plan

May 2019—June 2022

Released by Department of Home Affairs  
under the Freedom of Information Act 1982

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Department of Home Affairs, Diversity and Inclusion Team  
**22(1)(a)(ii)** or **22(1)(a)(ii)**.

HTML and PDF versions of this document are available on the department's website at [www.homeaffairs.gov.au](http://www.homeaffairs.gov.au).

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#### Warning

Aboriginal and Torres Strait Islander people are warned this document may contain images of deceased people.

#### Acknowledgement of Country and Traditional Custodians

The Department of Home Affairs and the Australian Border Force would like to acknowledge the Traditional Custodians of this land. We pay our respects to the Elders of this land, both past and present and those emerging.

#### Wording in this document

Throughout this document, the word 'Indigenous' is used.  
This term refers to Aboriginal and Torres Strait Islander peoples.



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## Secretary's foreword

I am proud to present the Reconciliation Action Plan (RAP) 2019–22 for the Department of Home Affairs (the Department), including the Australian Border Force (ABF). This plan builds upon the strong foundation and the successes of our previous RAPs and demonstrates our ongoing commitment to reconciliation.

Our RAP outlines how we will contribute to closing the gap in regards to Aboriginal and Torres Strait Islander disadvantage and ensure employment opportunities are available to Indigenous Australians at all levels.

Our staff can use the RAP as a tool to positively contribute to reconciliation.

Our RAP inspires conversation of our pride in being a workplace that embraces cultural differences and celebrates our nation's rich Aboriginal and Torres Strait Islander culture and history.

As we take a progressive and confident step towards reconciliation, I ask that you start a conversation with your peers to explore what you can do to support and contribute to a workplace culture that values diversity and equity, and promotes participation for all.



**Michael Pezzullo**  
Secretary







## Message from our Indigenous Champions

We are honoured to support the development and establishment of the RAP 2019–2022.

Reconciliation is an important step to overcoming disadvantage and giving all Australian's equal opportunity in a country full of growth.

We have extended our RAP targets and actions over the next three years and are challenging ourselves to improve relationships with Aboriginal and Torres Strait Islander communities and businesses. Our actions against the three focus areas of relationships, respect and opportunities will ensure a strong contribution towards reconciliation is achieved and will encourage reconciliation to be part of our day-to-day efforts.

We remain committed to increasing the representation of Aboriginal and Torres Strait Islander staff. To assist us in reaching this goal we have a dedicated Indigenous Staff Support Network (ISSN) and a Reconciliation Action Plan Working Group (RAPWG).

The ISSN is an inclusive network and is open to all staff and helps raise awareness of the value and importance in acknowledging and recognising Australia's First Peoples.

We ask each of you to reflect on this plan and join us in celebrating and creating positive change for the future. Sharing our stories will positively influence perceptions and understanding of each other.

Together, we can make a difference — this is our vision for reconciliation.

**Malisa Golightly**  
Deputy Secretary, Immigration  
and Citizenship Services Group

**Kingsley Woodford-Smith**  
Assistant Commissioner,  
Close Support Command



## Chief Executive Officer statement— Reconciliation Australia

Reconciliation Australia congratulates the Department, which encompasses the ABF, on its past successes and continued commitment to reconciliation as it implements its third RAP—its first Stretch RAP.

I am delighted to see the Department proudly extend its reconciliation journey, having made great strides since its first RAP in 2010. As a RAP partner, the Department is a member of a growing cadre of over 1,000 organisations in Australia that are actively working to drive reconciliation through deliverables based on relationships, respect, and opportunities.

The actionable goals the Department has set in this Stretch RAP aim to not only promote reconciliation, but to take a leadership role in encouraging other organisations within its sector to do the same.

The Department takes an innovative and solutions-based approach to addressing Aboriginal and Torres Strait Islander disadvantage. A particularly noteworthy example of the Department's RAP initiatives is its immense contribution to the Uniforms 4 Kids program, which sees disused ABF uniforms donated to the Brighter Future 4 Kids Foundation and repurposed as clothing for students attending the Yarrabah State School in Far North

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Queensland. This partnership has resulted in over 300 disadvantaged children receiving clothing, and is a fantastic example of the collaborative and respectful approach the Department takes toward reconciliation.

In this RAP, the Department will focus on recruitment and retention of Aboriginal and Torres Strait Islander employees, as well as professional development including cultural awareness training, and I am confident that the organisation will once again take an innovative and creative approach to its actions.

On behalf of Reconciliation Australia, I commend the Department on its dedication to driving reconciliation, and look forward to following its continued achievements.

A handwritten signature in black ink, appearing to read 'Karen Mundine'.

**Karen Mundine**  
**Chief Executive Officer**  
**Reconciliation Australia**





## Our people

### Australian Border Force supports a Brighter Future 4 Kids



More than 300 children throughout Far North Queensland are now proudly wearing new clothes made from discontinued uniform fabric thanks to the Brighter Future 4 Kids Foundation and its school-based programs including Uniforms 4 Kids.

Early in 2018, hundreds of stylish skirts, shorts and shirts were donated to students attending the Yarrabah State School—

located an hour south of Cairns. All these items started life as ABF, Australian Federal Police (AFP) and Queensland Police Service (QPS) uniforms—now repurposed as clothing for disadvantaged children.

The Uniforms 4 Kids program was pioneered by Order of Australia recipient <sup>22(1)(a)(ii)</sup> [REDACTED] and is supported and championed by AFP Assistant Commissioner [REDACTED].

22(1)(a)(ii). The world-first program started with recycled police uniforms but has now expanded to include uniforms from the ABF, Australia Zoo and the Queensland Fire and Rescue Service.

22(1)(a), ABF Superintendent in Cairns, was delighted to support the program.

'We are constantly striving to foster great connections with the community across the Cairns region,' 22(1)(a) said.

'In getting behind this program, we are able to give back; to build on our community relationships that are so important to us and also kick a sustainability goal.'

The ABF's first delivery of clothing was in August 2017 to children on Saibai Island, in the Torres Strait Islands archipelago.

The latest distribution was to children in Yarrabah, one of the largest Indigenous communities in Australia. This was a joint effort between the ABF, AFP and QPS. 22(1)(a) from the ABF College and Workforce Capability Branch facilitates the ongoing provision of obsolete uniforms for the program.

'I am very proud to support such a great initiative, it is a wonderful and resourceful way for the ABF to recycle uniform materials and engage with children from our communities,' 22(1)(a) said.

“

A couple of the children commented they wanted to be 'Border Police' and wear uniforms like us when they were big.





## Reconciliation Action Plan Working Group

The Department would like to acknowledge the RAPWG for their

enthusiastic contribution to the development of the RAP 2019–22.

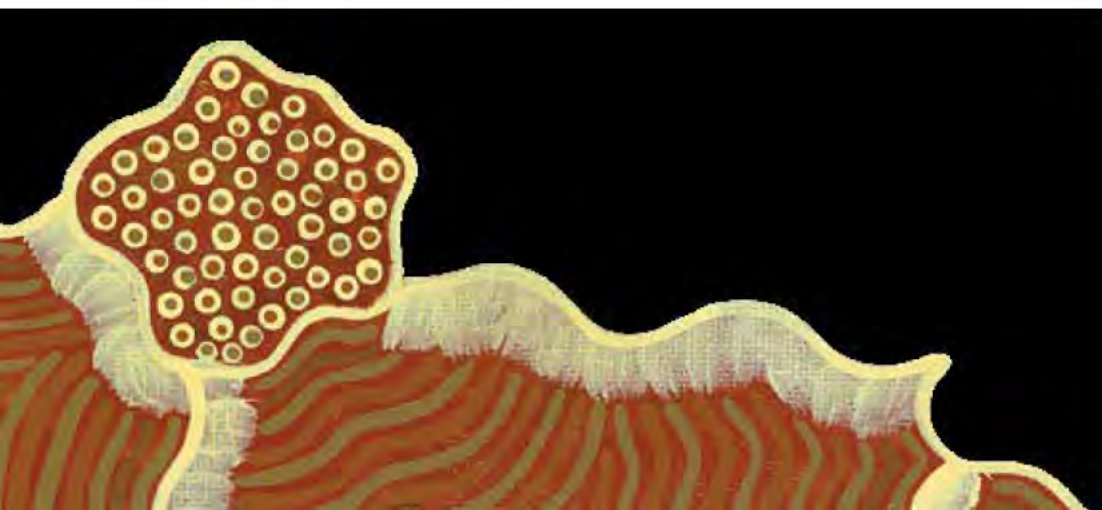
### RAPWG Members:

- 22(1)(a)(ii) (Chair)
- 22(1)(a)(ii)
- 22(1)(a)(ii)
- 22(1)(a)(ii)
- 22(1)(a)(ii)
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- 22(1)(a)(ii)

“

Our aim is to achieve better results in attracting, retaining and advancing Aboriginal and Torres Strait Islander Staff and promoting reconciliation by engaging and positively impacting the communities in which we work and live.





## Our vision for reconciliation

Our vision for reconciliation is a nation where the same social and economic opportunities that are available to others are also available to Australia's First Peoples. We will do this by developing business practices that support Indigenous peoples and encourage a deep respect and understanding from the broader Australian community.

As a Department we can contribute to reconciliation through continuing to cultivate relationships that are built on

respect, acceptance, understanding and equal opportunities for all Aboriginal and Torres Strait Islander peoples.

To achieve our vision we will:

- Increase the representation of Indigenous staff
- Commit to providing ongoing developmental opportunities
- Continue to build our cultural awareness and foster relationships that support reconciliation.

## Our commitment for reconciliation

Our plan focuses on achieving better results in attracting, retaining and advancing Indigenous staff and promoting reconciliation. We want to celebrate the rich and vast cultures of Indigenous Australia, the oldest living cultures in the world.

We are committed to reconciliation and driven by an ever-deepening understanding of the richness and diversity of Indigenous cultures and societies. We recognise Aboriginal

and Torres Strait Islander peoples are an integral part of our workforce, and recognise the economic and social contribution they make to the Australian community.

We encourage you to join us in promoting reconciliation across our workplace.



## About the Department of Home Affairs

Formally established by the Government on 20 December 2017, the Department of Home Affairs (the Department) leads the Home Affairs Portfolio in bringing together agencies responsible for Australia's security, prosperity, openness and unity, creating an enhanced capability to protect and advance Australian interests.

The Home Affairs Portfolio brings together the Department of Home Affairs, the ABF, AFP, the Australian Criminal Intelligence Commission (ACIC), the Australian Security Intelligence Organisation (ASIO), and the Australian Transaction Reports and Analysis Centre (AUSTRAC) to ensure a safer and more secure Australia.

The Department is responsible for centrally coordinated strategy and policy leadership in relation to domestic and national security arrangements, law enforcement, counter-terrorism, foreign interference, transnational and serious crime, cyber security, social cohesion, the protection of our sovereignty and the integrity of our border, emergency management, and the resilience of our national infrastructure.

The Department delivers services that strengthen the cohesion of Australian society through the Migration Program.

The Department manages and assists temporary and permanent migrants and those people participating in humanitarian and refugee programs, and confers citizenship.

The Department has approximately 14,000 staff across 62 locations around the world, which includes National Office, 11 regional directorates, 27 embassies, 15 High Commissions, seven consulates and an office in Geneva. At present, people of Aboriginal and Torres Strait Islander heritage represent 1.9 per cent of our workforce.

We continue to engage with Reconciliation Australia and stakeholders within the Portfolio and across the Australian Public Service (APS), including the Australian Public Service Commission, the Department of Human Services and the Department of Jobs and Small Business, to support our targeted efforts.

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The Department also engages with suppliers, such as Supply Nation, Indigenous training providers and Aboriginal and Torres Strait Islander community groups for Welcome to Country protocols and entertainment for Indigenous events and days of significance. This engagement provides opportunities to share information and knowledge, which assists us in enhancing and embracing our cultural awareness and growing our Indigenous representation.

The Department will provide strategic policy, planning and

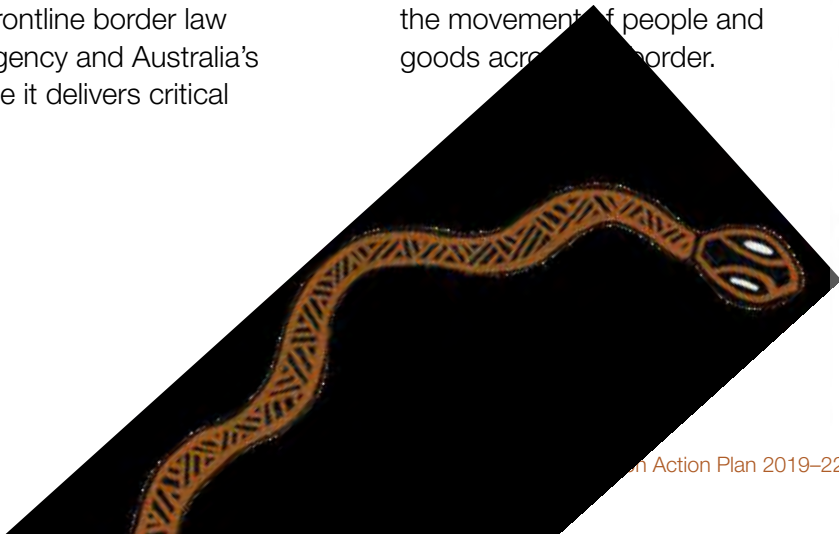
coordination support to the Ministers, the Government and the five operationally independent Portfolio agencies and bodies. We will also deliver Australia's immigration and citizenship program supported by a stronger intelligence function.

The Department's objectives for Government and the Australian people is to be a prosperous, secure and united Australia. When considering reconciliation, the Department's objectives align to a number of elements that are highlighted by Reconciliation Australia.

## About the Australian Border Force

The ABF is the operational arm of the Department of Home Affairs. As Australia's frontline border law enforcement agency and Australia's customs service it delivers critical

border protection and national security outcomes while facilitating the movement of people and goods across the border.





## Our people

## ABF Officers, 22(1)(a)(ii) and 22(1)(a)(ii)

22(1)(a)(ii)

works in Brisbane.

22(1)(a)(ii) joined the ABF through the Indigenous Border Force Officer Traineeship (BFORT) program, graduating in 2017. 22(1)(a)(ii) said, 'the ABF is a great career for Indigenous recruits, where they can learn and grow, maximise their skills and knowledge.'

22(1)(a)(ii)

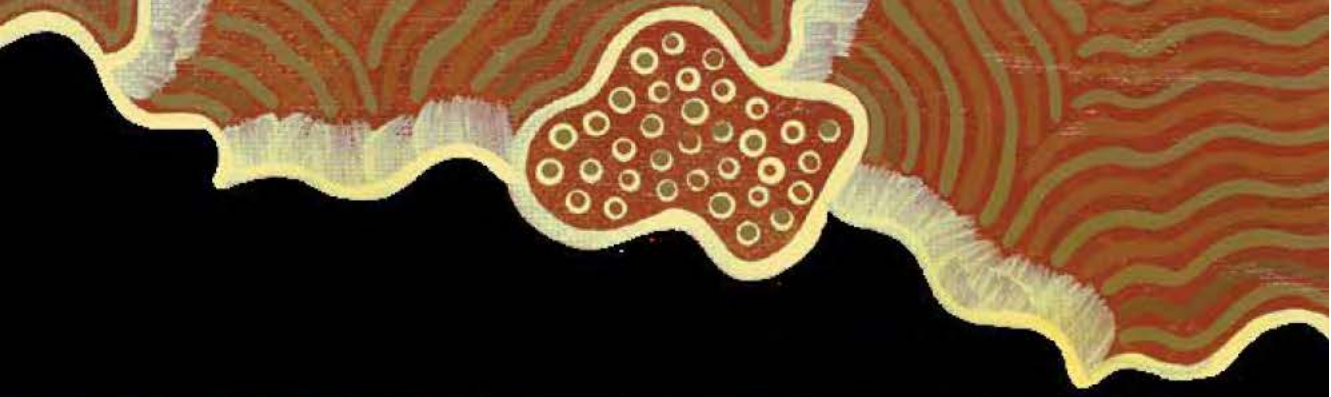
and an ABF Officer working in Cairns.

22(1)(a)(ii) joined the ABF through the Indigenous Apprenticeship Program (IAP) and encourages others to do so.

“

The ABF is a great environment to work in and a great team to be part of. It's a really exciting place to work and every day is varied.

— 22(1)(a)(ii)



22(1)(a)(ii)

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## Our people

### Border Force Supervisor, 22(1)(a)(ii)



Having initially joined the former Australian Customs Service in 1995 as an Assistant Customs Officer, 22(1)(a)(ii) now works as a Border Force Supervisor in the ABF.

Throughout her career, 22(1)(a)(ii) has had the opportunity to work in a number of different areas. She has imparted some of the skills and knowledge that she has gained to new recruits and trainees.

'I have had numerous training opportunities throughout the past 23 years and have been fortunate

enough to gain many qualifications and certifications,' 22(1)(a)(ii) said.

Currently working in cargo, detained goods and client services in Darwin, she enjoys the variety of work in the role and gains satisfaction by seeing results from the consistent end to end cargo process.

'The knowledge and skills that you gain from being involved in a number of different areas is invaluable. I guess you could say that I'm a jack of all trades.'

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## Our people

### Indigenous Apprenticeship Program



The graduates of the 2017 Indigenous Apprenticeship cohort. (L-R: 22(1)(a)(ii) ).

The IAP, coordinated by the Department of Human Services, has successfully recruited more than 645 Aboriginal and Torres Strait Islander Australians across the country.

Our Department has participated in the IAP since early 2015, providing an entry pathway into the APS and the opportunity for each apprentice to gain a nationally recognised Certificate IV in Government.

Previous graduates of the IAP within the Department form a vital part of our Buddy and Mentoring Program, directly supporting our newest recruits.

The IAP is also a key initiative in our Indigenous Employment Strategy, allowing us to sustainably grow the representation of our Aboriginal and Torres Strait Islander workforce.

## Our people

### Indigenous Trainee, 22(1)(a)(ii)



22(1)(a)(ii) was an apprentice in the IAP and has been with the Department since late December 2016.

'I am currently employed within the Diversity and Inclusion Team, and I provide support through assisting with recruitment, retention, development and advancement of all Indigenous staff across our Department,'

22(1)(a)(ii) said.

“

I chose the Department as it is known for its diverse workforce, many opportunities to advance, and to experience both the ABF and departmental sides of operations around the globe.

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# Our Reconciliation Action Plan

We are committed to improving Aboriginal and Torres Strait Islander employment outcomes and working towards reconciliation between Indigenous and non-Indigenous Australians.

The RAP has been created, reviewed and revised in consultation with Reconciliation Australia, the National Staff Consultative Forum, the APS Secretaries Equality and Diversity Council, QLD Diversity Board, the Department's Indigenous Champions, ISSN, the Diversity and Inclusion Team and the RAPWG.

The RAPWG comprises Indigenous and non-Indigenous staff from each group within the Department with members being at various classification levels and from various regions and National Office.

The Indigenous Champions, the RAPWG and the Diversity and Inclusion Team are dedicated to raising awareness about our commitment to reconciliation by promoting the RAP to staff and providing opportunities to engage with reconciliation activities.





## Reconciliation focus areas

- Creating and fostering ongoing **relationships** through Indigenous networks, celebrating days of significance and encouraging cultural awareness through various internal and external partnerships
- Building and maintaining an environment of **respect** and appreciation for Aboriginal and Torres Strait Islander culture and customs through training, internal protocols and increasing our cultural capability
- Providing increased **opportunities** to build a diverse workforce with increased Indigenous representation through targeted recruitment practices and strategies as well as participating in a variety of Indigenous programs.

## What we've achieved since our last RAP

- Implemented affirmative measures to increase Indigenous representation in the workforce
- Implemented mandatory development programs to lift cultural awareness
- Participated in entry-level programs facilitated by the Department of Human Services
- Recognised and celebrated days of significance for Aboriginal and Torres Strait Islander peoples
- Participated in the Jawun Indigenous Community APS Secondment Program
- Exceeded the Prime Minister and Cabinet (PMC) target for contracts with Indigenous owned businesses.



# 1. Relationships

Building strong and positive relationships between Aboriginal and Torres Strait Islander peoples and the broader Australian community is the foundation of Reconciliation.

We strive to create opportunities for staff to interact with each other to discuss and reflect on our cultural differences and similarities. This is achieved through regular engagement with Aboriginal and Torres Strait Islander peoples who are invited to participate in our annually recognised days of significance.

Our participation in the Jawun Secondment Program and engagement

with Aboriginal and Torres Strait Islander communities, including visitation of remote areas, also demonstrates our commitment to building strong relationships and further improves collaboration efforts between the Department and the broader Australian community.

We recognise the value and importance of meaningful and respectful relationships as a critical element to the overall success of our RAP. It is the responsibility of all staff to build these relationships through communication and fostering these practices in the workplace. Each one of us can lead by example.

## 1.1 Reconciliation Action Plan Working Group

Action		
Our RAP RAPWG will promote and monitor RAP actions and targets.		
Target	Responsibility	Timeline
Review RAPWG membership to sustain Aboriginal and Torres Strait Islander representation.	First Assistant Secretary (FAS) People Division	January (Annually)
Review/reappoint internal Indigenous Champions and members of the RAPWG to sustain senior management and all staff engagement in the RAP.	FAS People Division	January (Annually)
Review and update Terms of Reference for the RAPWG.	FAS People Division	January (Annually)
The RAPWG will oversee the development, endorsement and launch of the RAP.	Indigenous Champions, RAPWG and FAS People Division	Launch May 2019
The RAPWG will meet quarterly to review progress of actions and report to senior executives through the Chair.	Indigenous Champions, RAPWG and People Division	Quarterly
A new RAP Implementation Committee will be established to develop a RAP 2022–2025.	FAS People Division	February 2021

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Action		
Raise internal and external awareness of our RAP to promote reconciliation across our business sector, through regular communication and engagement with staff and stakeholders.		
Target	Responsibility	Timeline
Develop and implement a communication strategy to promote the RAP to all internal and external stakeholders.	FAS People Division	January 2019
Promote reconciliation through ongoing active engagement with all stakeholders including the development and implementation of an engagement plan to work with other agencies, partners and business contacts.	FAS People Division	Review March (Annually)
Engage our staff and senior leaders in the implementation and delivery of RAP outcomes through targeted communication and consultation.	FAS People Division	Biannually

## 1.2 National Reconciliation Week

Action		
Actively promote and encourage all staff to participate in National Reconciliation Week (NRW) events.		
Target	Responsibility	Timeline
Support and fund a minimum of 10 events including regional and national offices to celebrate NRW.	FAS People Division	27 May–3 June each year
Communication and promotion of all NRW events through the Department's and ABF's internal channels.	FAS People Division, Indigenous Champions and FAS Enterprise Strategy, Risk and Performance	May (Annually)
Register all NRW events via Reconciliation Australia's NRW website.	FAS People Division	May (Annually)
Encourage all staff and senior leaders to participate in external NRW events through targeted communication.	FAS People Division and ISSN Chairperson	May (Annually)
Ensure the RAPWG participates in at least one external NRW event each year.	Chairperson of RAPWG	May (Annually)

## 1.3 Networks

Action		
Actively support and promote the ISSN as a source of advice, support and networking for both Indigenous and non-Indigenous staff.		
Target	Responsibility	Timeline
Re-fresh and re-establish the ISSN, with clear governance structures and processes in place.	FAS People Division	January 2019
The ISSN will meet a minimum of four times per year.	ISSN Chairperson	February, May, August and November (Annually)
Ensure Aboriginal and Torres Strait Islander staff are represented on staff committees.	Committee Chairperson/s	July (Annually)
Review the effectiveness of the ISSN as an online forum (Jam group) nationally.	ISSN Chairperson	Monthly
ISSN Annual Forum to address relevant Indigenous issues and topics.	ISSN Chairperson and FAS People Division	August (Annually)

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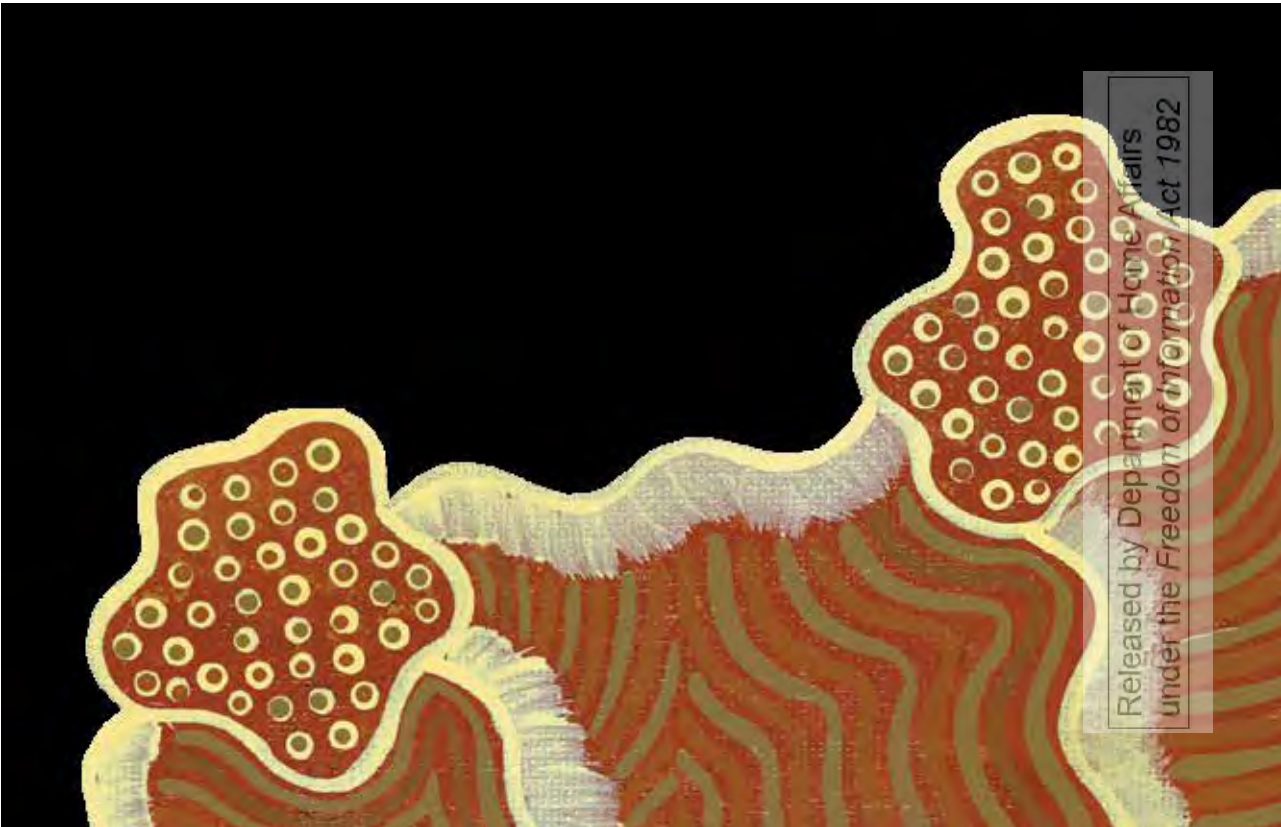


## 1.4 External partnerships

Action		
Create, support and maintain partnerships with external parties.		
Target	Responsibility	Timeline
Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.	FAS People Division	April 2019
Meet with two local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.	FAS People Division	August 2019
Establish two formal two-way partnerships to build capacity in Aboriginal and Torres Strait Islander organisations and/or communities relevant to our sphere of influence.	FAS People Division	September 2019
Establish partnerships with two Aboriginal and Torres Strait Islander not-for-profit organisations in the workplace giving program.	FAS People Division	February 2020
Three Aboriginal and Torres Strait Islander charities will be supported through fund raising events.	FAS People Division	Review December (Annually)

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Target	Responsibility	Timeline
Ensure Aboriginal and Torres Strait Islander staff have access to Indigenous counsellors through the Employee Assistance Program and the Peer Support Program.	FAS People Division	Review December (Annually)
Promote, support and participate in the Jawun Secondment Program to facilitate cultural learning opportunities for APS6 and Executive level staff.	FAS People Division	Quarterly
Continue participation in an Indigenous co-mentoring program.	FAS People Division	July (Annually)



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## 1.5 Internal partnerships

Action		
Establish and maintain strong internal relationships between Indigenous and non-Indigenous staff.		
Target	Responsibility	Timeline
Develop a collaborative plan to support all entry program staff in regards to recruitment, retention and professional development. This will include learning and development and career coaching opportunities.	FAS People Division	Biannually reported

Action		
Strengthen the Department's relationships between the executive and Aboriginal and Torres Strait Islander staff and stakeholders.		
Target	Responsibility	Timeline
Support the Indigenous Champions in expanding relationships with Indigenous staff through promotion of events and regular targeted communication.	FAS People Division	Quarterly
Ensure the Champions meet with ISSN representatives twice a year and review commitments.	Indigenous Champions and ISSN Chairperson	Biannually

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## Our people

# Annual NAIDOC Week celebrations

During NAIDOC Week 2018, the Department celebrated with live entertainment and an annual fundraiser BBQ.



22(1)(a)(ii) (FAS People Division) and 22(1)(a)(ii) (former A/g Indigenous Champion) cooking the BBQ.



Indigenous musician 22(1)(a)(ii) entertaining staff during the NAIDOC week celebration.



22(1)(a)(ii) (FAS People Division) and 22(1)(a)(ii) from the ISSN serving food to staff.

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In 2018, the Department celebrated NAIDOC week across the country, with locally hosted events and activities that showcased the talent of our staff and positive collaborations with Aboriginal and Torres Strait Islander community groups and businesses.



ABF Indigenous Champion 22(1)(a)(ii),  
Departmental Indigenous Champion  
22(1)(a)(ii) and Ngunnawal Elder  
22(1)(a)(ii).

Events included smoking ceremonies, trivia nights, touch football carnival, talks, art displays, dreamtime stories and traditional dance performances.

Each year, the Department and ABF come together to host an event raising funds for up to three nominated Indigenous charities.



22(1)(a)(ii) wearing jerseys for  
the annual APS Touch Football carnival,  
featuring artwork by 22(1)(a)(ii).



## 2. Respect

We are dedicated to building and maintaining an environment of respect and appreciation for all cultures, and providing staff with the opportunity to learn about Aboriginal and Torres Strait Islander cultures and customs.

Through respect for Australia’s First Peoples, we will build a diverse organisation that can inform new and emerging Australians of the rich history of Indigenous people and support social inclusion.

### 2.1 Cultural awareness training

Action		
Continue to embed cultural awareness and understanding across the Department by providing cultural awareness training, including online and immersive learning activities.		
Target	Responsibility	Timeline
Internal cultural awareness training developed by the Department's Development team, in partnership with the Australian Public Service Commission (APSC) to support Aboriginal and Torres Strait Islander community.	FAS People Division	December 2019
100% of all staff are to complete the online Aboriginal and Torres Strait Islander Cultural Awareness (ATSICA) Training.	FAS People Division	Reviewed August (Annually)

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Target	Responsibility	Timeline
Managers and supervisors of Indigenous Australians are provided training and support in cultural awareness, ensuring both Indigenous staff and managers are well supported. This includes eLearning, face-to-face training, fact sheets and ongoing assistance from the Entry Program and the Diversity and Inclusion Teams.	FAS People Division	November (Annually)
Develop a Cultural Appreciation Learning strategy aimed at building cultural capability in consultation with the Aboriginal and Torres Strait Islander community.	FAS People Division	November 2020
100 national and regional staff to undertake face-to-face cultural workshop learning activities on an annual basis.	FAS People Division	June (Annually)
Nominate 8–10 national and regional staff to undertake cultural immersive learning activities i.e. the Jawun Secondment Program.	FAS People Division	Quarterly
RAP Indig exec activ		

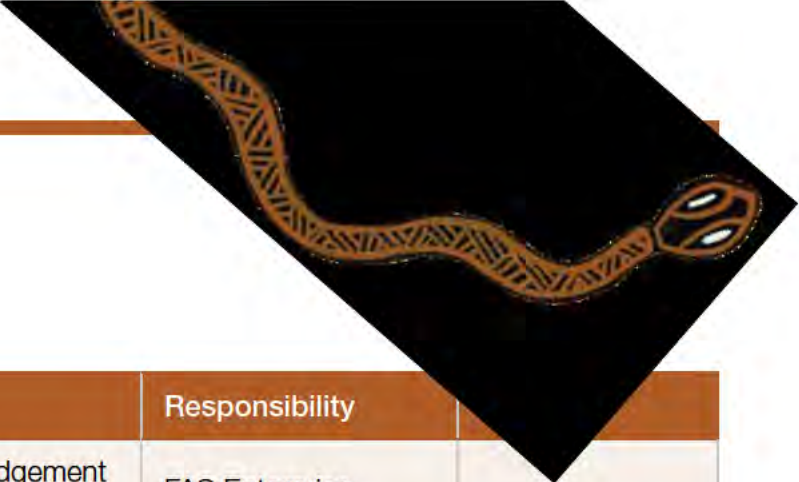
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Target	Responsibility	Timeline
Review and update the online ATSICA Training in consultation with the APSC, ISSN and the Diversity and Inclusion Team.	FAS People Division	December 2019
Cultural events and awareness training are promoted through all communication opportunities.	FAS People Division	Biannually
Career Coaches complete Cultural Awareness Training.	FAS People Division	July 2019
Staff satisfaction is measured through active engagement in the ISSN and formal surveys such as the Census and informal surveys of the ISSN members.	FAS People Division	May (Annually)

## 2.2 Internal Indigenous protocols

Action		
Raise staff awareness of Aboriginal and Torres Strait Islander traditional protocols and ensure they are demonstrated and promoted with the aim to increase understanding and respect of Indigenous culture and practices and encourage culturally appropriate working practices.		
Target	Responsibility	Timeline
Review, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.	FAS People Division	July 2019
Invite local Traditional Owners to provide a Welcome to Country to acknowledge days of significance such as NRW or NAIDOC Week.	FAS People Division	May and July (Annually)
Review and maintain a list of key contacts for organising a Welcome to Country.	FAS People Division	May (Annually)
Include an Acknowledgement of Country at the commencement of internal events and meetings.	FAS People Division, Indigenous Champions, Senior Leadership	June (Annually)
Embed Aboriginal and Torres Strait Islander cultural protocols relevant to State and/or Territories and specific local communities within regional business operations.	FAS People Division	December 2021





Target	Responsibility	
Continue to utilise Acknowledgement of Country in the telephone hold recording message and external website.	FAS Enterprise Strategy, Risk and Performance	June (Annually)
The Acknowledgment of Country business card is made available and reviewed annually for promotion.	FAS People Division	November (Annually)
Display Aboriginal and Torres Strait Islander flags and artwork in Department buildings.	FAS Property and Major Contracts	December 2021
Create and display an Acknowledgement of Country plaque in the foyer of the National Office main building and any new office.	FAS Property and Major Contracts	December 2021

## 2.3 External Indigenous protocols

Action		
Promote and support reconciliation and demonstrate respect and cultural appreciation to Australians and their visitors when arriving into Australia by sea or air		
Target	Responsibility	Timeline
Scope opportunities to drive reconciliation and cultural awareness nationally and internationally at air and sea ports with a focus on supporting a prosperous and cohesive society.	FAS People Division	December 2020

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## Our people

### Indigenous culture in the workplace



During NAIDOC Week 2017, staff in our Canberra office were treated to story time talks and a basket-weaving workshop presented by two local Indigenous companies, 22(1)(a)(ii).

The hands-on workshop touched on the traditions and techniques

of basket weaving. In Indigenous culture, it is customary for women to sit together and weave dilly bags and baskets for the community. While producing practical baskets to carry tools, food and even infants, the activity also provides an opportunity for the women to bond.

## 2.4 Cultural capabilities

Action		
All staff will have a level of commitment to cultural capability through support, understanding and practices needed to perform their duties in a culturally informed way.		
Target	Responsibility	Timeline
A standard statement of commitment will be included in all Divisional business planning to ensure all staff are committed to reconciliation.	All Staff and Division heads	July (Annually)

Action		
Ensure representation of Aboriginal and Torres Strait Islander staff in harassment contact officer roles to provide advice and support to Indigenous staff.		
Target	Responsibility	Timeline
Aboriginal and Torres Strait Islander harassment contact officers for each state and territory are promoted and supported to provide	FAS People Division	December 2019



Action		
All staff are supported and encouraged to participate in NAIDOC Week celebrations.		
Target	Responsibility	Timeline
NAIDOC leave is made available and promoted to all staff to attend external NAIDOC events.	FAS People Division	July (Annually)
Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in community NAIDOC Week events.	FAS People Division	July (Annually)
Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	FAS People Division	August (Annually)
In consultation with Aboriginal and Torres Strait Islander peoples, hold an internal or public NAIDOC Week event.	ISSN Chairperson and FAS People Division	July (Annually)
The People Division will sponsor an Aboriginal and Torres Strait Islander staff member of the ISSN to attend the National NAIDOC Ball.	FAS People Division	July (Annually)

Action		
Acknowledge and celebrate Aboriginal and Torres Strait Islander days of significance		
Target	Responsibility	Timeline
Days of significance for Indigenous peoples are included in the internal calendar.	FAS People Division and FAS Executive Coordination	December (Annually)

22(1)(a)(ii)



Jawun is a not-for-profit organisation, supported by the Department, which places high-performing APS6 and Executive Level staff into Indigenous organisations across Australia.

The Department participates in the Jawun Secondment Program to provide staff with a significant professional development opportunity that cultivates cultural competence and an understanding of Indigenous culture. 22(1)(a)(ii) worked at the National Centre of Indigenous Excellence (NCIE) for a period of six weeks as part of the Jawun Secondment Program.

‘Jawun provided me with an incredible opportunity to learn about Indigenous culture and the challenges facing the Aboriginal

and Torres Strait Islander peoples of inner Sydney.’

‘Through my secondment and engagement with other organisations my eyes were opened to the challenges around retaining community and culture in a changing urban environment and the programs being run through local organisations to support young people and improve the long-term wellbeing for Indigenous and Torres Strait Islander peoples. Importantly, I had the opportunity to engage with elders and community leaders and to hear their stories.’

‘I had the opportunity to contribute to this community, at least in a small way, by putting to good use the skills and knowledge I have acquired through my role in the Department to assist NCIE to build their capability in Human Resources and to achieve their business objectives. Returning to the workplace, I had a better understanding of the complex issues impacting Indigenous peoples and was able to share my insights with colleagues and friends.’

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### 3. Opportunities

We are committed to providing opportunities and being proactive in building a diverse workforce to increase the representation of Indigenous people working in the Department and the ABF.

We will work in partnership with Aboriginal and Torres Strait Islander staff to ensure they are well supported and have access to rewarding career opportunities.

#### 3.1 Indigenous representation

Action		
Increase employee representation and retention of Indigenous staff across the Department.		
Target	Responsibility	Timeline
Engage with Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.	ISSN Chairperson and FAS People Division	December 2021
Achieve the commitment of 2.5 per cent Aboriginal and Torres Strait Islander representation across the Department. We remain committed to engaging, developing and retaining Indigenous staff through Career Expos and Entry Programs.	FAS People Division	June 2020
Coordination and participation in entry programs including DHS apprentices, APSC Graduates, ABF College, Indigenous Australian Government Development Program and BFORT affirmative measures.	FAS People Division	December (Annually)

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Target	Responsibility	Timeline
Increase personal growth, career progression and retention by developing individual strategies and providing leadership and development opportunities for Indigenous staff.	FAS People Division	December 2021
Review and promote the Indigenous Employment Strategy and the associated action plan.	FAS People Division	August (Annually)
Indigenous staff to have clear and tailored support on career options and opportunities from Career Coaches in relation to opportunities for development and career progression.	FAS People Division	By appointment, reviewed in September each year
The ABF is committed to increasing Indigenous employment through applying the Indigenous affirmative measures to BFORT recruitment processes and will be reviewed on an annual basis.	Superintendent ABF Attraction and Recruitment	October (Annually)
Promote affirmative measures policy, guidelines and opportunities to ensure all recruitment processes include Indigenous recruitment options.	FAS People Division	June (Annually)
Review the Employment Suitability Clearance (ESC) process and ensure Indigenous staff have adequate consideration taken when their applications are reviewed to ensure the process is not unintentionally creating barriers to potential Indigenous staff.	FAS Integrity, Security and Assurance	January 2020

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Target	Responsibility	
Implement an ABF Indigenous Rangers program.	FAS People Division and ABF Personnel Capability	December 2022
All Indigenous staff are given the opportunity, through targeted communication, to participate as mentees and/or mentors in the mentoring program.	FAS People Division	December 2019

Action		
Increase opportunities for businesses owned by Aboriginal and Torres Strait Islander people to supply goods and services.		
Target	Responsibility	Timeline
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	FAS Finance / Chief Finance Officer	December 2021
Exceed the target of commercial relationships with Indigenous owned businesses as mandated by the Department of Prime Minister and Cabinet Indigenous Procurement Policy by 1.5 per cent over a three year period.	FAS Finance / Chief Finance Officer	December 2022
100 per cent non-coordinated procurements between \$80,000–\$200,000 will be first offered to Supply Nation businesses.	FAS Finance / Chief Finance Officer	December 2022

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All reporting requirements will be monitored to ensure the progress of actions, targets and the RAP being successfully implemented. We will continue to work with Reconciliation Australia and provide regular updates and reports on progress and developments.

This will include participating in Reconciliation Australia’s annual Impact Measurement Survey Report.

4.1 Reconciliation Action Plan reporting

Action		
Review, refresh and update RAP.		
Target	Responsibility	Timeline
Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	FAS People Division	July 2021
Submit draft RAP to Reconciliation Australia for formal review and endorsement.	FAS People Division	September 2021
Progress is reported annually to Reconciliation Australia in the RAP Impact Measurement Report.	FAS People Division	September (Annually)
Investigate participation in the RAP Barometer.	FAS People Division	May 2020

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## 4.2 Internal and external reporting

Action		
Reporting is conducted to ensure progress and development relating to the RAP.		
Target	Responsibility	Timeline
Develop and implement systems and capability needs to track, measure and report on RAP activities.	FAS People Division	July 2019
Two resources will be committed to the development, delivery and achievement of the RAP. This will include creation of a spreadsheet to track delivery of action items.	FAS People Division	December 2020
Progress on the RAP reported to all key stakeholders including the National Staff Consultative Forum (NSCF), Reconciliation Australia, senior executive, RAPWG, the Indigenous Champions and ISSN.	FAS People Division	Quarterly
Regular reporting of Indigenous workforce trends and issues to senior executive to ensure commitment, and encourage teams to actively contribute to Indigenous employment initiatives and activities.	FAS People Division	Quarterly
Regular public reporting of RAP programs, initiatives, events and workforce trends such as the Annual Report, APS Secretaries Equality and Diversity Council and the APS Agency Survey.	Indigenous Champions and FAS People Division	Quarterly

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## Glossary of terms

ABF	Australian Border Force
ACIC	Australian Crime Commission
AFP	Australian Federal Police
APS	Australian Public Service
APSC	Australian Public Service Commission
ASIO	Australian Security Intelligence Organisation
ATSICA	Aboriginal and Torres Strait Islander Cultural Awareness
AUSTRAC	Australian Transaction Reports and Analysis Centre
BFORT	Border Force Officer Recruit Traineeship
ESC	Employment Suitability Clearance
FAS	First Assistant Secretary
IAP	Indigenous Apprenticeships Program
ISSN	Indigenous Staff Support Network
Jawun	A not-for-profit organisation that places executive level and high performing APS6 staff from Australian companies and government agencies into Indigenous organisations across Australia.
NAIDOC	National Aborigines and Islanders Day Observance Committee
NRW	National Reconciliation Week
NSCF	National Staff Consultative Forum
PMC	Prime Minister and Cabinet
RAP	Reconciliation Action Plan
RAPWG	Reconciliation Action Plan Working Group
QPS	Queensland Police Service

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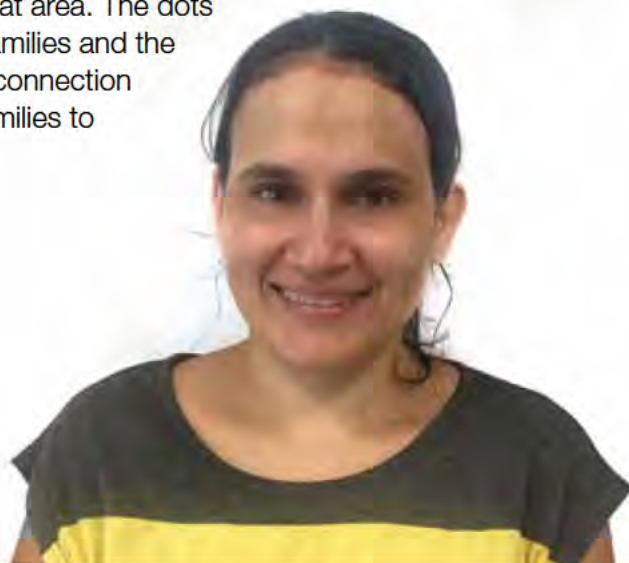
## About the artist

22(1)(a)(ii) belongs to the Gunggari people of Central Queensland and the Tjapukai people of Far North Queensland. Most of 22(1)(a)(ii) work shows the connections between Indigenous peoples and their totems.

'The title of this artwork is 'Carpet Snakes' and it reflects my totem. The carpet snakes represent my great grandparents, who are from the Taroom/Surat area. The dots represent the families and the lines show the connection between the families to

the ancestors. Even though families live in different parts of the country, they are still connected through their totems and their culture'.

Born and raised in bush country, 22(1)(a)(ii) predominantly paints land animals but since living with her family in Far North Queensland, Natasha has developed a connection to sea animals.





# Artwork design



The design used throughout this document is from 22(1)(a)(ii) artwork 'Carpet Snakes'.

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# Notes





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# Recruitment and Onboarding Framework

## Policy Statement

The Department of Home Affairs Policy Statements are endorsed policy that all employees must follow. This Policy Statement outlines the Recruitment and Onboarding Framework in the Department of Home Affairs, including the Australian Border Force (ABF).

Approval Date	September 2018
Date of Review	September 2019
Contact	22(1)(a)(ii)
Document ID (PPN)	HR- 2172
TRIM Reference	ADD2018/3183004

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# 1. Introduction

The purpose of the Recruitment and Onboarding Procedural Statement and the associated supporting documentation is to underpin all Australian Public Service (APS) recruitment for and within the Department of Home Affairs (the Department) and the Australian Border Force (ABF). Under the *Public Service Act 1999* (the Act), APS agency heads have responsibility for employment decisions, including recruitment and selections decisions, in their agency.

Employment decisions must comply with the Act, the *Public Service Regulations 1999* (the Regulations), the *Australian Public Service Commissioner's Directions 2016* (the Directions), and the *Australian Public Service Classification Rules 2000* (the Classification Rules).

Recruitment in the Department incorporates the process of selection or movement of employees through engagement, promotion or assignment. The Framework sets out the responsibilities, principles and accountabilities of parties involved in the recruitment process.

This policy statement should be read in conjunction with the information and guidance found in the relevant legislation, Recruitment and the On-boarding Procedural Instructions, and other related policies as listed further in this document.

## 2. Scope

### 2.1. In Scope

This Procedural Statement provides both legislative requirements and best practice benchmarks for recruitment, selection and onboarding processes in the Department. This policy applies to all Departmental employees, including SES, conducting recruitment and selection processes within the Department.

The Department is committed to:

- having a professional and high performing workforce, driven by its strong leadership, shared values and culture
- upholding and promoting the APS Values and Employment Principles; and
- recruitment and selection that is aligned to APS guidance.

### 2.2. Out of Scope

This policy does not outline arrangements for the recruitment of contractors, consultants, secondees, agency heads or statutory office holders.

## 3. Glossary

Table 1 – Glossary of terms and meaning

Term	Acronym (if applicable)	Definition
Agency Head		The Secretary of the Department.
Australian Public Service	APS	Refers to the federal civil service for the Commonwealth of Australia and is responsible for delivering public administration, public policy and public services for the Commonwealth Government.

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Term	Acronym (if applicable)	Definition
Delegate		An employee who has been delegated powers and functions by the Secretary.
Engagement		Employment of an APS employee under section 22 of the Act (both ongoing and non-ongoing).
Movement or Assignment		An assignment or movement of an employee at the same classification or higher classification in the department under section 25 of the Act, or assignment to another agency under section 26 of the Act. Movements can be either temporary or permanent.
Non-Ongoing Employee		An employee engaged under section 22(2) (b) or (c) of the Act. Employees may be engaged either for a specified term or for the duration of a specified task, or for duties that are irregular or intermittent.
Ongoing Employee		An APS employee engaged under section 22(2) (a) of the Act.
Promotion		An ongoing assignment of duties to an ongoing APS employee at a classification that is higher than the employee's current classification, in the same or another Agency, other than: <ul style="list-style-type: none"> <li>The allocation of a higher classification within the same broadband in the same Agency; or</li> <li>The allocation of an operational classification to a trainee.</li> </ul>
Selection Committee		A panel that assesses and recommends suitability of candidates.
Selection process		Refers to a process whereby applicants may be assessed as suitable or not suitable for engagement, promotion or movement (also known as transfer) into a specific employment classification or position.
Senior Executive Service	SES	Employees employed under the Senior Executive Service classification Bands identified in the Classification Rules.

## 4. Policy Statement

### 4.1. Recruitment and On-boarding Framework

The Department's primary objective undertaking recruitment is the employment of the *'right person, with the right skill, for the right job, at the right time'*. The Department seeks to have timely and efficient recruitment processes and systems that support the management of recruitment processes aligned to the Department's people and workforce management strategies.

Applicants must be assessed against the requirements of the role. Before making employment decisions, delegates must be satisfied that, the person selected for the role is the best available candidate for the role. Recruitment processes used will be the most appropriate in the circumstances, having regard to the APS Employment Principles, related policies and operational priorities.

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The Department's recruitment and selection processes are detailed in the Recruitment and Onboarding Procedural Instructions.

#### **4.1.1. APS Employment Principles**

The guiding principles underpinning the recruitment process within the Department are the APS Employment Principles. Employment Principles under section 10A of the Act state that the APS is a career based service that:

- makes fair employment decisions with a fair system of review
- recognises that the usual basis for engagement is as an ongoing APS employee
- makes decisions relating to engagement and promotion that are based on merit
- requires effective performance from each employee
- provides flexible, safe and rewarding workplaces where communication, consultation, cooperation and input from employees on matters that affect their workplaces are valued
- provides workplaces that are free from discrimination, patronage and favouritism; and
- recognises the diversity of the Australian community and fosters diversity in the workplace.

Delegates and selection committee members must conduct recruitment and selection activity consistent with the APS Employment Principles.

## **4.2. Merit Based Employment Decisions**

#### **4.2.1. Purpose**

Engagement and promotion decisions that are based on merit are a fundamental element of APS employment. The Act requires recruitment and selection to be merit-based, competitive and unbiased. There are additional requirements for filling Senior Executive Service (SES) vacancies.

Merit, under the Act and the Directions (see section 10A(c) of the Act and clause 2.8 of the Directions), means employment decisions should be based on an assessment of a person's ability to perform the role, and that decisions must be objective and fair, free from patronage, favouritism and discrimination.

A merit process involving a competitive assessment of candidates' suitability to perform the duties aligned to the vacancy must support all promotions and engagements.

#### **4.2.2. Principles**

The minimum requirements to be met to ensure engagement and promotion decisions are based on merit are:

- all eligible members of the community were given a reasonable opportunity to apply to undertake the relevant duties
- an assessment is made of the relative suitability of the candidates to perform the relevant duties, using a competitive selection process
- the assessment is based on the relationship between the candidates' work-related qualities and the work-related qualities genuinely required to perform the relevant duties
- the assessment focuses on the relative capacity of the candidates to achieve outcomes related to the relevant duties; and
- the assessment is the primary consideration in making the decision for employment.

(See section 10A and 17 of the Act and clause 2.7 of the Directions).

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## 4.3. Vacancy Management

### 4.3.1. Purpose

Decisions to undertake recruitment activity needs to be thoroughly considered, planned and appropriately resourced. Such decisions should be evaluated against the need to maximise the use of the existing workforce and filling vacant roles with employees on the allocation pool in the first instance, where appropriate.

The Department's policy in regards to recruitment processes is to ensure the fair, transparent and merit-based recruitment of employees to the Department. Recruitment processes will vary and each will have its own considerations and requirements, taking into account the principles outlined in this Policy Statement. Selection processes will vary between roles within the Department, based on assessing the key capabilities and competencies required for the particular role. These requirements form part of the assessment process and the selection of the best candidate for the role.

### 4.3.2. Principles

The delegate will need to determine in advance the selection process to be used. The delegate is responsible for clearly communicating the selection process to ensure that all applicants and selection committee members understand what is expected of them, with respect to standards, roles and responsibilities. The selection process used will need to conform to the Department's minimum mandatory selection process for the various roles and cohorts within the Department. Any departure from these minimum requirements will require approval from the Secretary or the Chief Operating Officer.

The Department has also adopted additional practices consistent with the APS Employment Principles, which also recognise the Department's business needs and internal workings. Full details are provided in the:

- Procedural Instruction On-boarding
- Procedural Instruction Recruitment
- Procedural Instruction Overseas Postings; and
- Procedural Instruction Probation.

## 4.4. Workplace Equality, Diversity and Inclusion

### 4.4.1. Purpose

The Department is committed to building and valuing a diverse workforce that represents the community we serve. Our recruitment processes foster inclusiveness and embrace the diversity of our people, including differences in cultural backgrounds, race, ethnicity, disability, age, gender identity and sexual orientation. All employees are provided equal access to development, promotion, services and opportunities.

### 4.4.2. Principles

The following principles underpin the Department's approach to advertising, recruitment and selection in the Department:

- supporting the Government's agenda to improve the representation of Indigenous Australians in the workforce
- ensuring strong representation of Aboriginal and Torres Strait Islander staff by removing barriers to career progression and enhancing employment opportunities through diverse locations and development programmes
- promoting disability awareness and confidence, and creating an environment that welcomes, supports and encourages an inclusive workplace for people with disability.

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- creating an inclusive and enabling culture that recognises the contribution of all genders, and providing opportunities for leadership, career development, flexible work and equal participation
- continuing to build a workforce that respects and values the contributions of our culturally and linguistically diverse staff, who bring a vast range of individual experiences and capabilities valuable to the work we do
- providing a safe, open and accepting environment that supports people of all sexualities and gender identities, where employees can bring their authentic selves to work; and
- engaging in methods to retain corporate knowledge and career experience of our mature workforce, while increasing representation and developing the skills of our younger workforce.

## **4.5. Conditions of Engagement**

### **4.5.1. Purpose**

Under section 22(6) of the Act, the Department is able to impose conditions on the engagement and employment of its employees. Conditions imposed are to ensure that employees recruited have the appropriate probation, citizenship, formal qualifications, and security, character and health clearances relevant to the duties to be performed.

### **4.5.2. Principles**

Conditions imposed will align to the Department's minimum mandatory conditions of engagement for various roles within the Department (unless otherwise approved in writing by the Secretary or the Chief Operating Officer).

Conditions of engagement imposed on new ongoing employees include, but are not limited to:

- obtaining and maintaining an Employment Suitability Clearance (all roles)
- obtaining and maintaining security clearance at the minimum level of Baseline (all roles)
- holding (or having the ability to obtain) tertiary, professional or trade qualifications where required in order to undertake specialist roles (for example, Public Affairs Officer holding a Communications or Public Relations degree) this would include the requirement for employees in child-related positions to hold a Working with Children Check or equivalent (selected roles)
- meeting health and fitness standards commensurate with the duties performed and the environment where duties are performed (selected roles)
- completing a mandatory probation period in which work is performed to a satisfactory level (all roles); and
- Australian citizenship (all roles unless waived by an officer who holds delegation to do so).

Generally, employees must meet or satisfy essential qualification requirements prior to an employment offer for a role taking effect.

## **5. Accountability and responsibilities**

The Secretary is empowered under the Act to make employment decisions for the Department. Statutory powers to promote, engage and temporarily or permanently move an APS employee within the Department, in most circumstances, have been delegated to Executive Level 2 employees and above.

The delegate must familiarise themselves with the powers they have as reflected in the Group Table found on MyHR.

Table 2 – Policy Statement governance roles and responsibilities

Position	Accountability and/or responsibility
ABF Commissioner	The ABF Commissioner has powers under section 26 of the ABF Act relating to the essential qualification of ABF employees in the performance of their duties.
Delegate	Delegates are responsible for making selection decisions and are accountable for ensuring that selection processes and decisions comply with legislative and policy requirements.  Delegates are responsible for providing the administrative prerequisites to the Recruitment team to allow the employee to be on-boarded in a timely manner, including all evidentiary material relevant to the role.
People Division	People Division is responsible for: <ul style="list-style-type: none"> <li>• developing and maintaining the Recruitment and Onboarding policy and relevant guidance material</li> <li>• providing assistance to business areas to implement the Recruitment and Onboarding policy</li> <li>• evaluating, ongoing review and amendment of the Recruitment and Onboarding policy; and</li> <li>• quality control and compliance with the Recruitment and Onboarding policy</li> </ul> People Division will assist with the administration associated with selection, offers of employment and the onboarding of successful candidates.
Secretary	Under the Act, the Secretary has responsibility for employment decisions, including recruitment and selection decisions, in the Department.  The Secretary is authorised under section 22 of the Act to impose conditions on engagement. Further, the Secretary may, from time to time impose essential qualifications using powers under section 20 of the Act.  The Secretary also has powers under section 55 of the <i>Australian Border Force Act 2015</i> (the ABF Act) relating to the essential qualifications of IBP workers.

## 6. Statement of Expectation

This Policy Statement under the Policy and Procedure Control Framework sets out guidance and principles and outlines statutory, regulatory or organisational requirements.

All employees will have due regard to this Policy Statement and will only depart from it if:

- is reasonable and justified in the circumstances;
- all risks have been considered; and
- approval has been sought and responsibility accepted for documenting the justification for the decision.

Where this Policy Statement contains directions, employees who are subject to the statement must comply with these directions.

All records created as a result of this policy must be managed in accordance with the Records Management Policy Statement. Records created as a result of this policy must be saved in TRIM RM8 or an approved business system.

## **7. Related Framework documents**

This Policy Statement is supported by Departmental procedural instructions, including but not limited to the:

- Procedural Instruction: On-boarding
- Procedural Instruction: Recruitment
- Procedural Instruction: Overseas Postings
- Procedural Instruction: Probation
- Procedural Instruction: Reasonable Adjustments
- Standard Operating Procedure: Guide for Selection Committees
- Standard Operating Procedure: Creating Job Requisitions
- Supporting Material: On-boarding Checklist for Supervisors
- Supporting Material: Rating Scale
- Supporting Material: Declaration of Impartiality

## **8. References and legislation**

- *Australian Public Service Commissioner's Directions 2016* (Cth)
- *Australian Border Force Act 2015* (Cth)
- *Public Service Act 1999* (Cth)
- *Public Service Regulations 1999* (Cth)
- *Public Service Classification Rules 2000* (Cth)
- *Gender Equality Action Plan 2017-20*

## **9. Consultation**

### **9.1. Internal consultation**

- Integrity and Professional Standards Branch
- Records Management, FOI, Privacy and Records Management Branch
- Civil, Commercial and Employment Law Branch, Legal Division
- People Division

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## 10. Document details

BCS Category/Function	Human Resources Management
BCS Sub-Category/Sub-Function	Recruitment/Policy and Procedures
Period of Effect	July 2021

### 10.1. Document change control

Version number	Date of issue	Author(s)	Brief description of change
0.1	14 May 2018	People Management Branch	
0.2	21 May 2018	People Management Branch	Incorporate feedback

### 10.2. Approval

Approved by:	First Assistant Secretary, People Division
Approved on (date):	September 2018



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# Statement of Commitment: Workplace Diversity and Inclusion

We commit to building and valuing a diverse workforce that represents the community we serve. A workforce that fosters inclusiveness and embraces the diversity of its people, such as neurodiversity, differences in cultural backgrounds, race, ethnicity, disability, age, gender identity or sexual orientation.

We support our staff by realising their full potential through removing employment-related disadvantage and barriers to participation.

We will drive innovation, performance and productivity by empowering our diverse workforce to utilise the unique skills, ideas, perspectives and qualities that they contribute every day.

We will encourage applications from a broad range of suitably skilled people to deliver our diverse responsibilities and to perform our many complex roles by offering flexible work arrangements, through diversity networks, and by implementing relevant diversity action plans.

## Our commitment

Our Executive, managers and staff will:

- Create a supportive and enabling culture that recognises the contribution of all genders, and provides opportunities for leadership, career development, flexible work and equal participation.
- Promote disability awareness and confidence, and create an environment that welcomes, supports and encourages an inclusive workplace for people with disability or those who are neurodivergent.
- Ensure strong representation of Aboriginal and Torres Strait Islander staff by removing barriers to career progression and enhancing employment opportunities through diverse locations and development programmes.
- Continue to build a workforce that respects and values the contributions of our culturally and linguistically diverse staff, who bring a vast range of individual experiences and capabilities valuable to the work we do.
- Provide a safe, open and accepting environment that supports people of all sexualities and gender identities, where staff can bring their authentic selves to work.
- Engage in ways to retain the corporate knowledge and career experience of our mature workforce, while increasing representation and developing the skills of our younger workforce.

This Statement of Commitment operates in the context of the legislative framework for the Australian Public Service, key Australian Government initiatives for promoting diversity and equal employment opportunity, and the Department's People Strategy 2025.

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For information on COVID-Safe workplace and transitioning back to the workplace, please visit the [COVID-Safe Workplace pages on MyHR](#)



MyHR

# Support for Aboriginal and Torres Strait Islander peoples

## Indigenous Staff Support Network

We encourage Aboriginal and Torres Strait Islander staff to join the Indigenous Staff Support Network (ISSN) Jam group in [ourPeople](#). This is a national platform for both Indigenous and non-Indigenous staff to engage, develop and advance.

ISSN Members meet quarterly to discuss a range of agenda items as well as the opportunity to collaborate and network.

Join the [Indigenous Staff Support Network on IAM](#) if you want to:

- engage nationally with colleagues
- develop your knowledge and skillsets
- take control of your career

## Career Coaches

We encourage Aboriginal and Torres Strait Islander staff to use our [Career Coaches](#). Coaches will work with you to:

- develop a career plan
- provide guidance
- help you understand what you'll need to achieve your goals

Coaches are available for face-to-face, phone or skype consultations. For further details about Career Coaches and to book a session, refer to [Career Planning](#).

## LinkedIn Learning

[LinkedIn Learning](#) previously Lynda.com, is an online platform that provides flexible, self-paced learning in relevant and transferable skills. Courses are available in:

- Risk Management
- Cyber Security
- Data Analytics
- People and Managerial Skills
- Leadership and Information
- Communications Technology

## Mentoring

Indigenous mentoring programs support new Aboriginal and Torres Strait Islander staff as they navigate the Australian Public Service.

The [APSC Indigenous Mentoring Program](#) will provide its members with tailored support to suit specific skills and abilities.

To become of the Indigenous Mentoring Program, refer to [APSC Indigenous Mentoring Program](#).

## Buddy Program

The Buddy Program assists Aboriginal and Torres Strait Islander peoples who are participating in an entry program supported by the Department, for example the:

- Indigenous Apprenticeship Program (IAP)
- Indigenous Australian Government Development Program (IAGDP)

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- Indigenous Graduate Program (IGP)

If you do not have a buddy, email [22\(1\)\(a\)\(ii\)](#)

## Studies Assistance and scholarships

You may be eligible to access up to 7.5 hours of paid study leave per week. This applies to either part-time studies or masters by research degrees and doctorates.

The [Indigenous Scholarships Portal](#) will connect you with available scholarships tailored to your skillsets at a wide range of institutions across Australia.

For more information and how to apply, refer to the [Studies Assistance policy \(PPCR\)](#) or email [22\(1\)\(a\)\(ii\)](#)

## Aboriginal and Torres Strait Islander organisations

The Department has a presence in every state and territory across Australia. There will always be local access to an Aboriginal and Torres Strait Islander organisation who is available to provide additional support outside of the Department.

To locate key organisations, refer to [Australian Institute of Family Studies information](#).

## Affirmative Measures

Affirmative measures are actions in the recruitment process to help Australian Public Service (APS) agencies recruit people who identify as Indigenous Australians or who have disability. The purpose of affirmative measures is to help Indigenous Australian applicants or people with disability to:

- overcome employment barriers
- increase their representation in the APS
- ensure the APS workforce accurately reflects the community it serves.

Further guidance is available in the [Affirmative Measures fact sheet \(84KB PDF\)](#).

## Contact

If you have any questions, you can:

- Email: [22\(1\)\(a\)\(ii\)](#)

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# Use of Social Media and Other Online Services

## Procedural Instruction

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# 1. Purpose

To outline your obligations when using social media and other online services in a personal capacity.

## 2. Introduction

For many people, social media and online services are a part of daily life. You are permitted to use social media platforms and other online services for personal use. However, just as there are limits to what you can say and do in the physical world, these limits also apply to you when you are online. For example, you are required to be apolitical and maintain the good reputation of the Department and Australian Government as a whole.

This is because (unlike private citizens) as employees of the Australian Public Service, you are required to behave, at all times, in a way that upholds the APS Values, Code of Conduct and Employment Principles. This includes when you are using social media or other online services in a personal capacity. Departmental contractors, external service providers and others who work with (or for) us<sup>1</sup> are also expected to meet the same standards of behaviour that the Department expects from its employees.

In addition, the Department (and more broadly Australian Government) imposes limitations on what you can say and do online because:

- foreign intelligence services, organised crime groups and others can (and do) use social media to target you – and to research if you could potentially be blackmailed or compromised; and
- there is no guarantee that information posted online will remain secure, or can be permanently removed at a later stage.

### 3.1. In Scope

The scope of this Procedural Instruction includes your obligations when using social media and other online services in a personal capacity. This Procedural Instruction applies to you if:

- you are employed by the Department (including the Australian Border Force) under the *Public Service Act 1999* (Cth), or
- you are otherwise considered to be an Immigration and Border Protection Worker for the purposes of section 4 of the *Australian Border Force Act 2015* (Cth) – including (but not limited to) Departmental contractors, consultants and external service providers.

In general terms, if you can access this Procedural Instruction from the Department's Intranet then you are subject to its requirements. If you are unsure as to whether this Procedural Instruction applies to you, contact 22(1)(a)(ii).

### 3.2. Out of Scope

This Procedural Instruction does not cover circumstances captured in the Department's other policies and procedures regarding:

- The use of:

<sup>1</sup> The Department's *Professional Standards Secretary Direction* requires that all Immigration and Border Protection Workers (as defined by section 4 of the *Australian Border Force Act 2015* (Cth)) who are not employed under the *Public Service Act 1999* (Cth) must meet the same standards of behaviour that are expected of the Department's employees. This includes behaving in a way that is consistent with the APS Values, Code of Conduct and Employment Principles.

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- the Department's official ICT systems including Departmental email and instant messaging services (refer to Acceptable use of Departmental ICT Systems and Information Procedural Instruction (PPN HR-3320));
- the Department's official social media and other online services (see the Social Media intranet page or contact Media and Engagement Branch at 22(1)(a)(ii) );
- social media and other online services for the purposes of performing official duties (refer to the Online Open Source and Social Media Access Policy (PPN TI-1214), as well as relevant local work area policies and procedures);
- Personal Mobile Electronic Devices whilst at Airports and Seaports (PPN TT-5383);and
- Personal Mobile Electronic Devices within Zone 4 and Zone 5 areas and Sensitive Compartmental Information Facilities (SCIFs) (contact Security Branch at 22(1)(a)(ii) or 22(1)(a)(ii) );
- Your obligations to:
  - comply with your legal obligations regarding the secrecy, use, access and disclosure of certain kinds of information, as well as any associated obligations under any relevant Memoranda of Understanding and Departmental policies and procedures. For further information, see section 4.3.1 of this Procedural Instruction, the Secrecy and Disclosure intranet page, check the Policy and Procedure Control Register for policies that may be relevant to you and/or contact 22(1)(a)(ii) );
  - report all Declarable Circumstances (including changes relating to social media usage) to Integrity and Professional Standards Branch;
  - declare (and work with the Department to manage) Conflicts of Interest and Declarable Associations (including relationships and associations that occur through your social media usage);
  - complete a Security Event Report relating to unusual activity or inappropriate advances/requests while using social media or other online services – or if classified or official information is observed on the internet that may have been unlawfully released. For further information, see the Security Event Reporting intranet page or contact Security Branch at 22(1)(a)(ii) or 22(1)(a)(ii) and
  - report suspected breaches of Departmental policies and procedures that may amount to serious misconduct, fraud or corruption, (including Use of Social Media and Other Online Services PPN TI-6532) to Integrity and Professional Standards Branch. For more information see the Reporting Integrity Issues intranet page or contact Integrity and Professional Standards at 22(1)(a)(ii) or 22(1)(a)(ii) );

This Procedural Instruction does not cover strategies for you to manage your own personal safety and cyber security risks when using the internet. For information on how to manage these risks, visit [www.staysmartonline.gov.au](http://www.staysmartonline.gov.au).

## 4. Procedural Instruction

### 4.1. Obligations when using social media in a personal capacity

**At all times, you must behave in a way that upholds the APS Values, Code of Conduct and Employment Principles.** The APS Values, Code of Conduct and Employment Principles are included at Attachment A. Section 4.3 outlines how you can meet these obligations in practice.

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You must meet these standards of behaviour while you are both on and off duty, even if you are using social media and online services:

- under a false name such as an alias or pseudonym; and/or
- through a joint, private and/or anonymous account.

If you use social media or online services, you also need to ensure that you do not:

- identify yourself as being employed by (or otherwise associated with) the Department; or
- post anything that could enable someone to determine that you are employed by (or otherwise associated with) the Department.

While it is not recommended by the Department, should you choose to do so, you can identify yourself as being employed by (or associated with) the Australian Government. If you chose to do so, you should exercise an additional degree of caution about what you say and do online. This is because if you publicly advertise or promote on your personal social media or other online accounts that you are an employee or associate of the Australian Government, the risk of you being targeted and your online activities being monitored by foreign intelligence services, organised crime, the media, general public and others is significantly increased.

### 4.1.1. Professional networking and associations

Your obligations in section 4.1 apply to the use of professional networking sites such as LinkedIn.

The Department's online training platform LinkedIn Learning is available for all employees. An employee can access LinkedIn Learning courses via [ourPeople](#). You are not required to create a personal LinkedIn profile to access LinkedIn Learning. For further information, see [MyHR](#) or contact

22(1)(a)(ii)

In some cases, you may need to disclose your employer to a professional association for membership purposes. Certain professional associations (such as a Law Society) may also publish this information online. Provided that you are required to be a member of a professional association to perform your duties with the Department, this information may be published by the association.

### 4.1.2. Individuals whose information is already in the public domain

In certain cases, information about you such as your photograph, name and rank/title may already be in the public domain. For example, this information may have been published online if:

- you have participated in authorised media engagement activities;
- you have attended conferences or professional networking events;
- you have been the contact officer for recruitment or procurement related activities;
- your name is recorded on an official Australian Government public directory or Gazette;
- you have been a subject or witness in court proceedings; or
- you have appeared on a Border Security episode.

Even in these circumstances, your obligations in section 4.1 continue to apply. This includes the requirement that you do not specifically identify yourself as an employee or an associate of the Department when you are using social media or other online services in a personal capacity. You should also exercise an additional degree of caution about what you say and do online. This is because if you have already been identified in the public domain as being an employee or associate of the Department, the risk of you being targeted and your online activities being monitored by foreign intelligence services, organised crime, the media, general public and others is significantly increased. This is particularly the case if you have a unique or uncommon



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name, through which your personal online activities and profiles could be linked to your connection with the Department.

### 4.1.3. Additional obligations on Senior Executive Service (SES) employees

Senior Executive Service (SES) employees have a particular responsibility when using social media and other online services in a personal capacity because they:

- can influence the relationship between stakeholders and government;
- are likely to be required to advise on, or lead, the implementation of government policies and programs within agencies and across agency and portfolio boundaries; and
- are required by personal example to promote the *APS Values* and compliance with the *Code of Conduct*.

If you are a SES employee, you should give careful and particular consideration to how your online activities could be perceived, as they are likely to attract an additional degree of scrutiny from the media and general public.

## 4.2. Making public comment on social media

The Department respects your freedom to participate in Australia's democratic processes. You are free to:

- like, share, follow and comment on official Departmental social networking posts; and
- make public comment in an unofficial capacity (including on official Departmental social networking posts), as long as:
  - your comments are lawful (for example, you have not unlawfully disclosed information, your comments do not breach anti-discrimination legislation and/or your comments are not defamatory);
  - you are clear to readers that you are expressing your own views, and
  - you do not say or do anything that could lead someone to conclude that you cannot serve the Government of the day impartially and professionally.

It is a good idea to include a statement on your social media platforms, or in individual posts if necessary, to the effect that your views don't represent those of your employer. However, this won't always protect you from a finding that you have breached the Code of Conduct.

For example, if you choose to publish material that is vehemently anti-government, a disclaimer of this kind will not make you immune to a Code of Conduct investigation. People who read that material will, rightly, wonder whether someone with opinions like these can genuinely serve the public and the government as an impartial and professional public servant. It may even affect the reputation of the Department and the Australian Public Service.

### 4.3. How to meet these obligations in practice

It is not possible to provide a detailed list of everything that you can or cannot do while online. We expect that you will exercise your judgement and common sense when using social media and online services – just as the Government expects you to do this when you are considering whether your actions in the physical world meet your obligations under the APS Values, Code of Conduct and Employment Principles. As a guiding principle, you should consider the following before doing anything online:

- if you would not say something in person, then you must not say it online;
- if you are unsure about whether a post may be inappropriate or could be misinterpreted, you should not post the material online;

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- how your actions would look to the following:
  - a friend, family and colleagues;
  - partner agencies such as the Australian Federal Police;
  - members of the public and general community (the 'pub test'); and
  - the media (the '7:30 report test').
- whether your actions will cause harm to another person or their reputation; and
- whether you are lawfully permitted to disclose the information (refer to section 4.3.1).

### 4.3.1. Legislative requirements for disclosure

In the course of your work, you may collect, access or use various kinds of information that has legislative restrictions on its disclosure.

You should refer to the Department's relevant procedural instructions or seek advice from the Privacy and Information Disclosure Section if you are unsure about information disclosure requirements for the following kinds of information:

- 'Personal information' – *Privacy Act 1988*.
- 'Immigration and Border Protection information' – *Australian Border Force Act 2015*.
- 'Identifying information' and 'movement records' – *Migration Act 1958*.
- 'Identifying information' – *Australian Citizenship Act 2007*.
- 'Passenger information' – *Customs Act 1901*.
- 'Electoral roll information' – *Commonwealth Electoral Act 1918*.
- 'Protected information' – (within the meaning of) *A New Tax System (Australian Business Number) Act 1999*.
- 'AusCheck scheme personal information' – *AusCheck Act 2007*

Part 5.6 of the *Criminal Code Act 1995* (Cth) also contains criminal offences for the unauthorised disclosure of Commonwealth information.

### 4.3.2. Examples of conduct that is not permitted

If this Procedural Instruction applies to you, examples of the types of conduct that is not permitted include:

- posting:
  - details of official Departmental email addresses or other Departmental contact details;
  - details of any official Departmental business including current operations, policy development, detentions, seizures, day-to-day work or matters before the courts;
  - material subject to copyright (such as the Department's or Australian Government's logos, crests or insignia);
  - photos of you wearing your official lanyard and/or uniform; and
  - photos of you at Departmental events or premises;
- friending or adding as a contact or associate:
  - anyone who is a Departmental client that you have met in an official capacity (for example a client whose visa you have assessed);

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- anyone you know or reasonably suspect is involved in (or has previously been involved in) criminal or illegal activities;
- anyone you know or reasonably suspect is currently (or was formerly) in immigration detention; and
- anyone who is an immediate family member of anyone detailed above;
- commenting
  - about your colleagues, clients or partner agencies in any way that is critical, demeaning or disrespectful; and
  - about the Department or the Australian Government and its polices and officers in any way that is overly critical (noting that criticising the work, or the administration of the Department is almost always going to be seen as a breach of the Code of Conduct); and
- supporting, liking, sharing or otherwise associating yourself with any extremist ideology such as supporter sites for Islamic State or white supremacist and neo-Nazi groups.

For further guidance, refer to the practical examples below as well as the following Australian Public Service Commission resources:

- [Making public comment on social media: A guide for employees](#)
- [Guidance for making public comment on social media](#)
- [APS Values and Code of Conduct in practice](#) and in particular [Section 6: employees as citizens](#)
- [Information about making public comment on social media \(Comcare v Banerji\)](#)

### 4.3.3. Practical example 1

John Sampson is a Marine Tactical Officer in the Australian Border Force (ABF). He operates a Facebook account where he does not identify himself as an ABF Officer. John's profile name is *John "Skipper" Sampson*. John maintains an 'open' Facebook profile and has posted links to a number of news articles relating to Operation Sovereign Borders including the interception and turn-back of boats. One of John's friends comments on one of John's posts, stating *"mate you and the boys are doing a great job, I know it's hard work for you and the crew while you are at sea but keep it up!"* John then replies to this comment *"thanks mate, has been pretty intense lately, lots of long hours ... they haven't breached the borders yet!"*

John is allowed to like and post links to media articles relating to the Department and its operations. However, in this case, John may have breached his obligations because his comments could enable someone to work out that he is employed by the ABF. In addition, John may have disclosed classified and/or sensitive operational information. The correct course of action in this example would be for John to:

- delete his friend's comment;
- not comment himself;
- politely ask his friend to stop referring to his work or position online; and
- reconsider the privacy settings on his Facebook account, including what can be posted by others on his Facebook page.

### 4.3.4. Practical example 2

James, Sally and Monica operate a WhatsApp group outside of work hours. They use the WhatsApp group to mainly discuss common interests outside of the workplace. Recently, James has started to post messages to the group about his supervisor Brian. James' messages become increasingly critical of Brian, stating *"...Brian is such an idiot, I can't believe someone promoted him to an EL2. What a joke! Seriously what is*



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*wrong with this place ... he doesn't even know how to write a Minute! Every day I am constantly fixing his mistakes...I'm sick of his incompetence. Yesterday he asked me what a BFORT was – can you believe it! And he came from the ABF!! lol seriously what a load of rubbish!!!!!!...Next time he annoys me I am going to scream :p..”*

Even though the group is using WhatsApp in their own private time, James may have still breached his obligations under the *APS Values* and *Code of Conduct* because he has not treated his colleague with respect and courtesy. In cases such as this, members of private groups can and often do take copies of the chat history and provide these to Integrity and Professional Standards Branch for investigation. Even social media services such as Snapchat are not immune to being captured and circulated outside of those services.

### 4.3.5. Practical example 3

Susie operates a blog known as *The True Observer*. The blog is run using an alias *@truthseeker*. Susie has not posted anything about who she is or that she is employed by the Department. The domain for her blog is also registered using a privacy protection service.

The purpose of *The True Observer* as stated on the blog is to ‘expose the crooked politicians’. She uses the blog to re-post a series of news articles about corruption within the Australian Government. In addition, she writes her own articles on the blog. All articles follow a similar theme alleging that mainstream political parties are corrupt and should therefore be voted out at the next Federal Election. Several current and former Ministers are directly referred to in the articles.

While Susie is engaging in political discourse, her allegations of widespread corruption in all major political parties (including the Department’s current Minister) could be seen to be so critical that it may call into question her ability to support the government of the day. It does not matter that Susie is posting this material anonymously.

## 5. Accountability and responsibility

Role	Description
Immigration and Border Protection Worker (IBP) workers	<p>Have a responsibility to read and understand this document.</p> <p>Have a responsibility to use social media and other online services in a responsible manner in line with this Procedural Instruction and the <i>APS Values, Code of Conduct</i> and <i>Employment Principles</i>.</p> <p>Have a responsibility to report any suspected breaches of this policy to Integrity and Professional Standards Branch.</p>
Supervisors and managers	<p>Have a responsibility to read and understand this document.</p> <p>Have a responsibility to use social media and other online services in a responsible manner in line with this document and the <i>APS Values, Code of Conduct</i> and <i>Employment Principles</i>.</p> <p>Have a responsibility to assist staff to understand their obligations in regards to this policy and how to use social media and other online services in a responsible manner.</p> <p>Have a responsibility to immediately take reasonable management action in relation to staff engaging in suspected non-compliance with this policy. This may include supervisors and managers calling out inappropriate behaviours as and when they become known, asking staff to comply with</p>

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Role	Description
	<p>this policy and reporting the matter and their actions to Integrity and Professional Standards Branch.</p> <p>Have a responsibility to report any suspected breaches of this policy to Integrity and Professional Standards Branch.</p>
Senior Executive Service (SES) employees	Have a responsibility to promote compliance with the <i>APS Values, Code of Conduct</i> and <i>Employment Principles</i> including this Procedural Instruction – including leading by personal example.
Integrity and Professional Standards Branch (IPS)	<p>Administers and maintains this Procedural Instruction and related documentation.</p> <p>Receives referrals and makes assessments about Integrity related matters that relate to serious breaches of this Procedural Instruction.</p>

### 5.1. Statement of Expectation

The Australian Public Service (APS) Code of Conduct states that 'an APS employee must comply with any lawful and reasonable direction given by someone in the employee's Agency who has authority to give the direction' (subsection 13(5) of the *Public Service Act 1999*).

Failure by an APS employee to comply with any direction contained in a Policy and Procedure Control Framework (PPCF) document may be determined to be a breach of the *APS Code of Conduct*. Which could result in sanctions up to and including termination of employment as set out in subsection 15(1) of the *Public Service Act 1999*.

The *Secretary's Professional Standards Direction* issued under subsection 55(1) of the *Australian Border Force Act 2015* (ABF Act) requires all IBP workers who are not APS employees (such as contractors or consultants) to comply with any lawful and reasonable direction given by someone in the Department with authority to issue that direction.

Failure by an IBP worker who is not an APS employee to comply with a direction contained in a PPCF document may be treated as a breach of the *Professional Standards Direction* which may result in the termination of their engagement under section 57 of the ABF Act. Non-compliance may also be addressed under the terms of the contract engaging the contractor or consultant.

## 6. Version Control

Version number	Date of issue	Author(s)	Brief description of change
1.0	July 2019	22(1)(a)(ii)	Draft
2.0	September 2019	22(1)(a)	Draft
3.0	September 2019	22(1)(a) (i)	Review and editing
4.0	September 2019	22(1)(a) (i)	Draft

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Version number	Date of issue	Author(s)	Brief description of change
4.1	October 2019	22(1)(a)(ii)	Updated draft
4.2	January 2020	22(1)(a)(ii)	Revised structure and incorporation of comments from stakeholders within IPS Branch
4.3	February 2020	22(1)(a)(ii)	Revised to include additional feedback
4.4	March 2020	22(1)(a)(ii)	Final draft
4.5	April 2020	22(1)(a)(ii)	Incorporation of comments from Legal Division

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## Attachment A – Definitions

Term	Acronym (if applicable)	Definition
<i>Australian Public Service Code of Conduct</i>	<i>Code of Conduct</i>	<p>The <i>Code of Conduct</i> requires that an APS employee must:</p> <ul style="list-style-type: none"> <li>• behave honestly and with integrity in connection with APS employment;</li> <li>• act with care and diligence in connection with APS employment;</li> <li>• when acting in connection with APS employment, treat everyone with respect and courtesy and without harassment;</li> <li>• when acting in connection with APS employment, comply with all applicable Australian laws;</li> <li>• comply with any lawful and reasonable direction given by someone in the employee's Agency who has authority to give the direction;</li> <li>• maintain appropriate confidentiality about dealings that the employee has with any Minister or Minister's member of staff;</li> <li>• take reasonable steps to avoid any conflict of interest (real or apparent) and disclose details of any material personal interest of the employee in connection with the employee's APS employment;</li> <li>• use Commonwealth resources in a proper manner and for a proper purpose;</li> <li>• not provide false or misleading information in response to a request for information that is made for official purposes in connection with the employee's APS employment;</li> <li>• not improperly use inside information or the employee's duties, status, power or authority: <ul style="list-style-type: none"> <li>○ to gain, or seek to gain, a benefit or an advantage for the employee or any other person; or</li> <li>○ to cause, or to seek to cause, detriment to the employee's Agency, the Commonwealth or any other person;</li> </ul> </li> <li>• at all times behave in a way that upholds the <i>APS Values and Employment Principles</i>, and the integrity and good reputation of the employee's Agency and the APS;</li> <li>• while on duty overseas, at all times behave in a way that upholds the good reputation of Australia; and</li> <li>• comply with any other conduct requirement that is prescribed by the regulations.</li> </ul>
<i>Australian Public Service Employment Principles</i>	<i>Employment Principles</i>	<p>The APS is a career-based service that:</p> <ul style="list-style-type: none"> <li>• makes fair employment decisions with a fair system of review;</li> <li>• recognises that the usual basis for engagement is as an ongoing APS employee;</li> </ul>

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Term	Acronym (if applicable)	Definition
		<ul style="list-style-type: none"> <li>• makes decisions relating to engagement and promotion that are based on merit;</li> <li>• requires effective performance from each employee;</li> <li>• provides flexible, safe and rewarding workplaces where communication, consultation, cooperation and input from employees on matters that affect their workplaces are valued;</li> <li>• provides workplaces that are free from discrimination, patronage and favouritism; and</li> <li>• recognises the diversity of the Australian community and fosters diversity in the workplace.</li> </ul>
<i>Australian Public Service Values</i>	<i>APS Values</i>	<p>The <i>APS Values</i> articulate the Australian Government's expectations of public servants in terms of performance and standards of behaviour. The principles of good public administration are embodied in the APS Values. The <i>APS Values</i> require that we are:</p> <p><b>Impartial:</b> The APS is apolitical and provides the Government with advice that is frank, honest, timely and based on the best available evidence.</p> <p><b>Committed to service:</b> The APS is professional, objective, innovative, efficient, and works collaboratively to achieve the best results for the Australian community and the Government.</p> <p><b>Accountable:</b> The APS is open and accountable to the Australian community under the law and within the framework of Ministerial responsibility.</p> <p><b>Respectful:</b> The APS respects all people including their rights and their heritage.</p> <p><b>Ethical:</b> The APS demonstrates leadership, is trustworthy and acts with integrity, in all that it does.</p>
Immediate Family Member		<p>An Immediate Family Member means:</p> <ul style="list-style-type: none"> <li>• a spouse, de facto partner, child, parent, grandparent, grandchild or sibling of an individual;</li> <li>• a child, parent, grandparent, grandchild or sibling of a spouse or de facto partner of an individual; and</li> <li>• any other individual or family member (such as a cousin, aunt, uncle, niece or nephew) with which an individual has a close familial relationship that has the same characteristics as a relationship outlined above.</li> </ul>
Immigration and Border Protection Worker	IBP worker	<p>Defined in section 4 of the ABF Act and the <i>Secretary's Determination of Immigration and Border Protection Workers</i>, includes but is not limited to:</p> <ul style="list-style-type: none"> <li>• all APS employees in the Department;</li> </ul>

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Term	Acronym (if applicable)	Definition
		<ul style="list-style-type: none"> <li>persons employed by an Agency under the <i>Public Service Act 1999</i> whose services are made available to the Department (often referred to as 'secondees');</li> <li>persons engaged as consultants or contractors to perform services for the Department in-house in the Department; and</li> <li>persons engaged as consultants or contractors to perform services for the Department that require non-public access to Departmental Assets.</li> </ul>
Online services		Is any other website, application or platform that allows for user participation and interaction even if this is not the primary purpose of the website, application or platform. This includes, for example, news, product/service/travel review, shopping or other websites and services.
Personal capacity		Refers to all use of social media or other online services that is undertaken outside of your official duties as an IBP worker.
Personal Mobile Electronic Device	PMED	<p>Personal devices with telecommunication, internet access or sound or image recording capability and include (but is not limited to):</p> <ul style="list-style-type: none"> <li>mobile phones</li> <li>smart watches</li> <li>iPods\MP3 players</li> <li>digital cameras and camera phones</li> <li>laptops and tablet computers.</li> </ul>
Post	N/A	Refers to any shared or created content put on social media. This could be a post on Facebook or content created and edited on Wikipedia.
Social media	N/A	<p>Broadly defined, social media includes tools such as websites and applications that allow users to create and share content and to participate in social networking. Generally, social networks are used to share personal information in a combination of comments, messages, photos and/or videos. Social media may include:</p> <ul style="list-style-type: none"> <li>social networks, such as Yammer, Facebook and LinkedIn;</li> <li>media sharing networks, such as Snapchat, Instagram, SoundCloud and YouTube;</li> <li>bookmarking and content curation networks such as Pinterest;</li> <li>blogging networks such as WordPress;</li> <li>micro-blogging networks such as Twitter;</li> <li>discussion forums such as Whirlpool;</li> <li>wikis such as Wikipedia;</li> </ul>

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Term	Acronym (if applicable)	Definition
		<ul style="list-style-type: none"><li>• online gaming networks such as World of Warcraft (WOW); and</li><li>• sharing economy websites such as Gumtree and Uber.</li></ul>
"You" or "your" and "yourself"		<p>In this procedural instruction, a reference to "you", "your" or "yourself" means an individual who is an IBP worker.</p> <p>The APS Values and Code of Conduct govern the conduct of IBP workers who are Australian Public Service employees.</p> <p>IBP workers who are not employed under the <i>Australian Public Service Act 1999</i> must comply with the Secretary's <u>Professional Standards Secretary Direction</u>, which, in effect, requires you to behave in a manner that is consistent with the APS Values, Code of Conduct and Employment Principles.</p>

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## Attachment B – Assurance and Control Matrix

### 1.1. Powers and obligations

Legislative Provision			Is this a delegable power?	If delegable, list the relevant instruments of delegation
Legislation	Reference (e.g. section)	Provision		
<i>Public Service Act 1999</i>	subs 13 (5) subs 13 (11)	Section 13 of the <i>Public Service Act</i> contains the <i>APS Code of Conduct</i>	No	N/A
<i>Australian Border Force Act 2015</i>	subs 55(1)	The Secretary may give directions to IBP workers in connection with the administration and control of the Department	No	N/A

### 1.2. Controls and assurance

<b>Related Policy</b>	<ul style="list-style-type: none"> <li>Acceptable use of Departmental ICT Systems and Information Procedural Instruction (PPN HR-3320)</li> <li>Online Open Source and Social Media Access Policy (PPN TI-1214)</li> <li>Records Management Policy (PPN TI-1094)</li> </ul>
<b>Procedures / Supporting Materials</b>	<ul style="list-style-type: none"> <li>Declarable Circumstances Procedural Instruction (PPN SM-1552)</li> <li>Declarable Associations Procedural Instruction (PPN SM-1551)</li> <li>Conflicts of Interest Procedural Instruction (PPN SM-1556)</li> <li>Workplace Behaviour Instruction and Guideline (PPN HR-2193)</li> <li>Protective Security Policy Framework</li> <li>Secretary Determination of Immigration and Border Protection Workers</li> <li>Secretary Determination 1 of 2015 – Professional Standards</li> <li>Secretary Determination 2 of 2015 – Employment Suitability and Security Screening</li> <li>Secretary Determination 3 of 2015 – Integrity Measures</li> </ul>
<b>Training/Certification or Accreditation</b>	The Essentials eLearning

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Other required job role requirements	Employment Suitability Clearance Baseline Security Clearance
Other support mechanisms (eg who can provide further assistance in relation to any aspects of this instruction)	Integrity Strategy and Policy 22(1)(a)(ii)
Escalation arrangements	Director, Integrity Strategy and Policy Integrity and Professional Standards Branch   Integrity, Security and Assurance Division
Recordkeeping (eg system based facilities to record decisions)	Trim
Control Frameworks (please refer to a specific document outlining QA or QC arrangements)	Integrity Framework
Job Vocational Framework Role	All Job Roles

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## **Attachment C – Consultation**

### **1.1. Internal consultation**

- Integrity, Security and Assurance Division
- Communications and Media Branch
- Media & Engagement Branch
- Legal Group
- Records Management Section
- Workforce Management and Coordination (NSCF)
- Privacy & Information Disclosure Section
- Freedom of Information Section
- Cyber Risk Services
- PPCF Section

### **1.2. External consultation**

- Australian Commission for Law Enforcement Integrity



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# Home Affairs Workplace Determination

## Fact Sheet 3.1- Increase to working hours (former ACBPS employees)

### Key Facts

The Workplace Determination (WD) has standardised working hours to 37.5 hours each week or average thereof; replacing 36.75 hours. For full time employees working a standard Monday to Friday working week, this equates to an additional 9 minutes each day. For shift workers, an average of 45 minutes has been added to each week of the roster.

These changes took effect on commencement of the WD (8 February 2019).

### Summary of changes on implementation

#### Definition

For the purpose of the following information, '*uplift or uplifted*' means an increase to your leave balances to reflect the increase to your working hours (2.04 per cent). Where there is an increase to your weekly working hours of 2.04 per cent (or average over a roster), your leave balances will be increased by 2.04 per cent.

The table below provides information in regards to the implementation of these changes.

Employee category	Action Required on Day 1	Uplift to leave balances
<u>Full-time shift worker</u>	<p><b>You will need to be aware of the changes made to start and/or finish times in your shift roster.</b></p> <p>From commencement of the WD, all roster schedules for full-time employees were adjusted based on an average working week of 37.5 hours.</p> <p>Your work area should have discussed these changes with you in advance of the WD commencing. If you have not received a copy of your adjusted roster schedule please discuss this with your manager.</p>	<p><b>Automatic</b> - Leave balances were increased so that impacted employees continue to have an equivalent number of days of leave credit following the increase to working hours.</p>
<u>Full-time flex worker</u>	<p><b>No action required –</b></p> <p>On commencement of the WD, flex sheets were adjusted to reflect a 7.5 hour working day.</p> <p>To prevent excess flex debits accumulating, employee should have adjusted their start and finish time each day (within the flex bandwidth and subject to operational requirements for their workplace) to meet the increase to working hours.</p>	<p><b>Automatic</b> - Leave balances were increased so that impacted employees continue to have an equivalent number of days of leave credit following the increase to working hours.</p>

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Employee category	Action Required on Day 1	Uplift to leave balances
	You need to make sure you are working sufficient hours to remain within the maximum carry over limits (37 hour 30 minute credit maximum and 10 hour debit maximum)	
<a href="#">Full-time APS1-6 employees with variable working hours (VWH) arrangement – compressed working hours based on the standard working week.</a>	<p><b>Your VWH arrangement ceased on commencement of the WD</b> and you were reverted to a flex-time worker to maintain your full-time status.</p> <p>Your flex sheet should have automatically adjust to reflect a 7 hour 30 minute working day. You will need to submit a new <a href="#">VWH schedule</a> based on a 37.5 hour working week to maintain your agreed flexible working hours arrangement.</p>	<a href="#">Automatic</a> - Leave balances were increased so that impacted employees continue to have an equivalent number of days in leave credit following the increase to working hours
<a href="#">Full-time EL employees</a>	<p><b>Your notional weekly hours of work changed to 37.5 hours a working week.</b></p> <p>If you have fixed agreed days and times of work through a flexible working arrangement, you will need to discuss these with your manager to make sure they are updated to reflect a 37.5 hour working week. If will need to submit a new <a href="#">VWH schedule</a> in easySAP based on a 37.5 hour working week to maintain your agreed flexible working hours arrangement.</p>	<a href="#">Automatic</a> - Leave balances were increased so that impacted employees continue to have an equivalent number of days in leave credit following the increase to working hours
<a href="#">Part-time employees (including part time shift workers)</a>	<p><b>No change</b></p> <p>Your working hours should not have increased unless elected to do so.</p> <p>As a result of the standardisation working hours based on a 37.5 hour working week, there is an <a href="#">impact to your pro-rata salary calculations</a>. You can offset this by electing to increase you part-time working hours by 2.04 percent.</p>	If you elect to <a href="#">increase your working hours</a> by <b>7 April 2019</b> , by at least 2.04 per cent, your <a href="#">leave balances will be uplifted</a> by 2.04 per cent.

## Transitional Arrangements

### Shift workers

Prior to the WD commencing, your work area should have discussed with you the necessary changes to roster schedules. New shift rosters are based on an average 37.5 hour working week over the roster cycle for all shift workers.

#### When will my new shift roster commence?

Your new roster schedule commenced on 8 February 2019, on the day the FWC made the WD. If your shift commenced on 7 February 2019 and end on 8 February 2018, for example (10pm to 6am), the increase to working hours should not have taken effect until your next rostered shift.

#### What happens if my work area has not amended my shift roster?

In order to smoothly transition to the new working hours, Payroll Services proactively worked with impacted business areas to ensure all rosters schedules would reflect the standardised working hours on commencement of the WD. If your roster schedule has not changed or you have not been provided with an updated roster schedule, you should immediately talk to you roster clerk or manager.



### I am part-time, will my shift roster change?

If you are a part-time shift worker, your current shift roster should not have changed unless you elected to increase your working hours. Where you do not elect to change your part-time hour in line with the increase to working hour there is an [impact to your pro-rata salary calculations](#).

### Uplift to leave balances

- If you are a full-time shift worker, please refer to [‘uplift of leave balances’](#) for full-time employees.
- If you are a part-time shift worker, please refer to [‘uplift of leave balances’](#) for part-time employees.

### Full-time employees

On commencement of the WD, if you are a full time former ACBPS employee, your working hours increased from a 7 hour 21 minute working day (7.35 hours) to a 7 hour 30 minute working day (7.5 hours).

- If you are an APS1-6 flex-time employee, your flex sheet should reflect a 7 hour 30 minute working day from 8 February 2019.

### Uplift of leave balances

- Your existing annual, personal and purchased leave balances were uplifted in the first pay cycle by 2.04 per cent to reflect the increase to working hours.
  - If you have a War Service Sick leave balance, this was also uplifted.

If your leave balances have not been uplifted please [make an enquiry](#) through the HR Portal.

The table below provides examples of uplifted leave balances that reflect the increase to working hours:

Table 1: Uplift to leave balances

Leave balance (days)	Leave balance (hours) Based on 7.35 hours a day	2.04 % uplift	Equivalent leave balance (hours) Based on 7.5 hours a day
5	36.75	0.75	37.5
7	51.45	1.05	52.5
10	73.5	1.5	75
18	132.30	2.7	135
20	147	3	150
40	294	6	300

- Long Service Leave (LSL) and Defence Force Reserve Leave is credited and taken in days. This means an uplift is not required as there is no impact as a result of the increase to daily working hours (or average increase over a roster).

### Full-time employees with a variable work hours arrangements

If you are an APS1-6 level employee, on commencement of the WD, your current variable work hours (VWH) arrangement automatically cease in SAP and your employment status was changed to a flex-time worker.

- This change was necessary to maintain your full-time status and to enable your leave balances to be uplifted. (Refer to the above section ‘Full-time employees’ regarding [‘Uplift of leave balances’](#)).
- The impact of this means that your flex sheet will be based on a 37.5 hour working week. If you continue to work hours in accordance with your current VWH schedule based on a 36.75 hour working week and do not increase your working hours, you will accumulate a flex debit of 45 minutes per fortnight.

- To prevent the accumulation of a flex debit and to maintain agreed variable working hours, you must either:
  - submit a new VWH schedule for a full-time employee based on a 37.5 hour working week, or
  - change your employment status to part-time by submitting a new part-time VWH schedule.

If you do not do either of these things, your employment conditions will be in accordance with flex-time arrangements under the WD.

- For more information please refer to '[How do I change my VWH schedule](#)'?

### Part-time employees

Your approved part-time working hours arrangement (or part-time roster schedule if you are a shift worker) did not change when the WD commenced. However, the increase to working hour did have an [impact to your pro-rata salary calculations](#). You can [elect to increase your working hours](#) to offset this impact.

The WD (clause 3.14) provides a two month period from the date the WD commences, for you to assess how the increase to working hours will impact your personal circumstance and to make any necessary adjustments to your part-time working arrangements.

To be eligible for the [uplift to leave balances](#) of 2.04 per cent, you must elect to increase your working hour by at least 2.04 per cent **on or before COB on 7 April 2019**. If you are a part-time shift worker, following approval by your manager, you will need to request the roster clerk submit your a new part-time roster schedule to Payroll Services for implementation.

- For more information please refer to '[How do I change my VWH schedule](#)'?

### Impact to pro-rata salary calculations

Your pro-rata salary calculations have changed as a result of the increase to working hours. Your part-time calculation were previously based on a 36 hour 45 minute working week. In line with the standardisation of working hour, from commencement of the WD, your pro-rata salary calculations are based on 37.5 hour working week. This means that your hourly rate of pay reduced, reflecting the increase to working hours.

- For example, if your current full-time annual salary is \$90,400 per annum (pa) and your part-time working hours are 25 hours per week (50 hours per fortnight), the table below shows the effect on your hourly rate of pay as a result of the increase to working hours:

**Table 2: Impact to pro-rata salary calculations**

Per fortnight	Pre WD working hours (73.5 per fortnight)	WD working hours (75 hours per fortnight)
Full-time salary	$\$90,400 \times 12 / 313 = \$3,465.81$	$\$90,400 \times 12 / 313 = \$3,465.81$
Hourly rate of pay	$\$3,465.81 / 73.5 \text{ h} = \$47.15$	$\$3,465.81 / 75 \text{ h} = \$46.21$
Part-time pro-rata salary	$\$47.15 \times 50 \text{ h} = \$2,357.50$	$\$46.21 \times 50 \text{ h} = \$2,310.50$

*Note: All calculations relate to gross salary (salary before tax and deductions). Your base annual income will remain \$90,400 pa, but your hourly rate has reduced because of the increase to the full-time working hours.*

### Increase to working hours to offset the reduced hourly rate

To offset the impact to pro-rata salary calculations, you can elect to increase to your part-time working hours by at least 2.04 per cent, in line with the increase in working hours for full-time ACBPS employees.

In some circumstances implementing a work schedule based on a 2.04 per cent increase may not be practical. Where the increase would result in an hours, minutes, seconds increase, It would be reasonable for the work area to request the increase be to the nearest 5 minutes above 2.04 per cent to accommodate the request.

- For example, based on part-time working hours of 50 hours per fortnight, the required increase to working hours (2.04 per cent) to offset the reduction in hourly rate equates to 51 hours 1 minute and 13 seconds (51.0204 hours).

For practicality of implementing the new work schedule, it would be reasonable for the work area to request the increase to working hours be to the nearest 5 minutes above 2.04 per cent. This would result in the overall increase to fortnightly working hours being 1 hour and 5 minutes, from 50 hours per fortnight to 51 hours and 5 minutes (51.083 hours) per fortnight.

The table below shows your pre-WD working hours rate and how an increase to working hours of 2.04 per cent will offset the reduction in hourly rate now that the WD has commenced. The last column shows the increase to the nearest 5 minutes above 2.04 per cent for practicality of implementing the new part-time VWH schedule.

**Table 3: Increase to working hours to offset the reduced hourly rate**

Per fortnight	Pre-WD working hours (73.5 per fortnight)	WD working hours (75 hours per fortnight)	Increase to working hours (2.04 per cent )	Increased working hours (rounded up to nearest 5 mins )
<b>Working hours</b>	50 hours per fortnight	50 hours per fortnight	51.024 or 51h 1m 13s p/f	51.083 or 51h 5m p/f
<b>Full-time salary</b>	$\$90,400 \times 12 / 313 =$ \$3,465.81	$\$90,400 \times 12 / 313 =$ \$3,465.81	$\$90,400 \times 12 / 313 =$ \$3,465.81	$\$90,400 \times 12 / 313 =$ \$3,465.81
<b>Hourly rate of pay</b>	$\$3,465.81 / 73.5 \text{ h} =$ \$47.15	$\$3,465.81 / 75 \text{ h} =$ \$46.21	$\$3,465.81 / 75 \text{ h} =$ \$46.21	$\$3,465.81 / 75 \text{ h} =$ \$46.21
<b>Part-time pro-rata salary</b>	$\$47.15 \times 50 \text{ h} =$ <b>\$2,357.50</b>	$\$46.21 \times 50 \text{ h} =$ <b>\$2,310.50</b>	$\$46.21 \times 51.024 \text{ h} =$ <b>\$2,357.82</b>	$\$46.21 \times 51.083 \text{ h} =$ <b>\$2,360.56</b>

*Note: All calculations relate to gross salary (salary before tax and deductions).*

#### Uplift to leave balances for part-time employees (where working hours are increased)

- If you choose not to increase your part-time working hours by the equivalent of at least 2.04 per cent, your leave balances will not be uplifted. This is because there is no change to your working hours and your leave balances are not affected.
- If you choose to increase your part-time working hours by at least 2.04 per cent, your annual and personal leave balances will be uplifted by 2.04 per cent, the uplift required to working hours to offset the reduction in hourly rate. The WD provides a two month window for you to do this. You **must** increase your working hours **by COB on 7 April 2019** for your leave balances to be uplifted.
  - If you have a War Service Sick leave balance, this will also be uplifted.

**Table 4: Uplift to leave balances**

	Current leave balance No change to working hours	Change to working hours by 2.04 per cent Uplift to leave balance 2.04	Change to working hours to nearest 5 minutes Uplift to leave balance 2.04
<b>Working hours per fortnight</b>	50 hours	51 hours 1 minute 13 seconds p/f (51.024 hours)	51 hours 5 minutes p/f (51.083 hours)
<b>Leave balance</b>	50 hours	51.024 hours	51.024 hours
<b>Equivalent days</b>	10	10	9 days 59 min 18 secs



*Note: Leave balances will only be uplifted by 2.04 per cent including where the increase to working hours is greater.*

- If you have entered into a purchase leave arrangement, payment for the leave will continue to be deducted from your pay at the rate determined when you entered into the arrangement. Where you choose to increase your working hours, any purchased leave not already taken will be increased by 2.04 per cent. When you take the leave or if any unused leave is cashed out at the end of the purchase leave period, payment will be at the higher purchased rate. If you do not increase your working hours, there is no change to your current unused purchase leave balance, deductions or payment.
- Defence Force Reserve leave is credited and taken in days and is not impacted by the increase in working hours.
- Your Long Service Leave (LSL) will not be uplifted. LSL is credited the same as a full-time employees (credited and taken in days) however, the rate of pay when taking part-time LSL is different. Rate of pay is based on the number of hours worked per week. It is the part-time rate of pay that is the amount of pay received when you take LSL. Payment for part-time LSL taken, is the greater of :
  - The average of the hours per week worked over the whole period of part-time service, or
  - The average of the hours per week worked in the last 12 months of part-time service.

This means your rate of payment for part-time service may be impacted depending on when you use your LSL.

## How do I change my VWH schedule?

You can initiate a conversation with your manager at any time to discuss changing your full-time or part-time VWH arrangement to offset the increase to working hours. You can apply now, through easySAP to change your current arrangement.

### Full-time employee VWH arrangement

1. Your old VWH arrangement is no longer valid. To maintain an agreed full-time VWH arrangement, you will need to submit a new VWH schedule based on a 37.5 hours working week into easy SAP for your manager's approval. Until you submit and your manager approves a new VWH arrangement, your employment conditions will be in accordance with flex-time arrangements under the WD.
2. You will need to discuss the changes to your current VWH schedule with your manager. Once an agreement is reached, you will need to [enter your new VWH schedule into easySAP](#).
3. Until the new arrangement is processed, with the approval of your manager, you can manage your agreed full-time VWH arrangement through normal flex-time arrangements (APS1-6) and EL flexible work arrangements.

### Part-time employee VWH arrangement

1. If you elect to increase your working hour to offset the reduction in your hourly rate of pay, you will need to discuss the changes with your manager. Once an agreement is reached, you will need to [enter your new VWH schedule into easySAP](#).
2. Until the new arrangement is processed, your current VWH schedule will continue to operate.

### How to enter your new VWH schedule into easySAP

You will need to enter a new VWH schedule into easySAP, once you and your manager have agreed on a new arrangement. To do this:

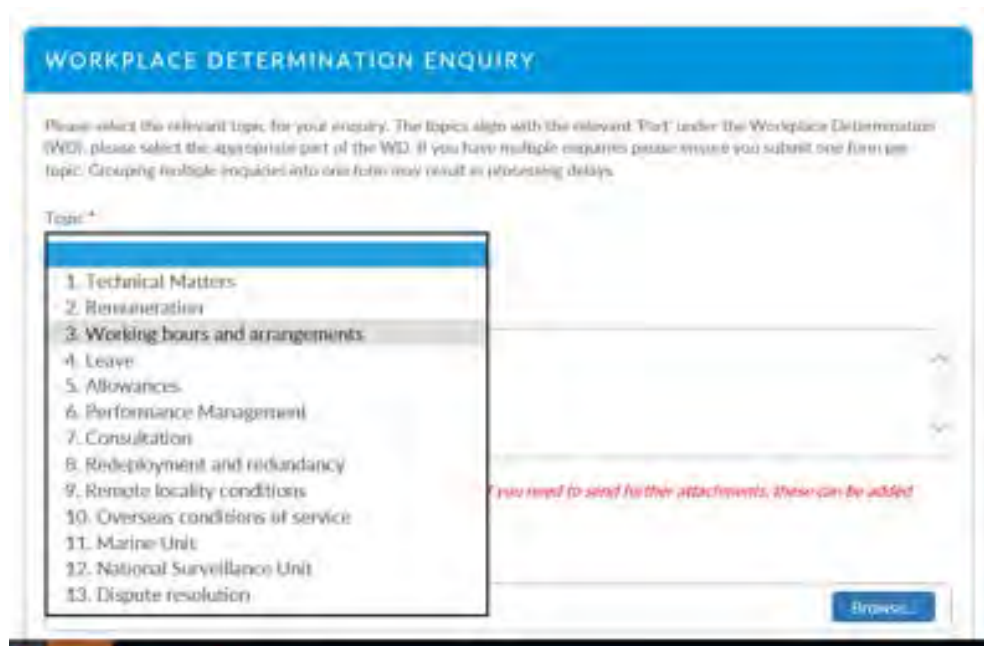
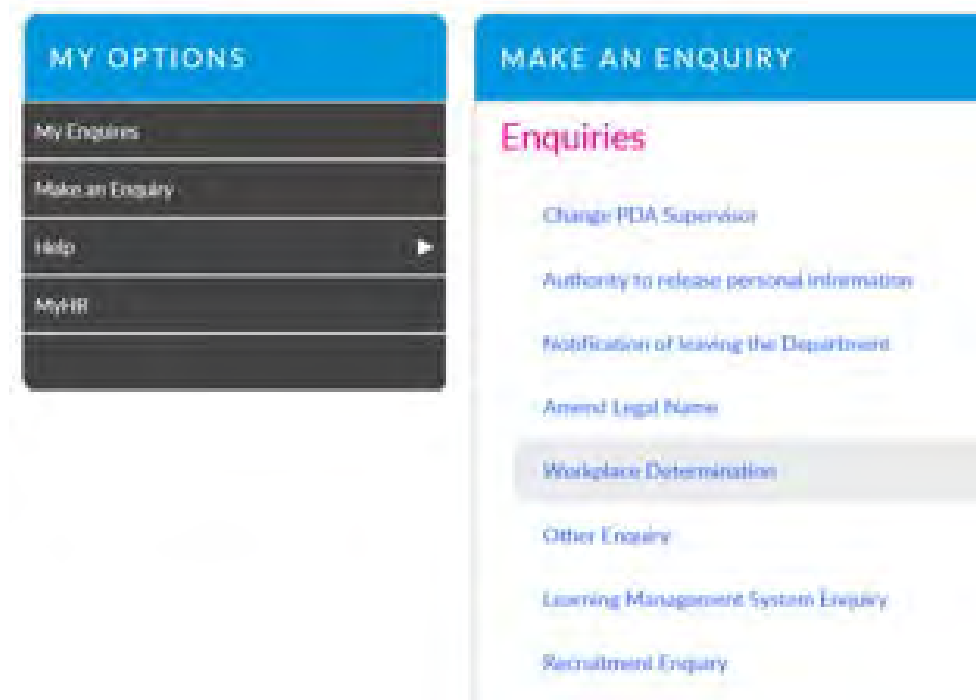
1. Go into easySAP, Time and Attendance, Variable Work Hours.
  - 'CREATE' a new VWH schedule.
  - Send the request to your manager for approval.

2. Updating your VWH schedule is mostly automatic through easySAP where the new arrangement commences at the beginning of a pay cycle. There are a few exceptions:
- If your new arrangement does not commence at the beginning of a pay cycle or the change misses pay cut-off, you should be able to manage your new VWH arrangement through the normal flex-time arrangements and EL flexible work arrangements, provided your VWH are within the bandwidth (7am to 7pm), Monday to Friday. Your flex sheet balances and adjustment to salary payment will automatically update, from the date of effect, when processed in the next pay cycle.
  - If your VWH arrangement includes working hours outside the bandwidth (7am to 7pm), Monday to Friday, this is a manual process and the new arrangement cannot commence until it is processed by Payroll Services.
  - If you are a part-time shift worker, following discussion with your manager, you will need to request the roster clerk submit a new roster. This is a manual process and the new arrangement cannot commence until it is processed by Payroll Services.
3. The uplift to leave balances for part-time employees is not automatic, you will need to email 22(1)(a)(ii) and notify them that you have requested an increase to your part-time working hours as a result of the increase to working hours. Please title the email '**Increase to working hours (former Part-time ACBPS Employee) – Name (AGS)**'.
4. This email will trigger Support Connect to [uplift your leave balances](#) by 2.04 per cent, provided:
- the increase to fortnightly working hours is at least 2.04 per cent, and
  - the application to change your VWH schedule is [approved in easySAP](#) by **COB 7 April 2019**.
- Please note: The uplift to leave balances is a manual process, the time taken to process requests will be dependent on the number of requests received. Provide you meet the deadline for approval on easySAP by **COB on 7 April 2019**, the uplift will be processed.
5. Any applications approved after **COB on 7 April 2019**, will be treated as a standard election to change to working hours and your leave balances will not be uplifted. This means your manager must approve your new part-time VWH schedule prior to or on this date.

## Still have a question?

If after reviewing this information you still have a question, please make an enquiry through the [HR Portal](#).

Please select, Workplace Determination Enquiry, Working hours and arrangements



Please select the relevant topic for your enquiry. The topics align with the relevant Part under the Workplace Determination (WD), please select the appropriate part of the WD. If you have multiple enquiries please ensure you submit one form per topic. Grouping multiple enquiries into one form may result in processing delays.

Topic<sup>+</sup>

1. Technical Matters
2. Remuneration
3. Working hours and arrangements
4. Leave
5. Allowances
6. Performance Management
7. Consultation
8. Redeployment and redundancy
9. Remote locality conditions
10. Overseas conditions of service
11. Marine Unit
12. National Surveillance Unit
13. Dispute resolution

If you need to send further attachments, these can be added

Browse...





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# Home Affairs Workplace Determination

## Fact Sheet 3.2 - Overtime

Part 3 of the [Workplace Determination](#) (WD), provides the employment terms and conditions relating to working hours and arrangements, including the provision that relate to overtime.

### Key Facts

The following key changes apply under the WD:

- Direction to work [reasonable additional hours](#) and refusal to work additional hours if those hours are unreasonable.
- [The bandwidth](#) of 7am to 7pm (6:30am to 6:30pm in NT) applies to all employees working flex-time arrangements, including full-time employees with variable working hours arrangements and part-time employees.
- The [overtime divisor for calculating overtime payment](#) will be aligned for all staff in line based on the standard weekly working hours (37.5 hours).
- [For continuous overtime](#) - where overtime is approved, full-time and part-time employees working flex time are no longer required to work an additional 30 minutes following a standard working day before being eligible for overtime payment.
- The calculation for [payment for multiple attendances](#) when performing non-continuous overtime has changed.
- For [Casual employees](#) overtime payment will be made where work is performed in excess of 37.5 hour in a week.
- Conditions applying to [emergency duty](#) - travel time is not considered duty for the purpose of emergency duty payment.

### Eligibility for payment of overtime

- Your manager may direct you to work [reasonable additional hours](#) to meet operational requirements.
- Your manager must approve for you to work overtime before overtime is undertaken.
- If you are an APS 1–6 level employee you are entitled to be compensated for overtime, via salary payment or time off in lieu at overtime rates, where your manager has approved overtime.
- Unless there are exceptional circumstances, you must not work more than 5 continuous hours without an unpaid meal break of at least 30 minutes.
  - This include overlapping periods of ordinary duty and overtime continuous with duty.
- If you are an Executive Level employee, you are not eligible for overtime payment but can claim time off in recognition for additional hours worked, in accordance with clause 3.31 of the draft WD.

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### Reasonable additional hours

Under the WD, your manager may direct you to work reasonable additional hours to meet operational requirements. Reasonable additional hours can be a request to work hours in addition to standard hours under the flex-time arrangements or a direction / request to perform overtime.

- You may refuse to work additional hours only if those additional hours are unreasonable. In accordance with clause 3.45 of the WD, in determining whether additional hours are unreasonable, the following provisions under [section 62\(3\) of the Fair Work Act 2009](#) should be taken into consideration. These include but are not limited to:
  - any risk to employee health and safety from working the additional hours,
  - the employee's personal circumstances, including family responsibilities,
  - the needs of the workplace or enterprise in which the employee is employed,
  - whether the employee is entitled to receive overtime payments, penalty rates or other compensation for, or a level of remuneration that reflects an expectation of, working additional hours,
  - any notice given by the employer of any request or requirement to work the additional hours,
  - any notice given by the employee of his or her intention to refuse to work the additional hours,
  - the usual patterns of work in the industry, or part of the industry, in which the employee works,
  - the nature of the employee's role, and employee's level of responsibility,
  - any other relevant matter.

### The bandwidth

The bandwidth, 7am to 7pm (6:30am to 6:30pm in NT) applies to all employees working flex-time arrangements, including full-time employees with variable working hours arrangements and part-time employees. Unless your manager has approved for you to perform overtime, work performed between the bandwidth will count for the purpose of flex-time.

- This is a change to conditions under the DIAC – previously, for employees working variable working hours (full-time and part-time), the bandwidth commenced two hours before and ceased two hours after an employees nominated working hours for any one day.

### Payment of overtime

#### Overtime rates

The following overtime rates will apply:

Day	Overtime Rate
Monday to Saturday	150 per cent (time and one half) for the first 3 hours 200 per cent (double time) for hours greater than 3 hours  For shift workers performing overtime duty on a Saturday, the rate of payment is 200 per cent (double time) from the commencement of overtime
Sunday	200 per cent (double time)
Public holidays	250 per cent (double time and one half)*  * Double time and one half on public holidays comprises the single time payment payable whether or not the employee works overtime, plus an additional time and one half payment.

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### Overtime divisor for calculating overtime payment

Consistent with the standardisation of working hours for all employees (37.5 hours per week or average thereof), the overtime divisor used when calculating payment of overtime will be standardised at a rate of 37.5 hours per week for all employees.

- If you are a former ACBPS employee, this is a change in line with the increase in working hours.

Overtime rate	Formula for calculation				
Time and a half	<u>Annual salary</u>	X	<u>6</u>	X	<u>3</u>
	313		37.5		2
Double time rate:	<u>Annual salary</u>	X	<u>6</u>	X	<u>2</u>
	313		37.5		1
Double time and a half rate:	<u>Annual salary</u>	X	<u>6</u>	X	<u>5</u>
	313		37.5		2

### Continuous overtime

Overtime continuous with duty is additional hours worked prior to, or following, your ordinary hours of duty, including where you take an unpaid meal break between ordinary duty and overtime.

- An unpaid meal break does not break continuity for the purpose of continuous overtime, regardless of the length of the unpaid meal break.

A minimum overtime rate does not apply where overtime is continuous with your ordinary duty. You will be compensated (at the relevant overtime rate) for the actual additional hours worked, whether it is 1 hour or 4 hours.

### Employee working flex time arrangements or standard hours

Where overtime is approved:

- If you are a full-time employee working flex time arrangements or standard hours, you will be eligible for overtime payment for any additional hours worked in excess of 7.5 hours on any day between Monday and Friday (inclusive).
- If you are a part-time employee, you will be eligible for overtime payment for any additional hours worked outside your agreed ordinary hours of duty.

If you have a flexible working hours arrangement (full-time or part-time) and your agreed ordinary hours of duty include working on a weekend, this is considered ordinary duty and you will not be entitled to overtime payment for work performed during your agreed ordinary hours of duty on this day.

- If your manager approves overtime following ordinary hours of duty on a day that is a weekend, this is considered overtime continuous with duty and a minimum overtime payment rate does not apply.
- Additional hours performed without approval to work overtime will count for the purpose of flex-time.

### Non-continuous overtime

Non-continuous overtime is performed as a separate attendance to ordinary duty. Generally, non-continuous overtime is performed Monday to Friday where overtime commences outside the bandwidth or is performed on a weekend or a Public holiday. For part-time employees, non-continuous overtime applies within the bandwidth where you have approval to work overtime on a day that is not an ordinary work day.

- Meal breaks taken between ordinary duty and overtime regardless of the length of the meal break, Monday to Friday within the bandwidth do not constitute a separate attendance for purpose of non-continuous overtime.



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- You will be compensated for a minimum of 3 hours for non-continuous overtime.

### Payment for multiple attendances

Where you are required to attend for more than one separate attendance, for the purpose of calculating overtime, you will be compensated for the lesser of:

- a) The minimum payment of 3 hours overtime for each attendance, or
- b) Payment as if the overtime was continuous from the commencement of the first attendance to the cessation of the last attendance.

### Shift workers

- If you are a shift worker, you will be compensated for overtime for:
  - Any additional hours you work either prior to, or at the completion of your roster, or
  - Any excess weekly hours or ordinary duty, or an average of standard weekly hours of duty you perform over a shift cycle.

### Casual employees

If you are a casual employee, you are eligible for overtime where you have been engaged to work in excess of 37.5 hour in a week.

- For the purpose of determining eligibility for overtime payment, a week will commence on a Monday and conclude on Sunday.
  - This is a change to the current practice, where overtime is paid if you work hours in addition to the hours you were requested to work on any shift / day.
- Casual loading is not included when calculating overtime payment.
- Casual employees are not eligible to accumulate flex-time or to substitute overtime payment for time of in lieu. Any additional hours worked in excess of 37.5 hours in a week will be paid as an overtime payment at the relevant overtime rate.

Refer to [Fact sheet 3.4 – Casual employee](#) for further information regarding casual employee arrangements under the WD.

### Overtime Meal Allowance

The rate of payment for meal allowance has been aligned with the rate set by the applicable Tax Determination and is no longer a set rate.

- The current meal allowance rate under Taxation Determination 2018/11 is \$30.60.
- This rate will apply from the commencement of the WD for any overtime performed, where eligibility requirements are met.

### Eligibility for meal allowance payment

These conditions have not changed. If you are an APS 1-6 employee, you will be eligible for meal allowance for each meal break period you work where you:

- have worked approved overtime on a weekday, weekend or public holiday, and
- have worked the entire meal allowance period (06:30 hrs to 07:00 hrs or 12:00 hrs to 14:00 hrs or 19:00 hrs to 19:30 hrs or midnight to 01:00 hrs), and either:
  - takes an unpaid meal break, or
  - does not take a meal break.

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Unless there are exceptional circumstances, employees must not work more than 5 continuous hours without an unpaid meal break of at least 30 minutes.

### **Meal allowance for executive level employees**

If you are an EL employee, you are not eligible for meal allowance when performing additional hours, unless you are directed to perform additional hours to supervise one or more APS1-6 employees who are performing overtime and are eligible for a meal allowance.

### **Emergency duty**

Emergency duty provisions have changed under the WD:

- You will be compensated for hours worked when performing emergency duty but travel time is not considered duty for the purpose of emergency duty payment.

If you are an APS Level 1-6 employee or are employed in a training classification and are directed to return to duty to meet a workplace emergency:

- you will be entitled to emergency duty payment at a rate of 200 per cent (double time), and
- The minimum payment will be for a period of 3 hours.

There is no discretion under the WD to approve emergency duty payment for EL employees.

- If you are an Executive Level employee, you may be eligible to claim time off in recognition for additional hours worked, in accordance with clause 3.31 of the WD.

### ***What is emergency duty?***

Emergency duty is unexpected duty that is not continuous with ordinary duty. You are considered to be performing emergency duty where you are recalled to duty to deal with an unforeseen work related incident that requires immediate attention. This means that you were not previously aware that you would be required to return to work for duty and, had not been asked to perform overtime. Emergency duty can occur:

- Following your ordinary duty for the day, (including within the bandwidth, Monday to Friday), where you have left for the day and are not expected to return to duty until the commencement of your next working day, or
- on a weekend, or
- Public Holiday.

If you are on a voluntary overtime roster (list) or are receiving restriction allowance and are required to return to duty, this is not emergency duty. In these circumstances, you are aware that you may be required to return to work for duty.

### ***What is restriction allowance?***

If you are an EL or APS Level 1-6 employees, restriction allowance (\$41 per 24-hours period (or part thereof)) is payable where you are directed to be contactable and available to attend work to perform extra duties at a time you would not normally perform duties.

- If you are an APS Level 1-6 employee, and you are required to perform extra duty while you are restricted you will be entitled to overtime payment as follows:
  - Where you are required to return to your usual workplace – 3 hour minimum payment, or
  - Where you are required to perform extra duty at home – one hour minimum paymentat the relevant [overtime rate](#).
- If you are required to perform duty at home and are subsequently required to return to work to perform duty, this is considered to be more than one attendance for the purpose of undertaking overtime and the [payment for multiple attendances](#) will apply.

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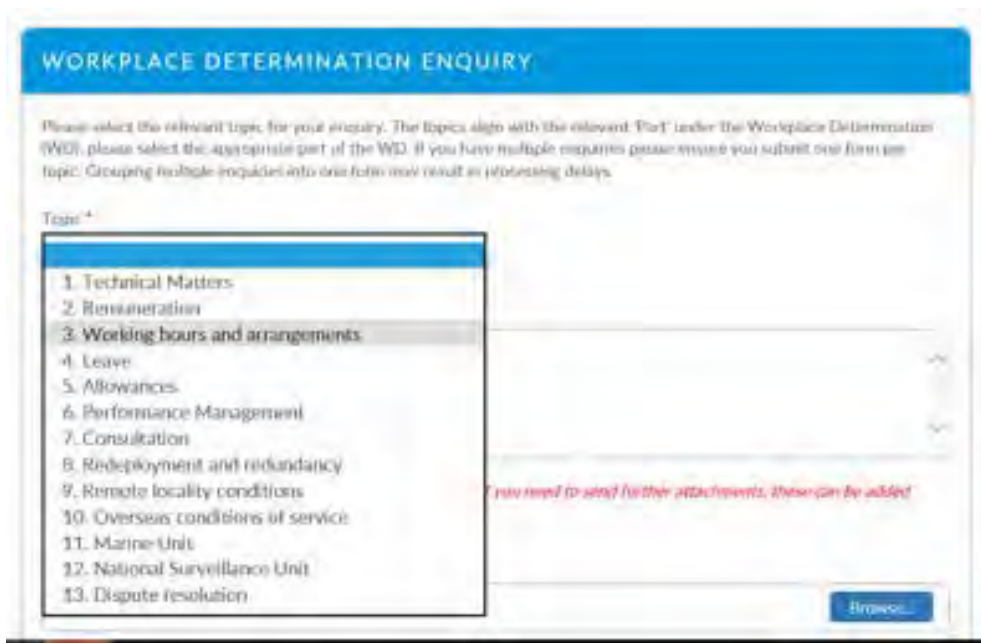
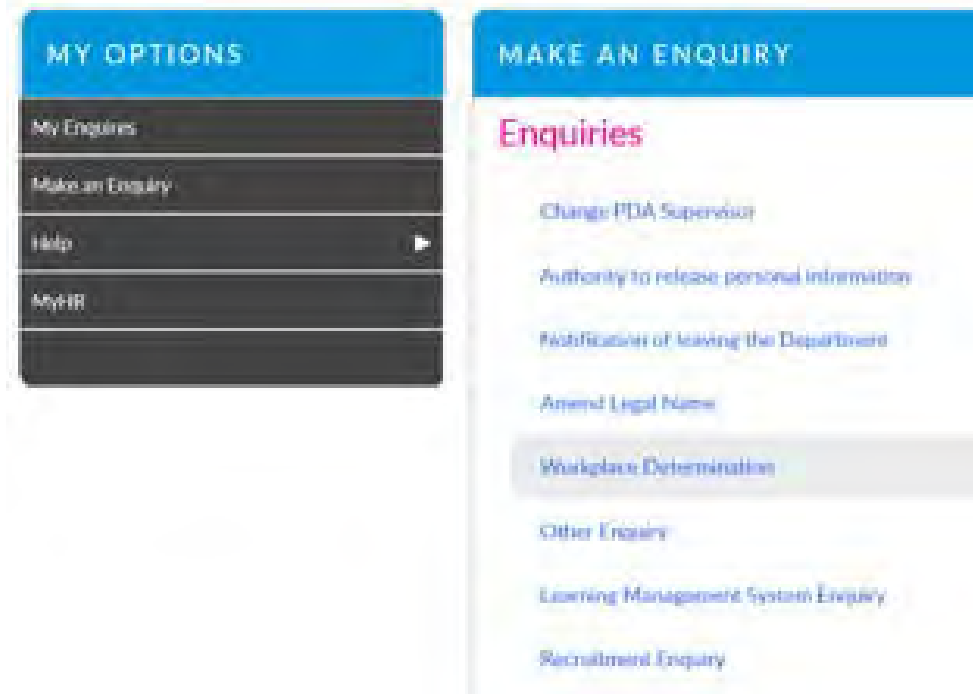
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- If you are an EL employees and are required to perform extra duty while you are restricted, you may be granted time off in recognition of additional hours worked in accordance with clause 3.31 of the WD.

### Still have a question?

If after reviewing this information you still have a question, please make an enquiry through the [HR Portal](#).

Please select, Workplace Determination Enquiry, Working hours and arrangements



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# Home Affairs Workplace Determination

## Fact Sheet 3.3 – Shift work arrangements

Shift work arrangements in the Work place Determination (WD) can be found under Part 3 – Working hours and arrangements. Provisions specific to shift work included:

- [Penalty rates](#)
- [Change to shift rosters](#)
- [Exchange of shifts](#)
- [Additional annual leave for shift workers](#) – this is located in Part 4 - Leave

### Key Facts

#### Shift work arrangements

There are minimal changes to shift work arrangements. The following key changes will apply:

- The definition of shift work is not only limited to hours rostered and worked between 18:00 and 06:30. Shift work can also include rostered shifts between the hours of 6:30 and 18:00 where shift penalties do not apply.
- Rostered duty and overtime performed on a Sunday in South Australia will not attract public holiday penalty rates unless the day is a Public Holiday listed at clause 3.35 of the WD. This replaces previous arrangements where every Sunday was paid as a public Holiday.
- The WD includes separate tables for Shift Penalty rates and Overtime rates. The rates have not changed.

#### Penalty rates

Where you are required to perform shift work, you will be entitled to shift penalty payments, as follows:

Day	Penalty rate (Ordinary duty)
	15 per cent where any part of the rostered shift falls between 18:00 hrs and 06:30 hrs
<b>Monday to Friday</b>	30 per cent where rostered on shifts worked continuously for more than 4 weeks that fall wholly within the hours of 18:00 hrs and 08:00 hrs
<b>Saturday</b>	50 per cent
<b>Sunday</b>	100 per cent
<b>Public Holiday</b>	150 per cent

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- The shift penalty rate is applied to your base salary only. Where you are receiving an allowance (such as a composite or commuted allowance) that is calculated on your base salary, those allowances will not be included as salary for the calculation of the shift penalty payment.
  - The exception is higher duties; if you are being paid higher duties allowance this will count as salary for the payment of shift penalty payments, overtime and cashing out of leave.
  - Shift penalties are not paid when you take Personal leave.

### Overtime

Overtime rates have been removed from the shift penalties table but there is no change to overtime entitlements for shift workers where your manager has approved for you to perform overtime.

- Overtime entitlements for employees on shift arrangements are set out in clause 3.47, overtime rates are set out in clause 3.48.

### Overtime conditions

- If you are an APS 1–6 level employee you are entitled to be paid for overtime or receive time off in lieu at overtime rates, where your manager has approved overtime.
  - You can only perform overtime where you have the prior approval of your manager.
- If you are a shift worker, overtime or time off in lieu at overtime rates applies for:
  - Any additional hours you work either prior to, or at the completion of your normal rostered ordinary hours for that day.
  - Any excess weekly hours of ordinary duty, or an average of standard weekly hours of duty performed over a shift cycle.
- If you perform overtime, for the purpose of calculating overtime, salary will include any applicable higher duties allowance, but no other allowances.
  - Shift penalties are not paid for any hours that attract overtime payment.

### Overtime rates

The following overtime rate apply:

Day	Rate
Monday to Saturday	<ul style="list-style-type: none"><li>• 150 per cent (time and one half) for the first 3 hours</li><li>• 200 per cent (double time) for hours greater than 3 hours</li><li>• For shift workers performing overtime duty on a Saturday, the rate of payment is 200 per cent (double time) from the commencement of overtime</li></ul>
Sunday	<ul style="list-style-type: none"><li>• 200 per cent (double time)</li></ul>
Public holidays	<ul style="list-style-type: none"><li>• 250 per cent (double time and one half)*</li></ul> <p>* Double time and one half on public holidays comprises the single time payment payable whether or not the employee works overtime, plus an additional time and one half payment.</p>

### Overtime divisor for calculating payment of overtime

- Consistent with the standardisation of working hours for all employees (37.5 hours per week or average thereof), the overtime divisor used when calculating payment of overtime will be standardised at a rate of 37.5 hours per week for all employees. If you are a former ACBPS employee, this is a change in line with the increase in working hours.

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### Change to shift rosters

- Where the Department has a requirement to change a shift roster, you will be consulted on the change/s.
  - Consultation will be in accordance with the consultation term at Part 7 of the WD. Clauses 7.10 to 7.15 apply specifically to 'Change to regular roster or ordinary hours of work', and retain the requirement for pre-decision consultation where a change to regular rosters or ordinary hours of work is proposed.
  - Prior to implementing any changes to shift rosters the Department will genuinely consider both the Department's operational requirements and your feedback.
  - You will be provided
    - all the relevant information about the change, including the nature of the change,
    - information about what the work area reasonably believe will be the effect of the change,
    - information about any other matters that the work area reasonably believe are likely to affect you, and
    - the opportunity to provide feedback about your views of the impact the change may have (including any impact the change may have on your personal circumstances).
  - The final decision to change a shift roster is made by the Department after considering impacts on you, operations and any feedback provided. The WD does not require agreement or negotiation before a roster change is made.
  - Following consultation, where a decision is made to change a regular roster, at least 7 days' notice will be provided (unless a shorter period is agreed) before the change is implemented.

### Exchange of shifts

- You will still be able to exchange shifts or rostered days off where the exchange has been approved. Exchanges must not result in overtime and must maintain required rest periods.

### Shift workers additional annual leave

Additional annual leave entitlements for shift workers are set out in Part 4 – Leave. There are no changes to these entitlements.

- If you are employed in a part of the Department where your shifts are continuously rostered over the 7 days each week, and
  - You are regularly rostered to work those shifts, and
  - regularly work on Sundays and public holidaysYou will be entitled to an additional week of annual leave each year.
- If you are employed in a part of the Department where your shift are not continuously rostered over the 7 days each week, you will accrue:
  - an additional half day of annual leave for every Sunday worked in the previous calendar year, to a maximum accrual of 5 days of annual leave per calendar year.

Sundays worked include ordinary duty and rostered overtime of at least 3 hours duration.

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Please select, Workplace Determination Enquiry, Working hours and arrangements

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**MAKE AN ENQUIRY**

### Enquiries

- Change PDA Supervisor
- Authority to release personal information
- Notification of leaving the Department
- Amend Legal Name
- Workplace Determination**
- Other Enquiry
- Learning Management System Enquiry
- Recruitment Enquiry

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**WORKPLACE DETERMINATION ENQUIRY**

Please select the relevant topic for your enquiry. The topics align with the relevant Part under the Workplace Determination (WD), please select the appropriate part of the WD. If you have multiple enquiries please ensure you submit one form per topic. Grouping multiple enquiries into one form may result in processing delays.

Topic \*

1. Technical Matters
2. Remuneration
<b>3. Working hours and arrangements</b>
4. Leave
5. Allowances
6. Performance Management
7. Consultation
8. Redeployment and redundancy
9. Remote locality conditions
10. Overseas conditions of service
11. Marine Unit
12. National Surveillance Unit
13. Dispute resolution

If you need to send further attachments, these can be added

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# Home Affairs Workplace Determination

## Fact Sheet 3.4 – Casual employees

Casual employee arrangements are covered in Parts 2, 3 and 4 of in the [Home Affairs Workplace Determination 2019](#) (WD). Provisions specific to casual employees include:

- [Salary advancement](#)
- [Overtime](#)
- [Penalty rates](#)
- [Leave](#)

### Key Facts

A 'casual employee' means a non-ongoing employee engaged for duties that are irregular and intermittent.

- This definition can be found at Attachment A – Definitions, A.5 of the WD.

### Casual employee arrangements

There are three key changes that apply to casual employees under the WD:

1. Working hours for all employees of the Department and the Australian Border Force are based on a standard working week of 37 hours and 30 minutes (37.5 hours).
  - If you are a former ACBPS casual employee who was covered by the Section 24 (1) Determination made under the *Public Service Act 1999*, your hourly rate of pay prior to the commencement of the WD was based on 36.75 hours per week, The impact of the increase to working hours means your hourly rate of pay has decreased, all salary and overtime calculations are based on a 37.5 hour working week from commencement of the WD.
  - If you were employed under the *Department of Immigration and Border Protections Enterprise Agreement* (DIAC EA), there is no impact on your hourly rate of pay because working hours under the DIAC EA were based on 37.5 hours.
2. There are [changes to the way overtime is calculated](#) for casual employees.
3. Airport allowance ceased to apply from the commencement of the WD on 8 February 2019.

The WD specifically provides that the following conditions do not apply to casual employees:

- Salary advancement
- Paid leave entitlements (other than long service leave), notice of termination of employment, redundancy benefits and payment for public holidays not worked.
  - You will receive a loading of 20 per cent of base salary in lieu of these entitlements.
- Flex-time arrangements.
- The Performance Management Framework (PMF).

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### Salary advancement

- Casual employees are not eligible for annual salary advancement.
  - As such, you are not required to participate in the Department's Performance Management Framework and are not required to have a Performance and Development Agreement (PDA) in place.

### Overtime

#### Changes to how overtime is calculated

If you are a casual employee, you are eligible for overtime where you have been engaged to work in excess of 37.5 hour in a week.

- For the purpose of determining eligibility for overtime payment, a week will commence on a Monday and conclude on Sunday.
  - This is a change to how eligibility for overtime payment was determined under previous conditions.
- Casual employees are not eligible to accumulate flex-time or to substitute overtime payment for time of in lieu. Any additional hours worked in excess of 37.5 hours in a week will be paid as an overtime payment at the relevant overtime rate.
- Casual loading is not included when calculating overtime payment. The following formula applies for the payment of overtime for casual employees:

$$(\text{Base hourly rate} \times \text{relevant overtime rate}) \times \text{additional hours worked}$$

#### Overtime divisor for calculating overtime payment

Consistent with the standardisation of working hours for all employees (37.5 hours per week or average thereof), the overtime divisor used when calculating payment of overtime will be standardised at a rate of 37.5 hours per week for all employees, including casual employees.

- If you are a former ACBPS casual employee, this is a change in line with the increase in working hours.

#### Overtime rates

The following rates apply:

Day	Overtime payment rate
Monday to Saturday	150 per cent (time and one half) for the first 3 hours
	200 per cent (double time) for hours greater than 3 hours
Sunday	200 per cent (double time)
Public holidays	250 per cent (double time and one half)*
	*Double time and one half on public holidays comprises the single time payment payable whether or not the employee works overtime, plus an additional time and one half payment.

#### Overtime and scheduled attendance

- Where you are working a scheduled attendance and this exceeds 37.5 hours in the week during your attendance, the additional hours worked would be considered as continuous overtime.

#### Overtime and separate attendance

- Where you have performed 37.5 hours or over in the week and are requested to work again during that week, this is considered a separate overtime attendance and the minimum 3 hours provisions will apply.



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### Penalty rates

Where you are required to perform shift work, you will be entitled to shift penalty payments, as follows:

Penalty rate (Ordinary duty)	
Monday to Friday	15 per cent where any part of the rostered shift falls between 18:00 hrs and 06:30 hrs
	30 per cent where rostered on shifts worked continuously for more than 4 weeks that fall wholly within the hours of 18:00 hrs and 08:00 hrs
Saturday	50 per cent
Sunday	100 per cent
Public Holiday	150 per cent

- The shift penalty rate is applied to your base salary only not casual loading. The following formula applies:

$$((\text{Base hourly rate} \times \text{relevant penalty rate}) + (\text{base hourly rate} \times \text{casual loading})) \times \text{hours worked}$$

### Leave

- You are not entitled to paid leave entitlements (other than long service leave).
  - You will accrue long service leave in accordance with the *Long Service Leave (Commonwealth Employees) Act 1976*.
- You will be entitled to 2 days of unpaid compassionate/bereavement leave for each occasion where a member of your family or household contracts an illness or sustains an injury that poses a serious threat to his or her life.
- You are entitled to up to 5 days unpaid leave to deal with family and domestic violence in accordance with clauses 4.77 to 4.84 of the WD.

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### Still have a question?

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Please select, Workplace Determination Enquiry, Working hours and arrangements

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# Home Affairs Workplace Determination

## Fact Sheet 3 – Working hours and arrangements

Matters that relate to working hours and arrangements are covered under Part 3 of the Workplace Determination (WD).

The following information provides further guidance on:

- [Types of employment](#),
- [Hours of duty](#),
- [Unauthorised absences](#),
- [Flexible working arrangements](#), and
- [Public holidays](#).
- [Reasonable additional hours](#)

For further guidance on matters that relate to working hours and arrangements under the WD refer to:

- [Fact sheet 3.1 – Increase to working hours \(former ACBPS employees\)](#)
- [Fact sheet 3.2 - Overtime](#)
- [Fact sheet 3.3 – Shift work arrangements](#)
- [Fact Sheet 3.4 – Casual employees](#)

## Key Facts

### Types of employment

There are three types of employment in the Department:

- a full-time employee,
- a part-time employee, or
- a casual employee.
- As a full-time or part-time employee you can be ongoing or non-ongoing, and may be required to do shift work.
  - Your standard weekly hours are 37.5 hours per week or average thereof, in accordance with the relevant standard, flexible or rostered working hours.
- As a part-time employee you can be ongoing or non-ongoing, and may be required to do shift work.
  - Your standard weekly hours are less than 37.5 hours per week or average thereof.
  - Your salary, leave, most allowances and other entitlements under the WD apply on a pro-rata basis according to the proportion of standard weekly hours you work.



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- As a casual employee you are engaged as a non-ongoing employee to perform duties that are irregular or intermittent. You:
  - will receive a casual loading (20% of base salary) payment in lieu of paid leave entitlements (other than long service leave), notice of termination, redundancy benefits and payment of public holidays not worked
  - are not eligible for salary advancement, and
  - must work 37.5 hours in a week before being eligible for overtime payment.

Refer to [Fact Sheet 3.4 – Casual employees](#) for further information.

- The WD does not apply to contractors, consultants and external service provider arrangements. [MyHR](#) provides guidance for engaging these services.

### Hours of duty

The WD has standardised working hours to 37 hours 30 minutes per week (37.5 hours) or average thereof for all employees.

- For former Customs employees – on commencement of the WD, your working hours increased from 36 hours and 45 minutes per week (36.75 hours) to 37.5 hours.
  - If you are a former Customs full-time employee this means your base working hours has increased 45 minutes per week (or average over a roster).
  - If you are a former Customs part-time employee this means your pro-rata working hours will be based on a 37.5 hour working week.

Refer to [Fact sheet 3.1 – Increase to working hours \(former Customs employees\)](#) for further information.

### Standard hours of duty

- The standard hours of duty are:
  - 08.30-12.30 and 13.30-17.00, Monday to Friday, or
  - 08.00-12.00 and 13.00-16.30, Monday to Friday in the Northern Territory (NT).
- Employees who work standard hours perform duties within these set time frames. Flex-time workers may, with their manager's approval, vary their standard hours of duty within the flex-time bandwidth.
- Following consultation, there is discretion under the WD for the Secretary to determine alternative standard hours of duty for an employee (or group of employees) to meet operational requirements.

### Flex-time bandwidth

There is no change to the flex-time bandwidth under the WD. The Department continues to operate within the bandwidth of:

- 7am to 7pm - Monday to Friday (all states and territories except the NT), and
- 6.30am to 6.30pm - Monday to Friday in the NT.

The WD incorporates a change to how the flex-time bandwidth applies to employees with a variable working hours (VWH) arrangement (full-time or part-time):

- Prior to the commencement of the WD, the flex-time bandwidth for employees with VWH arrangements was set by the agreed working hours under the VWH arrangement and applied two hours before the agreed nominated working hours and two hours after the agreed nominated working hours.

The WD standardises the flex-time bandwidth (as outlined above) for all employees:

- This means, unless overtime is approved, duties performed within the bandwidth that are in addition to your ordinary hours of work, accumulate as flex credits.

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- Where overtime is approved, you will be eligible for overtime payment immediately following your ordinary hours of work.

### Unauthorised absence

Where you are absent from the workplace without the approval of your manager, all pay and entitlements provided for under the WD will cease to apply until you resume duty or are granted suitable leave for this absence.

### Flexible Working Arrangements

#### Flex-time

Flex time is a system of flexible working hours that operate within the [bandwidth](#).

- If you are an APS 1–6 level employee, with your manager's approval, you can vary [standard working hours](#) to allow for variations in attendance times and for short-term absences.
  - Flex time can be used to vary your start and finish times. This means you and your managers may arrange, in principle, routine start and finish times within the bandwidth that differ from the [standard working hours](#). This is not a VWH arrangement. For operational purposes, the flex-time system is a flexible working arrangement where your start and finish time can vary to meet operational and personal needs.
  - If you require fixed agreed start and finish times that differ from the [standard working hours](#), for example, to manage caring responsibilities, you will need to request a VWH arrangement (see below).
  - Where you have sufficient flex credits you can request flex-leave for full or part-day absences in place of other types of leave provided for under WD. This may include but is not limited to, a day of rest and relaxation, moving house, to enable a trade person to fix or install something at your home, to attend your child's school assembly or swimming carnival, for religious or cultural observances, or to care for an ill or injured pet.
  - Flex leave, like all paid leave under the WD, requires prior approval from your manager before it is taken. In certain circumstances, it may be reasonable to approve the use of flex leave following notification of unforeseen circumstances. This may include but is not limited to caring for a sick or injured pet, managing a car break down on the way to work, leaving work to deal with a family matter, to attend cultural events not covered by public holidays, and in place of personal leave where you do not have sufficient personal leave credits.
- In order for flex-time arrangements to operate successfully, employees and managers need to work cooperatively and in a flexible manner. Managers must ensure that flex sheets are kept up to date and are approved at the end of each settlement period.
  - If flex sheets are not kept up to date in accordance with clause 3.12, this may be considered a misuse of flex-time as there is no accurate record of your attendance. In this circumstance, flex leave should not be approved and managers may consider withdrawal of flex-time arrangements, in accordance with clause 3.30, until such time as your flex sheet is updated and accurately reflects your attendance.
- Flex balances should be managed within the allowable [flex credit and debit limits](#).

#### For example:

- Where an employee has an excess flex credit, manager should review operational requirements to enable the employee to take some time-off.
  - Where an employee has an excess flex debit, it would be reasonable for the manager to request the employee work reasonable additional hours to clear the flex debit.
- If you are an APS 1–6 level employee and, are a shift worker, are employed at an overseas post or are required to work standard or fixed hours, you do not have access to flex-time arrangements.

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### Flex credit and debit limits

If you are a flex-time worker, accruing flex credits depends on there being sufficient work for you to do during the bandwidth so that you could work hours in addition to standard hours.

- Where there is insufficient work, your manager may direct you not to work hours in addition to your standard working day.

The settlement period for flex-time working arrangements is 4 weeks. At the end of the settlement period:

- the maximum flex credit carry over is the equivalent of your standard weekly working hours, or your average weekly hours if you are part-time.
- the maximum flex debit carry over is 10 hours, if you are full-time or work 25 hours or more per week. The maximum flex debit is 5 hours, if you work less than 25 hours per week.
  - If your flex debit is more than the maximum allowed in a settlement period, you must reduce the excess amount (the amount above the maximum allowable, 10 or 5 hours), by the end of the following settlement period. It would be reasonable for your managers to request you to work reasonable additional hours to clear the excess flex debit by the end of the following settlement period.
  - If you cease working for the Department and you have a flex debit you can request that the debit is acquitted using your annual leave credits, otherwise the debit will be acquitted from your final salary payment.

### Cash out of flex credits

The ability to cash out flex credits has changed under the WD, you can no longer cash out flex credits that exceed more than 20 hours in a settlement period.

- You can only cash out flex credit on cessation, up to the equivalent of your standard weekly working hours.
- Cash out only applies where, in consultation with your manager, you have taken all reasonable step to use your flex credits prior to cessation.

### Time off for Executive Level employees

If you are an Executive Level (EL) employee, flex time does not apply to you.

- You may be required to work additional hours without additional payment and without accruing an hour for hour credit.
- You can, however, request time off in recognition of additional hours worked. This may be agreed to allow for a variation in your attendance or for short or full day absences. Unlike flex-time, time off in recognition of the additional hours you have worked is not on a one-for-one basis, and is not a substitute for flex-time arrangements.
- If you are a former Customs EL employee, you will no longer be entitled to a mandatory 4 days of 'Additional Time off'. You may request, time-off in recognition for additional hours worked in accordance with the Time off for Executive Level employee provisions.

Section 62(3) of the [Fair Work Act 2009](#) (FW Act) sets out the factors which must be taken into account in determining whether additional hours are reasonable or unreasonable. These factors are outlined below under [reasonable additional hours](#).

### Other flexible working arrangements

Other flexible working arrangements may include:

- a [VWH arrangement](#) (based on either full-time or part-time hours), or
- a [home based work or teleworking arrangement](#).



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You may request a VWH or home-based work arrangement to assist you to balance your work and family responsibilities. Requests will take into consideration your personal circumstance and the operational requirements of your work area.

### Eligibility

The WD provides that, in accordance with the provisions under Division 4, Part 2-2 of the [FW Act](#), you may request a VWH arrangement:

- if you are an ongoing or non-ongoing employee (excluding casual employees), and
- you have completed at least 12 months of continuous service with the Department immediately prior to making the request,

and where you:

- are a parent, or have responsibility for the care of a child who is of school age or younger, including where you are returning to work after taking leave in relation to the birth, adoption or fostering of the child,
- are a carer (within the meaning of the [Carer Recognition Act 2010](#)),
- have a disability,
- are 55 or older,
- are experiencing family and domestic violence, or
- are providing care or support to a member of your immediate family or household, who requires care or support because they are experiencing family and domestic violence.

Subject to consultation, the Department proposes to implement a policy that expands requests for VWH arrangements to employees who do not meet the above criteria:

- where there are competing requests within a work area, priority will be given to those employees who meet one of the criteria under Division 4, Part 2-2 of the [FW Act](#).

### ***How do I apply for flexible working arrangements?***

Requests must be in writing and must set out the details of the flexible working arrangement and the reason you are requesting the arrangement:

- You will be provided with a written response to your request within 21 days, stating whether the request has been granted or refused.

### ***On what grounds can my request be refused?***

Your request may be refused where there are reasonable business grounds. This may include but is not limited to:

- the cost of implementing the arrangement
- the capacity to change the working arrangements of other employees within the work area to accommodate the request
- the practicality of changing the working arrangements of other employees, or recruiting new employees, to accommodate the request
- the likelihood that the arrangement would result in a significant loss in efficiency or productivity for the work area, and
- the likelihood that the arrangement would have a significant negative impact on customer service.

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### ***What is a variable working hours arrangement?***

A VWH arrangement is an approved written agreement between you and your manager to vary your standard hours of duty on a regular basis. This may be requested for:

- Full-time VWH arrangement - where your standard fortnightly working hours are based on a 75 hours fortnight but you and your manager agree to a regular work schedule that allows you to perform these hours over a shorter period.
  - For example: you work 9 working days per fortnight (8hrs 20min per day over 9 days) rather than 10 working days (7hrs 30mins over 10 days) but the total working hours for the fortnight add up to 75 hours.
- Part-time VWH arrangement - where your standard fortnightly working hours are less than a full-time employee. This means that your standard fortnightly agreed working hours will be less than 75 hours per fortnight.
  - For example, you may not work each working day (Monday to Friday), or you may work reduced hours (5 hours a day), Monday to Friday.

VWH arrangements are reviewed every 12 months and may be varied or terminated to meet operational requirements.

- Where a full-time employee has approval to work part-time for personal reasons, they can revert back to their full-time employment by providing 4 weeks notice or a shorter period if agreed.

### ***What are home-based work and tele-working arrangements?***

Home-based work or teleworking arrangements are where a portion of your working hours in a fortnight are performed out of the office, either from your place of residence (home-based work) or from another agreed locality (tele-working arrangement).

To request home-based work or teleworking arrangements:

- Approval is dependent on meeting the [eligibility requirements](#) and a range of security, work health safety and operational requirements.
- You and your manager may agree to vary the approved arrangements at any time.
- You or your manager may terminate the arrangement by providing a minimum notice period of 4 weeks or shorter if agreed.

### **Public Holidays**

- There are no changes to your entitlements in relation to Public Holidays.
- The WD provides for an additional holiday following the Christmas and Boxing Day Public holidays. Your entitlements for this additional holiday will be the same as if this day was a public holiday.
- Under the WD, the Secretary no longer has discretion to determine any other additional holidays that are not declared or prescribed by Commonwealth, State or Territory law as a public holiday.
- The Secretary and an employee may agree on the substitution of a day or part day that would otherwise be a public holiday, including for a cultural or religious day of significance to the employee. This approval is subject to operational requirements.

### **Reasonable Additional Hours**

Under the WD, your manager may direct you to work reasonable additional hours to meet operational requirements. Reasonable additional hours can be a request to work hours in addition to standard hours under the flex-time arrangements (APS Level 1-6) or additional hours worked for ELs, or a direction/request to perform overtime.

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- You may refuse to work additional hours if those additional hours are unreasonable. In accordance with section 62(3) of the [FW Act 2009 and](#) clause 3.45 of the WD, in determining whether additional hours are reasonable or unreasonable, the following matters must be taken into account:
  - any risk to employee health and safety from working the additional hours
  - the employee's personal circumstances, including family responsibilities
  - the needs of the workplace or enterprise in which the employee is employed
  - whether the employee is entitled to receive overtime payments, penalty rates or other compensation for, or a level of remuneration that reflects an expectation of, working additional hours
  - any notice given by the employer of any request or requirement to work the additional hours
  - any notice given by the employee of his or her intention to refuse to work the additional hours
  - the usual patterns of work in the industry, or part of the industry, in which the employee works
  - the nature of the employee's role, and employee's level of responsibility, and
  - any other relevant matter.

### Still have a question?

If after reviewing this information you still have a question, please make an enquiry through the [HR Portal](#).

Please select, Workplace Determination Enquiry, Working hours and arrangements

MY OPTIONS	MAKE AN ENQUIRY
My Enquiries	<b>Enquiries</b>
Make an Enquiry	
Help ▶	
MyHR	
	<a href="#">Change PDA Supervisor</a>
	<a href="#">Authority to release personal information</a>
	<a href="#">Notification of leaving the Department</a>
	<a href="#">Amend Legal Name</a>
	<a href="#">Recruitment Enquiry</a>
	<a href="#">Other Enquiry</a>
	<a href="#">Workplace Determination</a>
	<a href="#">Learning Management System Enquiry</a>

**WORKPLACE DETERMINATION ENQUIRY**

Please select the relevant topic for your enquiry. The topics align with the relevant 'Part' under the Workplace Determination (WD), please select the appropriate part of the WD. If you have multiple enquiries please ensure you submit one form per topic. Grouping multiple enquiries into one form may result in processing delays.

Topic \*

3. Working hours and arrangements ▼

Description \*





Australian Government  
Department of Home Affairs



Australian  
**BORDER FORCE**

# Writing style guide

Updated: 21 August 2018

Author: Communication and Engagement Branch

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## Introduction

This guide sets out the writing styles for print, electronic and other forms of communication for the Department of Home Affairs (the Department or we/our) and the Australian Border Force (ABF), excluding additional writing styles for ministerial and parliamentary documents.

An abbreviated [Quick reference writing style guide](#) is also available in TRIM (ADD2017/2918003) which outlines common writing style errors.

This guide has been prepared to complement the:

- Australian Government's *Style Manual: for authors, editors and printers* (Sixth edition)<sup>1</sup>
- Australian Government's preferred dictionary, the [Macquarie Dictionary](#)<sup>2</sup>
- Digital Transformation Agency's [Writing style](#).

## How to use this guide

This guide should be read in conjunction with the following guides and resources:

- Ministers' style guide is available in TRIM (ADD2015/750436) or from the Ministerial correspondence page. For enquiries, email [22\(1\)\(a\)\(ii\)](#)
- Macquarie Dictionary is available on the intranet homepage under the Communication and media quick links. Click on the Macquarie Dictionary quick link. For enquiries, email [22\(1\)\(a\)\(ii\)](#)
- Branding identity guidelines are available on the Branding page. For enquiries, email [22\(1\)\(a\)\(ii\)](#)

## More information

If you have feedback or questions about the writing styles in this guide, email [22\(1\)\(a\)\(ii\)](#)

<sup>1</sup> Australian Government *Style manual: for authors, editors and printers*, (Sixth edition), 2003

<sup>2</sup> *Macquarie Dictionary*, 2012, Macquarie Dictionary Publishers Pty Ltd, Australia

# Structure, content and writing tips

## Active language

Using active language will make your writing easier to read and understand.

A sentence is in the active voice when the subject of the action—that is, the person or thing doing something—appears in front of the verb.

A sentence is in the passive voice when the subject of the verb appears after the verb.

Try using the first and second person instead of the third person to help you to write in active voice. For more information, see **Personalise content** in this guide.

For example:

Use (active language)	Do not use (passive language)
<b>You</b> (subject) must <b>lodge</b> (verb) your completed visa application in Australia.	It is required that your completed visa application <b>be lodged</b> (verb) by <b>you</b> (subject) in Australia.
<b>The manager</b> (subject) <b>cancelled</b> (verb) the workshop because it would not benefit the team.	The workshop <b>was cancelled</b> (verb) because it <b>was decided</b> (subject) that it would not benefit the team.
<b>The manager</b> (subject) <b>rejected</b> (verb) your application.	Your application <b>was rejected</b> (verb) by <b>the manager</b> (subject).

## Audience and purpose

It is difficult to write information without a clear purpose and knowing your target audience.

Before you start to write, think about the following:

- What is the aim of your content? This will determine the level of detail required.
- Who is your audience and what information do they need to know? Use language the audience understands and never make assumptions about what the audience may know.
- What are your communication objectives? Do you want to inform, persuade or call your audience to action? Make calls-to-action clear. Focus on how your audience should do something, rather than giving them background information.
- What is the best way to reach your audience? Should you communicate through email, influencers, advocates, media release, website or another channel?
- What is the best time to communicate with your audience? This will ensure your audience is receptive to your communication and maintain good will.
- How will you measure your communication success? This will inform future communications and channels.



## Headings

Headings are signposts in text and navigational aids. Readers use headings to scan content and to gauge the relationship between, and importance, of sections of text.

Limit headings to one level (heading one) if possible—be careful with the number of headings added beyond this. Readers will lose track if there are too many heading levels. Short content should only use two extra sub-heading levels (headings two and three). Longer content might require more headings (heading four and maybe heading five).

To aid readability and comprehension, use headings to break up text for easier comprehension and to engage the reader. For online writing, use a heading at least every 200 words (every two to four paragraphs).

Keep headings interesting and make them specific enough to catch the reader's attention. Headings should either provide information or answer a question. Remove meaningless words in headings that add no value.

Try to limit headings to one line. Headings that spill over to a second line are harder to read and to recall. Some communications products have character limits for headings—check these before approving the text.

## Sentences and lists

### Short sentences

Use short sentences that contain a single message. If you need to communicate other messages or thought, use a second sentence, comma or parentheses (brackets).

Vary the length of your sentences to make content less tiring to read, as well as easy to read online. For many people comprehension can start to fail after 25–30 words—so this should be the limit of your longest sentence.

### Long sentences and lists

If you have a long sentence with many elements, use a list to break up the text to make it easier for your audience to scan and understand, especially when reading online.

Use bullet lists by default. You should only use list numbers or letters when it is necessary to show a priority order or chronology.

There are three types of bullet lists:

- Full sentences
- Sentence fragments
- Stand-alone items

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## Full sentences

When the dot points do not form part of the lead-in sentence, use a full sentence list. Lists made up of items that are full sentences are less common. This kind of list may be introduced by a full sentence, but more often by a sentence fragment. Capitalise the first letter and end each dot point with a full stop.

For example:

Plain English is important for a number of reasons:

- We can never be sure how much background information a reader will have so it's important not to make assumptions in our writing.
- Often we will have to revise content. If the original content is written in plain English it will be easier to revise than dense technical text.

## Sentence fragments

The most common type of bulleted list comprises a series of sentence fragments. Sentence fragments flow logically from a lead-in introductory sentence (the first part of the sentence) and colon.

Use a lower-case first letter for each item and no punctuation at the end of each item listed. Only add a full stop at the end of the last dot point to mark the end of the sentence.

For example:

A sentence fragment list **should**:

- contain at least **two** items
- flow neatly from the introduction
- end with a **full stop**.

Each item in your list must make sense when read directly from the introduction. For instance, if there is a verb at the beginning of the first bulleted point, you need a verb at the beginning of all the others too.

For example:

Parallel structure in a fragmented list requires:

- **identifying** items that can be collected into a list
- **rewriting** items so they are not sentences in their own right
- **structuring** items to have the same kind of start, such as:
  - nouns such as **cat**
  - verbs such as **read**
  - adjectives such as **quick**.

Do not include a full sentence within an item in a fragmented list. This destroys parallel structure, making the list difficult to understand. If the full sentence is necessary, the information is not suitable for a list structure and needs to be rewritten.

If a list, or part of a list, consists of a single item, it should be rewritten as a sentence or reworked as part of the previous item that led into it.

## Stand-alone items

Stand-alone items run straight off a heading. The items are generally shopping-list style: a series of unrelated, typically short items that do not integrate easily into normal text or are more easily understood in list form.

For example:

Writing for the web

- Identify the aim of the content
- Work out the best format
- Edit and proofread

## Inclusive writing

Communicating with a diverse audience is central to our business.

Inclusive language is free from words, phrases or tones that reflect prejudice, stereotypes or discriminatory views. It is language that does not deliberately or inadvertently exclude people from being seen as part of the group.

Refer to **Appendix A** for information about the use of inclusive language.

## Paragraphs

A paragraph is a section of text that contains a single idea. State your idea in the first sentence. This will attract your reader's attention and get your message across. Readers often scan headings and first sentences of paragraphs as they search for the information they want.

Structure your paragraphs so they range in length from one to four sentences. If appropriate to the content, vary the length of paragraphs to provide variety. This makes content more interesting and readable.

## Personalise content

Personal content and messages are more engaging with your reader and will help your audience remember what you communicate.

To personalise your content, write using the first and second person pronouns where possible (**I, we, us** and **you**) rather than third person nouns (**Department** or **ABF**) or pronouns (**he, she, it** and **they**). It's important to only personalise content when it is clear to the reader.

For example:

✓ If **you** are having difficulty creating content using markup, we can provide further guidance. Email

22(1)(a)(ii)

X If the **author** is having difficulty creating content using markup, the **Web Services and Correspondence Section** can provide further guidance.

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## Plain English

Plain English is illustrated by the difference between the following two examples:

✓ The new service portal makes it easier for you to communicate with us. **(13 words)**

X We are working to make your job easier by giving you access to communicate with us electronically through a new online service portal. **(23 words)**

Use language your audience will understand easily—generally this should be plain English.

However, there may be a business case for using technical or legal language in some instances. This may mean you will need to write the same content in a different way for different audiences. The rule is to make language as simple as possible so it is clear to the reader.

When you write:

- use familiar, everyday words the reader will understand
- do not use jargon and overuse of abbreviations and acronyms
- tailor your message for your audience
- be precise and use enough words to achieve clarity, but avoid unnecessary words
- vary sentence length—25–30 words maximum for each sentence
- use active language—position the subject before the verb/action.
- use personal pronouns to engage the audience, such as we and you, except in formal writing.

## Preferred words

The Australian Government and our Department has a number of preferred words and phrases. Refer to **Appendix C**.

## Readability

You can test how well the audience will understand your writing by using the Flesch-Kincaid readability index. Each grade means the number of years of education generally required to understand the writing.

If you are targeting the general public, aim for a Year 5 reading level (or a 10-year-old can understand). The Flesch-Kincaid Grade Level is available in Microsoft Office Word and Outlook.

To learn more, go to the [Test your document's readability](#) page.

## Right word

Use the right word in the right context. See **Appendix B** for information about which word or phrase should be used or not used.

# Proofreading

Proofreading is checking the final version of a document just before it is published. If the document is to be printed, it means checking the page proofs before approving the document for printing.

If the document is to be published online, it means checking the final form before sending it to Web Services and Correspondence for publishing on the intranet or internet.

When proofreading, check for:

- errors in spelling, punctuation, typing, capitals, shortened forms, numbers, dates and percentages
- consistent styles in numbers and percentages
- consistent styles in headings (using template styles), footnotes and headers, spacing and alignment
- references, cross-references, page numbers, table and figure captions
- page or screen breaks that split words, sentences or paragraphs.

## Spelling

Be aware of spellchecker shortcomings—some will recommend spelling that is not acceptable in the Australian Government. For example, some spellcheckers will adopt American or British English spelling.

To change Microsoft Word spelling and grammar checks to English (Australian), select **File-options-language-choose editing language**.

Do not change the spelling of formal nouns such as organisation names.

For example, use a **z** in:

- World Health Organization
- World Trade Organization
- World Customs Organization
- International Organization for Migration

Be mindful, a spellchecker will not pick up words that are spelt correctly, but are incorrect in the context. You will still need to review/read your document to check for writing style errors.

Common context error examples:

its/it's	who's/whose	your/you're/yore	they're/their	their/there
led/lead	practice/practise	principal/principle	that/which	dependant/dependent
licence/license	assure/ensure/insure	maybe/may be	past/passed	compared to/compared with
advice/advise	weather/whether	affect/effect	memorandum/memoranda	
formally/formerly				

For more spelling examples, go to either **Apostrophes** or **Use the right word** (Appendix B) in this guide.

## Grammar checks

Other points of grammar to follow:

Grammar tips	Use (correct)	Do not use (incorrect)
When referring to people, make sure to use <b>who</b> —and not <b>that</b> or <b>which</b> .	Visa holders <b>who</b> are found to have overstayed.	Visa holders <b>that</b> have been found to have overstayed.
Ensure you always use <b>singular</b> grammatical forms with <b>collective nouns</b> .	The division is developing a new policy.	The division <b>are</b> developing a new policy.
Do not end a sentence with a preposition.	The applicant joined the end of the queue <b>out of which</b> they were previously taken.	The applicant joined the end of the queue they were previously taken <b>out of</b> .
Do not use split infinitives.	They sought extra funding to <b>run</b> the program <b>better</b> .	They sought extra funding to <b>better run</b> the program.

## Punctuation and consistency

Limit punctuation to what is needed to help the reader to comprehend and to deliver a clear message. It is easier to read several short sentences, than a long sentence broken up with punctuation.

### Abbreviations

An abbreviation is the first letter of a word and some other letters, but not the last letter, and includes a full stop after the abbreviation.

For example:

✓ Vic.

X VIC

✓ Tas.

X TAS

### Acronyms and initialisms

An acronym is a string of initial letters, and sometimes other letters, pronounced as a word.

For example:

✓ ASEAN (Association of Southeast Asian Nations)

X A.S.E.A.N.

✓ ICAC

X I.C.A.C.

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An initialism is a string of initial letters, and sometimes other letters, not pronounced as a word.

For example:

✓ NSW

X N.S.W.

✓ IMAs

X IMA's.

Before using an acronym or initialism, spell it out first, followed by the acronym or initialism in brackets if repeated in the remainder of the document.

For example:

- Legislative reforms reintroduced **Temporary Protection visas (TPVs)** and introduced **Safe Haven Enterprise visas (SHEVs)** for illegal maritime arrivals.

For initialisms, use the correct article (a or an) and possessive apostrophe according to the letters and their pronunciation, not the full term.

For example:

- an Unaccompanied Humanitarian Minor ... a UHM
- a Memorandum of Understanding ... an MOU
- Department of Social Services' policies ... DSS's policies

## Ampersands (&)

Do not use ampersands in general text unless it's part of a formal title, such as an organisation's name, program's name or a legislative title.

For example:

- International Relief & Development
- Angus & Robertson

## Apostrophes

The apostrophe's role is to indicate:

- possession
- two-word contractions, meaning missing letters or characters.

For example:

Use (correct)	Do not use (incorrect)	Explanation
It's an easy step to take.	Its an easy step to take.	It's is the contraction of it is.
The Government launched its new information package.	The Government launched it's new information package	Its is the possessive pronoun (belonging to it).
Who's the right person?	Whose the right person?	Who's is the contraction of who is.

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Use (correct)	Do not use (incorrect)	Explanation
Whose is this?	Who's is this?	Whose is the possessive pronoun belonging to whom
It's your choice	It's you're choice.	Your is the possessive pronoun belonging to you
You're right about it.	Your right about it.	You're is the contraction of you are.
These are their words.	These are they're words.	Their is the possessive pronoun belonging to them.
They're all over there.	Their all over there.	They're is the contraction of they are.
The documents are over there.	The documents are over their.	There meaning in or at a particular place.

## Possession

Use an apostrophe for ownership, not to form plurals. For example:

- Paul's report was well written.
- The Department's reports were released yesterday.
- Use the *Ministers' style guide* (TRIM ADD2015/750436) when writing ministerial and parliamentary documents.

## Two-word contractions

When two adjacent words are contracted into one, you use a closing apostrophe to show that letters have been omitted. For example:

- Don't (do not)
- We're (we are)
- They're (they are)
- They've (they have)
- We'll (we will)
- It's (it is)

To indicate numbers that have been omitted, use a closing apostrophe. For example:

- '17 (2017)

Do not use the following words, because these contractions are difficult to read:

- Should've
- Could've
- Would've

Also do not use an apostrophe with **hers, its, theirs, yours** or **place/street names**.

## Capitals

Use minimal capitals in document headings and cover pages, as well as body text. The rule of thumb is to capitalise proper nouns and specific titles only, including formal job titles.

For example, do not capitalise:

- generic references of nouns <sup>3</sup>
- a document, unless it is a formal title <sup>4</sup>
- a sub-program <sup>5</sup>
- a service unless it's in the formal title, such as Translating and Interpreting Service.

Capitalise:

- all proper nouns <sup>6</sup>
- Commonwealth entities <sup>7</sup>
- companies
- departmental group, division, branch and section names
- documents <sup>8</sup>
- formal job titles <sup>9</sup>
- lead programs <sup>10</sup>
- visa titles but not the word **visa**. <sup>11</sup>

## Commonwealth entities

The word **Government** should be capitalised as part of formal title or abbreviated title. Spell out the **Australian Government** in full first, followed by the shortened form **Government**. Lowercase **government** for generic references.

For example:

- the **Australian Government** ... the Government ... a government (generic use)

Only capitalise federal when it forms part of an official title.

For example:

---

<sup>3</sup> For more information go to **Nouns** in this guide.

<sup>4</sup> For more information go to **Documents** in this guide.

<sup>5</sup> For more information go to **Program or programme** in this guide.

<sup>6</sup> For more information go to **Nouns** in this guide.

<sup>7</sup> For more information go to **Commonwealth entities** in this guide.

<sup>8</sup> For more information go to **Documents** in this guide.

<sup>9</sup> For more information go to **Job titles** in this guide.

<sup>10</sup> For more information go to **Programs or programmes** in this guide.

<sup>11</sup> For more information go to **Visa titles and streams** in this guide.



- the **Federal Court of Australia** ... the Federal Court ... the court
- a **federal** government initiative
- Home Affairs is a federal responsibility.

For more information, see **Government titles** in this guide.

## Documents

When naming a document, do not use capitals after the first word, except for proper nouns unless it is the formal title, such as an inquiry, review, report, plan, strategy or framework.

After the first mention of the document's full title, you can refer to the shortened form thereafter, in lower case. For example:

- *Writing style guide* ... the guide
- *Branding identity guidelines* ... the guidelines
- *Work Health and Safety Report* ... the report
- *Client Services Decision Support Review* ... the review
- *Strategy 2020* ... the strategy
- *Control Framework for Detention-Related Decision Making 2014* ... the framework

## Job titles

Capitalise formal titles and abbreviated references, except when used generically.

For example:

- the Prime Minister of Australia ... the Prime Minister
- the Minister for Home Affairs ... the Minister ... a minister
- the Australian Border Force Commissioner ... the ABF Commissioner ... a commissioner
- the Secretary of the Department of Home Affairs ... the Secretary ... a secretary

Always capitalise when referring to specific job titles.

For example:

- the Deputy Secretary of the Policy Group
- the First Assistant Secretary of the Strategy and Capability Division
- the Assistant Commissioner of the Strategic Border Command
- the Director of the Internal Communication and Engagement Branch
- the Assistant Director of the Governance and Regulatory Reform Team

Do not capitalise job titles if you are referring generically to a role such as officer, administrator, director or manager.

## Members of parliament

### Ministers

Ministers in the federal, state and territory parliaments take the title The Honourable and this is abbreviated The Hon without a full stop. Ministers appointed to the Executive Council retain the title The Honourable for life. Capitalise the word Minister for previous ministers, but only if they remain in parliament. Do not capitalise previous ministers if they are not in parliament.

For more information:

- email 22(1)(a)(ii)
- read the *Ministers' style guide* available in TRIM (ADD2015/750436) or from the [Ministerial correspondence](#) page.

### Prime Minister

Capitalise Prime Minister when referring to the current Australian Prime Minister, but not when referring to former Australian prime ministers.

## Nouns

Nouns are names for tangible and visible things such as **agency, building, person** and **dog**.

Capitalise nouns when referring to government agencies or governance to distinguish them from generic meanings.

For example, capitalise:

- the Department of Treasury
- the Department of Finance
- the Cabinet
- the Treasury
- the Crown
- the House, meaning either parliamentary chamber
- the Budget (when used as a noun, but not when used as an adjective or in plural form, such as:
  - budget provisions
  - budgetary process
  - successive federal budgets).

In legislation, some other words are always capitalised:

- Act(s)
- Ordinance(s)
- Regulation(s)
- Bill(s).

When used alone and in a legal context, the **Bar** and the **Bench** are also capitalised, but not when referring to the **full bench**.

## Organisational titles

Capitalise specific names of groups, divisions, branches and sections.

For example:

- Intelligence and Capability Group
- Intelligence Division
- Strategic Assessments and Intelligence Management Branch

Do not capitalise if you are referring to groups, divisions, branches and sections generically.

## Commas

Use commas in sentences and lists. For example:

- Globalisation is changing the way migration, trade, citizenship, maritime security, revenue, **travel and humanitarian** policies are managed across borders.

No need to use a comma before the final item in a short list, unless it is unclear.

For example:

- The ABF is responsible for investigations, compliance and immigration detention operations, across our air and seaports, **and** land and maritime domains.

You can also use commas or em dashes in place of parentheses (brackets).

For example:

- The Secretary, Michael Pezzullo, is responsible for all departmental functions.

## Compliance

Legally binding words/phrases when referring to compliance matters follow:

Word or term	Application
Illegal foreign fisher (IFF)	An IFF is a person who has been located and detained under suspicion of illegally fishing in Australian waters.
Illegal maritime arrival (IMA)	The term <b>illegal maritime arrival</b> (IMA) is not defined in the <i>Australian Migration Act 1958</i> ; however, the term is used generally by our Department to refer to people who are unlawful non-citizens and who arrived in the migration zone other than by aircraft.
Illegal worker	An <b>illegal worker</b> is someone who has been found to be working in breach of their visa conditions.
Overstayer	An <b>overstayer</b> is a person who enters Australia on a valid temporary visa but does not leave Australia before their visa expires.
Unauthorised air arrival	An <b>unauthorised air arrival</b> is a traveller arriving with: <ul style="list-style-type: none"><li>• no electronic travel authority (ETA) or visa on record</li><li>• bogus or damaged travel documents</li></ul>

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Word or term	Application
	<ul style="list-style-type: none"> <li>incorrect visa details</li> <li>a ceased or cancelled visa.</li> </ul>
Unauthorised maritime arrival (UMA)	An <b>unauthorised maritime arrival</b> (UMA) is defined in the Australian Migration Act 1958 as a person who enters Australia by sea at an excised place outside Australia at any time after the excision time for that place and becomes an unlawful non-citizen as a result of their entry.
Unlawful non-citizen (UNC)	A UNC is a non-citizen who does not hold a valid visa. Under the <i>Australian Migration Act 1958</i> , a UNC must be detained and removed from Australia as soon as practicable.
Removal	<p>If a person has no lawful basis to remain in Australia and does not depart voluntarily from the community, our Department may detain them as a UNC and remove them under <i>section 198</i> of the <i>Australian Migration Act 1958</i>.</p> <p>Even if a person chooses to depart from immigration detention, it is classed as a removal rather than a voluntary return.</p>

## Contractions

Contractions are shortened forms of a word or words. However, in business writing, it is better to spell the word in full, where possible. Do not use a full stop for those that include the first and last letter of a word.

For example:

- Mr (Mister)
- Qld (Queensland)

Use a full stop when the contraction uses the first few letters of a word.

For example:

- User Vic. (not VIC) for Victoria
- Use Tas. (not TAS) for Tasmania

A grammar contraction is a word made by shortening and combining two words. For example:

- Won't (will not)
- Shouldn't (should not)

Grammar contractions are more common in speech than writing. Contractions should not be used in formal writing, such as ministerial correspondence, but they are permitted to be used on the website and in less formal communication.

## Country names

Write country names in full first, followed by the abbreviation.

Use the Department of Foreign Affairs and Trade's (DFAT) country list available at [www.dfat.gov.au](http://www.dfat.gov.au).

The countries on the DFAT website have been checked against the DFAT country list.

## Dot points

### Colons

Use a colon only to introduce a list of items. For example:

We contribute to three national outcomes:

- Strong national security
- A strong economy
- A prosperous and cohesive society

### Full stop

A full stop marks the end of a sentence that is not a direct question or exclamation. Follow a full stop with a single space. Do not use a full stop after headings, page headers or footers.

Also use full stops in a shortened form (as a decimal point) to indicate legislative subsections and paragraphs, to express time or in table notes. For example:

- s. 417 of the Migration Act
- ss. 4–7 of the Copyright Act
- 5.15 pm

## Email address

Email addresses in text are to be dealt with in the same way as normal text. If the email address ends a sentence or full sentence list or sentence fragment list, add a full stop after the email to mark the end of the sentence.

For example:

- If you have feedback or for more information, email 22(1)(a)(ii)
- To report a workplace health and safety incident, complete an incident report in easySAP as soon as possible after the incident. Certain incidents (death, serious injury/illness or dangerous incident) must be immediately reported to National WHS who will notify the Regulator, Comcare. For more information:
  - visit the Incident reporting intranet page
  - phone: 22(1)(a)(ii)
  - email: 22(1)(a)(ii)

If the email is in a stand-alone item, do not add a full stop after the email address.

For example:

- Email: 22(1)(a)(ii)

## Font styles

To ensure consistency and professionalism, all documents should use:

- **Arial font suite** for documents developed by staff and officers for internal audiences
- **Helvetica Neue font suite** for all publications produced by graphic designers for external audiences.

Remember to use the communications templates provided which include embedded font styles and correct formatting.

Refer to the Branding identity guidelines for more information about font styles. The guidelines are available on the [Branding](#) page or by emailing [22\(1\)\(a\)\(ii\)](#).

## Government titles

Where possible, personalise your content to make it more engaging with the reader. Use first and second person pronouns (**I, we, us** and **you**) rather than third person nouns (**Department** or **ABF**). See **Personalise content** in this guide. When you are required to formalise your writing, use the following formal Government titles.

As a federation, Australian is known as the **Commonwealth of Australia** and the primary governing body is the **Commonwealth Parliament**. In this context, the Commonwealth and Parliament are always capitalised.

For example:

- the Commonwealth Parliament ... the parliament (second reference and generic use)
- the Parliamentary Library ... the parliament
- Parliament House ... the parliament

Given the **Commonwealth** is more readily associated with the Commonwealth of Nations (formerly the British Empire), to avoid confusion, do not use **Commonwealth**.

Use the Australian Government instead, followed by Government in the second reference. Lowercase generic references to government.

For example:

- the Australian Government ... the Government ... a government (generic use)

When referencing Australian Government entities, spell these out in full first, followed by the shortened form Government. Do not use **Commonwealth Government** or **Federal Government** or shortened forms **govt**, **Cwth** or **dept**.

For example use:

- the Department of Home Affairs ... the Department or we ... a department (generic use)
- the Australian Border Force (ABF) ... the ABF (do not use the Force or Border Force)

When listing a group of government entities, the Australian Government should be set apart from the other government entities.

For example:

Use (correct)	Do not use (incorrect)
Australian Government and state and territory governments	Australian and state and territory governments



Use (correct)	Do not use (incorrect)
Australian Government	Commonwealth Government or Federal Government

## Hyperlinks

When referring to a website or webpage in electronic communication, write the title of the webpage or website and add a hyperlink.

For example:

- People holding a BVE are limited to the types of visas they can apply for. To apply for a visa, lodge an application through [ImmiAccount](#) or phone the enquiry line on 131 881.
- More information is available on the [Department of Home Affairs](#) website.

Do not add URLs in the body of the text, but if you have to, for example in printed material, remove the [http://](#) and only write the web address ([www.xx](#)). Best practice is not to write the URL name in the body text, but use the style mentioned above.

## Hyphens and dashes

### Hyphens

Hyphens are used to join words to clarify meaning. When a word consists of two adjectives, or a noun plus an adjective, the expression is hyphenated no matter whether it precedes or follows the noun.

For example:

- Whole-of-government
- Long-term unemployed

### En dash (—)

An en dash is the width of an N '—'. To write an en dash, hold down the Ctrl + '—' dash on the number keyboard.

Use an en dash to link words while maintaining their individual meaning. You can also use it to link figures or expressions of time and distance. For example:

- January—March
- pages 30—40

When joining two words, do not use a space between the en dashes. For example:

- Commonwealth—New South Wales Agreement

When linking more than two words, use spaces on either side of the en dash. For example:

- A Subclass 417 – Working Holiday visa<sup>12</sup>

### Em dash (—)

An em dash is the width of an M '—'. To insert an em dash, hold down the Ctrl + Alt key + '—' dash on the number keyboard.

In informal writing, the em dash can replace commas, semicolons, colons and parentheses (brackets) to add emphasis or an interruption or an abrupt change of thought.

For example:

- The ABF—a law enforcement authority responsible for enforcing customs and immigration laws—is an operationally independent agency within the Home Affairs Portfolio.

## Italics

Use italics for:

- titles of books and periodicals, for example: the *Department of Home Affairs Annual Report 2015–16*
- titles of newspapers and similar publications, for example: *The Sydney Morning Herald*
- films, videos and television shows, for example: *Border Security*
- names of ships, aircraft and other vehicles, for example: *Cape York*
- full citation of Australian Acts, Ordinances and Regulations, but not Bills
- cited words or letters, for example: the word *yardstick* is of German origin
- foreign words or phrases, including accents, for example: a *bona fide* doctor (Latin term meaning in good faith).

Only italicise the word **the** if it forms part of the title, for example: *The Daily Telegraph*.

Do not italicise the name of the Department or program or project titles.

## Latin shortened forms

Do not use Latin shortened forms such as **e.g.**, **i.e.**, **viz.** and **NB**. Replace these with their longer form.

Use **e.g.** and **i.e.** only where space is limited, for instance in tables, illustrations, notes and captions.

Also do not use **etc.**, as it can suggest the facts are incomplete.

For example:

Use (correct)	Do not use (incorrect)
for example	<b>e.g.</b>
that is	<b>i.e.</b>
namely	<b>viz.</b>
note	<b>NB</b>

<sup>12</sup> This visa style is written exactly as described in the *Migration Regulations 1994* and must be written this way when writing legal correspondence.

## Legislation

Cite titles of legislation including Acts, Ordinances and Regulations and other delegated legislation such as rules and bylaws, exactly as they appear in legislation.

Do not alter the spelling or capitalisation of legislative titles.

### Acts and Ordinances

The first reference to an Australian Act or Ordinance should cite its exact formal title, italicised and in full. In subsequent references, the title should not be italicised and the date omitted. For example:

*Australian Citizenship Act 2007* ... the Citizenship Act

Do not italicise Bills before the parliament because they are unpublished. For example:

- Customs Depot Licensing Charges Amendment Bill 2015

Do not italicise Acts and Ordinances of other countries, and add the jurisdiction in brackets if it is not obvious from the title. For example:

- The Nationality, Immigration and Asylum Act 2002 (UK)

### Regulations

The first reference to a Regulation should cite its exact formal title, italicised and in full. In subsequent references the title is not to be italicised and the year is to be omitted.

For example:

- *Customs Regulations 2015* ... Customs Regulations

## Instruments

The first reference to an instrument should reflect the exact name of the instrument itself, italicised and in full. An instrument may thereafter be cited by reference to its **IMMI number**, which takes the form of **IMMI XX/XXX**.

For example:

Title: *Migration (IMMI 17/045: Specification of Training Benchmarks and Training Requirements) Instrument 2017*.

Note: Section 1 of this instrument states: 'This instrument is the *Migration (IMMI 17/045: Specification of Training Benchmarks and Training Requirements) Instrument 2017*. It may be cited as IMMI 17/045.'

First reference in a document:

- *Migration (IMMI 17/045: Specification of Training Benchmarks and Training Requirements) Instrument 2017*.

Subsequent references:

- **IMMI 17/045**

If the instrument's IMMI number is not included in the title of the instrument, it should be provided in brackets immediately after the initial reference, but should not be italicised. An instrument thereafter may be cited by reference to its **IMMI number**.

For example:

Title: *Citizenship (Authorisation) Revocation and Authorisation Instrument 2017*

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Note: the commencement provision of this instrument states: 'This instrument, *Citizenship (Authorisation) Revocation and Authorisation Instrument 2017*, IMMI 17/098, commences...'

First reference in a document:

- *Citizenship (Authorisation) Revocation and Authorisation Instrument 2017 (IMMI 17/098)*

Subsequent references:

- **IMMI 17/098**

More information is available on the [Federal Register of Legislation](#) website.

## Units of division

The basic units of division are the sections for Acts, Ordinances and Instruments and the sections or regulations (note lower case) for Regulations.

Use the following styles to cite units of division (sections and subsections) for Acts and Ordinances:

- **Section 30** of the Customs Act 1901... under **s30** of the Customs Act
- **Subsection 30(1)** of the Customs Act 1901... under **s30(1)** of the Customs Act

Units of division in Regulations may be either sections or regulations. When units of division in Regulations are regulations, for example in the *Migration Regulations 1994*, use the following styles to cite units of division:

- **Regulation 2.10** of the *Migration Regulations 1994* ... under **reg 2.10** of the *Migration Regulations*
- **Subregulation 2.10(1)** of the *Migration Regulations 1994*... under **reg 2.10(1)** of the *Migration Regulations*

When units of division in Regulations are sections, for example in the *Australian Citizenship Regulation 2016* and the *Customs Regulation 2015*, use the following styles to cite units of division:

- **Section 12** of the *Australian Citizenship Regulation 2016* ... under **s12** of the *Australian Citizenship Regulation*
- **Subsection 12(1)** of the *Australian Citizenship Regulation 2016* ... under **s12(1)** of the *Australian Citizenship Regulation*

For units of division that are smaller than sections/subsections or regulations/subregulations for both Acts and Regulations use:

- Paragraph 30(1)(a)
- Subparagraph 30(1)(a)(i)
- Sub-subparagraph 30(1)(a)(i)(A)

For units of division in a schedule to an Act or a Regulation, use either a clause or item (or a subclause or subitem). When the unit of division in a schedule is in a list, it will be an item.

For example:

- **Item 1104AA** of Schedule 1 to the *Migration Regulations 1994*
- **Subitem 1104AA(2)** of Schedule 1 to the *Migration Regulations 1994*

When the unit of division in a schedule is a full sentence, it will be a clause.

For example:

- **Clause 163.213** of Schedule 2 to the *Migration Regulations 1994*

- **Subclause 163.213(1)** of Schedule 2 to the *Migration Regulations 1994*

## Line breaks

Do not break items over lines, especially:

- words
- abbreviations and contractions
- people's names
- figures and dates.

A non-breaking space can be inserted by holding down the **Ctrl + Shift + Space** keys. A non-breaking hyphen can be inserted by holding down the **Ctrl + Shift + '-'** keys. The standard dash '-' key is located above the alphabetical keys and next to the = key, left of the backspace.

## Naming conventions

Where possible, personalise your content to make it more engaging with the reader. Use first and second person pronouns (**I**, **we**, **us** and **you**) rather than third person nouns (**Department** or **ABF**). See **Personalise content** in this guide. When you are required to formalise your writing, use our formal agency title.

### Department's name

When referring to the Department of Home Affairs for the first time, spell out the name in full first followed by the **Department** (capital D) or **Home Affairs**.

For example:

- At 30 June 2017, the Department of Home Affairs (the Department) had two Ministers: the Hon Peter Dutton MP, Minister for Home Affairs, and the Hon Alex Hawke MP, Assistant Minister for Home Affairs. The Department is a global organisation with more than 14,000 people working in every Australian state and territory and in 53 locations around the globe.
- The former Department of Immigration and Border Protection and the former Australian Customs and Border Protection Service were consolidated into a single Department on 1 July 2015, which included a single frontline operational entity, the Australian Border Force (ABF), established within the Department.

On 20 December 2017, the Department of Home Affairs was established, which comprised the entirety of the former Department of Immigration and Border Protection along with elements from other Government Departments, and the ABF became an operationally independent agency under the broader Home Affairs Portfolio

When referring to departmental staff, use the term **staff**—not **employees**—and lower case **departmental**. When referring to ABF officers, use the term **officers**.

### Australian Border Force

When referring to the Australian Border Force for the first time, spell out the name in full followed by **ABF**. Never refer to the Australian Border Force as **the Force** or **Border Force**.

Also use the term **officer** when referring to those in ABF operational roles—never use **staff** or **employee**.

For more information about Home Affairs and ABF classifications and titles, see **Appendix D**.

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## Buildings

All buildings should be referred to by their street address.

For example:

- 1010 La Trobe Street, Docklands, Victoria
- 5 Constitution Avenue, Canberra City, Australian Capital Territory
- 6 Chan Street, Belconnen, Australian Capital Territory

The exception is where the building has a specific name, such as Allara House.

The only buildings that can be referred to as **Customs House** or **Custom House**, in capitals, are those that are heritage listed with the name:

- Custom House, 89 The Esplanade, Launceston, Tasmania
- HM Customs House, 7 and 9 Francis Street, Geraldton, Western Australia
- HM Customs House, 1 Cliff Street, Portland, Victoria
- HM Customs House, Victoria Parade, Thursday Island, Queensland

## Immigration detention facilities

There are three types of immigration detention facilities in Australia, with each facility intended for a different purpose. Do not capitalise our Department's facilities because they are not proper nouns. For example:

- immigration detention centre (IDC)
- alternative place of detention (APOD)
- immigration transit accommodation (ITA)

## Immigration detention centres

Section 189 of the Act provides the legislative authority to detain unlawful non-citizens in held detention in an IDC. An IDC is generally only used for people who are deemed to require a higher level of risk management.

Unlawful non-citizens placed in an IDC can include those refused entry at Australia's air and seaports, including visa overstayers and those who have breached their visa conditions, illegal maritime arrivals, people whose visas have been cancelled under s.501 of the Act, and adult illegal foreign fishers (IFFs).

An IDC is different to an IDF (immigration detention facility). Be mindful to reference these correctly.

At August 2017, our Department managed five IDCs:

- North West Point IDC (Christmas Island)
- Maribyrnong IDC (Maidstone, Vic.)
- Perth IDC (Redcliffe, WA)
- Villawood IDC (Villawood, NSW)
- Yongah Hill IDC (Northam, WA).



## Alternative place of detention

An APOD is a place of immigration detention, other than an IDC or place identified as part of a residence determination (also known as community placement). APODs are used by our Department to meet the specific needs of detainees who cannot be appropriately managed in an IDC.

The types of places that can be APODs include, but are not limited to:

- sites leased by our Department and managed by the facilities and detainee services provider, such as hotels and motels
- short-term accommodation, including hospitals and other health-related institutions
- contingency accommodation, such as town halls and gymnasiums
- home-based care in private accommodation owned or leased by relatives or people with established close relationship with the person in detention
- places where people in detention spend part of their day and where it is not appropriate or possible for them to be accompanied at all times, such as schools.

## Immigration transit accommodation

ITAs provide detainees with flexible, supported, semi-independent living in hostel-style accommodation to enable them to attend appointments in the community under supervision. ITA facilities were designed to provide short-term accommodation for detainees presenting a low security risk, low flight risk, and with no known health concerns.

At August 2017, we manage three ITAs:

- Brisbane ITA (Pinkenba, Qld)
- Melbourne ITA (Broadmeadows, Vic.)
- Adelaide ITA (Kilburn, SA)

## Regional processing centres

Always use **regional processing centres (RPC)** and do not refer to the RPCs as **offshore processing centres** or **offshore detention** because they are in the sovereign countries that run them.

For example:

- A person transferred to a regional processing centre is not detained under the Migration Act.

When referring to matters relating to the **Nauru RPC**, the correct language is **in Nauru** (not **on Nauru** or **at Nauru**) because Nauru is a sovereign nation.

When referring to matters relating to the **Manus RPC**, the correct language is **in Manus Province** or **in Papua New Guinea** because these are political entities controlled by the sovereign Government of Papua New Guinea.

The above rules also apply when referring to Manus. Do not use **on Manus** or **Manus Island**, as these are references to a geographic feature.

In addition, do not use the shortened forms **RCs** and **RDs** when referring to **Regional Commands** and **Regional Directorates** respectively.

## Numbers

### Currency

It is sometimes necessary to distinguish between Australian and American currencies when developing communications for international audiences, such as informing that our visa, tariff or other fees and charges are in Australian dollars (not American dollars). Use only when referring to sums of money in both Australian and other dollars to avoid confusion. This will reduce client enquiries and complaints to our Department.

For example:

✓ AUD10,000

X AUD\$10,000

X \$10,000 (AUD)

X (AUD) \$10,000

### Dates

When writing date ranges, use an en dash without spaces between the designated days of the month. Do not include the day of the week (such as Friday) with the date—the day cannot be any other day.

Also, to avoid confusion, do not use the word **from** where possible.

For example:

✓ 1–31 July 2017

✓ 1 July 2017

X Friday 1 July 2017

X From 1 July 2017

### Times

When writing times, use an en dash without spaces between the designated time ranges.

For example:

- Open 2–5 pm, seven days a week
- 9 am to 5.30 pm

To avoid confusion:

- use lower case for **am** and **pm**
- include a space after the number
- use **noon** or **midnight** rather than **12 am** or **12 pm**
- do not use the word **from**.

Do not use an apostrophe when writing decades. However, if you are referring to the '90s, use an apostrophe to represent the missing numerals (19).

For example:

✓ 1990s or '90s

- When writing Australian time zones, use the following initialisms:

- Australian Eastern Standard Time ... AEST
- Australian Eastern Daylight Time ... AEDT
- Australian Central Standard ... ACST
- Australian Central Daylight Time ... ACDT
- Australian Western Standard Time ... AWST

## Millions of dollars

Millions may be expressed in two ways:

- By the use of the word million or billion, for example:
  - \$2 million or \$2.6 million or \$2.62 million (in text)
- Entirely in numerals, for example:
  - \$1,100,000 or \$1,100,000,000 (in table)—use in text if you want to be exact.

Always spell out millions in text unless you need to be precise such as \$2,624,893.

Whichever number style you chose, be consistent throughout the document.

## Numbers and commas

Write numbers between 1000 and 9999 without a comma or space, except in tables. For example:

- 1000 (text) and 1,000 (table)

Use a comma between thousands for numbers from 10,000 and above. For example:

- 10,000 (text and table)
- \$10,000 (text and table)

Ensure numbers are not broken across a new line. To keep the number together when a space is used (10 million), use **Ctrl + Shift + Space bar** keys.

## Numbers in tables

Align numbers in table columns to the right. To ensure consistency and even alignment in tables, use a comma in four-digit numbers to align with five-digit numbers and above.

For example:

**Table: Size of the 457 program for 2016–17 to 31 December 2016**

Criteria	2015–16 at 31/12/15	2016–17 at 31/12/16	% difference
Primary applications lodged	27,330	27,000	-1.2%
Primary applications granted	22,870	24,270	6.1%
Number of primary visa holders in Australia	85,900	81,300	-5.4%

## Numbers in text

Spell out numbers between **one and nine** except:



- when expressing percentages, for example: the success rate is 3 per cent
- in decimals
- in tables
- in date and time references.

Write numbers in numerals for 10 and above.

Do not start a sentence with a number—if it's unavoidable, write the number in full at the start of the sentence. It's better to reword the sentence if possible.

For example:

- Twenty containers were seized in the operation.
- The ABF seized 20 containers in the operation.

## Ordinal numbers

Use words to write ordinal numbers in general text. For example:

- Third example
- Two-hundredth case

In more numerically dense text or where there is limited space, such as references and captions, use numbers with the relevant suffix. For example:

- The **127th** World Customs Organization Regional Integration Conference.

Always write numbers in official titles correctly. For example:

- The **12th** United Nations International Counter-Terrorism Focal Points Conference on Addressing Conditions Conducive to the Spread of Terrorism and Promoting Regional Cooperation.

## Percentages

You can write percentages in various ways, but ensure you use the same decimal places in quantities being compared, whether in the text or in a table. Also use the same decimal places throughout the document to ensure consistency. For example:

- Use **per cent** in text (not %) and use a % symbol in tables.
- Round to a single decimal point where possible, for example: **4 per cent** in text or **4%** in tables.
- Round to two decimal points if you need to be precise, for example: **4.28 per cent** in text or **4.28%** in tables.

When decimals numbers are less than one, use a zero before the decimal point. For example:

- Use **0.25** in text (not **.25**).

## Spans of time and distance

Use an un-spaced en dash to write a span of numbers and to express time and distance. For example:

- pages 8–26
- April–June
- Brisbane–Sydney
- 2015–16 financial year (not 2015/16)

## Phone numbers

Write phone numbers as follows:

- Phone: 1800 179 242
- Phone: 02 6295 0056
- Phone: +61 2 6295 0056
- Phone: 134 567
- Phone: 0419 615 911

## Program or programme

Use the official Australian Government spelling program with a single m, except:

- referencing a specific Cabinet measure where programme was the agreed spelling
- when communications is to go on our Secretary's letterhead, use programme—this is the Secretary's personal preference.

When referencing an old program or programme, ensure the formal title is spelt correctly.

Capitalise lead programs only. Do not capitalise sub-programs or generic references. To identify lead programs, these are agreed to by Cabinet.

For example:

- At 2016–17, our lead programs were:
- Border Enforcement Program
- Border Management Program
- Onshore Compliance and Detention Program
- IMA Offshore Management Program
- Regional Cooperation Program
- Citizenship Program
- Migration Program
- Visas Program
- Refugee and Humanitarian Assistance Program
- Border-Revenue Collection Program
- Trade Facilitation and Industry Engagement Program

## Posts outside Australia

Refer to our overseas offices as **posts outside Australia**.

For external communication, refer to these offices as **Australian Home Affairs offices overseas**.

Our officers overseas are normally located in an Australian embassy, high commission or consulate. The generic name is **Australian diplomatic mission**.

Refer to the overseas cohort as the **overseas network**.

## Ministerial styles

The Minister and Assistant Minister for Home Affairs have specific correspondence writing style preferences. Use the *Ministers' style guide* (TRIM (ADD2015/750436)) when writing ministerial and parliamentary documents. For more information, go to the [Ministerial correspondence](#) page or email

22(1)(a)(ii)

For further information about ministerial or parliamentary documents, email:

- general enquiries to 22(1)(a)(ii)
- Parliamentary Questions on Notice to 22(1)(a)(ii)
- Question Time Briefs to 22(1)(a)(ii)
- Senate Estimate Briefs and Questions on Notice to 22(1)(a)(ii)
- tabling enquiries to 22(1)(a)(ii)

## Quotation marks

Quotation marks are used to show direct speech and the quoted work of other writers. Other uses are for enclosing the title of a song or an article in a periodical, and for drawing attention to a term that is unusual or recently coined.

Use single quotes in all departmental documentation, except for media releases. Use double quotes in media releases (an accepted media industry style) and within single quotes (quotes within quotes).

For example:

- 'The website is very easy to use and all the instructions are simple,' Gladys said.
- Miguel remembers the day he became an Australian citizen very well. 'I was so excited. I had to hide a little tear ... when I was singing the anthem, and doing my pledge. Everyone was like, "woo hoo!" It was very special,' Miguel said.

Note that punctuation, such as commas or full stops, at the end of a phrase in quotation marks goes inside the final quotation mark.

## Referencing sources

When citing in text from books, journals and websites, use the **author–date system**—sometimes also called the **name–year systems** or the **Harvard system**. When providing full reference, for example in footnotes, endnotes, or a bibliography or reference section, provide the full citation, as described below.

### Print-based publications

Print-based publications include books, reports, newspapers, journals, and more.

When citing in print-based publications—and elsewhere when providing full reference details—cite the author's name, year of publication, and page number if applicable in the text. Place the citation in the text at the end of the clause or phrase to which it relates.

For example:

- Australian Bureau of Statistics (ABS), *Disability, aging and carers: summary of findings*, cat. No. 4430.0, ABS, Canberra, 1999 (**a book citation**)
- D. Light, 'A tax of the jitters', *Bulletin*, 18 January 2000, pp. 50–1 (**a magazine citation**)

- Marchelier, PM & Hughes, RG 1997, 'New problems with foodborne diseases', *Medical Journal of Australia*, vol. 275, pp. 771–5 (**a journal citation**)
- Watersmith, C 2000, *BHP enters new era*, media release, BHP Limited, Melbourne, 1 March (**media release citation**)

## Electronic materials

Electronic materials may include websites, videos, CDs, emails, electronic mail lists, Usenet groups and other online resources.

When citing electronic material, use the **author–date system**. Cite the author (person or organisation responsible for the site) and the site date (the date of the site's creation or most recent update).

For example:

- *Department of Finance 2001* report, Department of Finance, Canberra, viewed 7 August 2001, [www.finance.gov.au](http://www.finance.gov.au).
- International Narcotics Control Board 1999, United Nations, Vienna, viewed 1 October 1999, [www.incb.org](http://www.incb.org).

## States and territories

Do not use capitals when writing the **state and territory** names in a general sense, including territory or state governments. Only when referring to a specific government should state or territory entities be capitalised, along with the word **Government**.

For example:

- The State Government of Victoria ... the Victorian Government ... the state government

Use either NSW or New South Wales—both are acceptable, but the second style (in full) is preferred. Use the shortened version:

- when space is limited, such as in a table
- to avoid repetition within a document.

The shortened forms for each state and territory follows:

- Australian Capital Territory ... ACT
- New South Wales ... NSW
- Northern Territory ... NT
- Queensland ... Qld
- South Australia ... SA
- Tasmania ... Tas.
- Victoria ... Vic.
- Western Australia ... WA

You can order states and territories in a variety of ways, though alphabetic order is preferred.



## TRIM RM8

All departmental documents must be saved in TRIM RM8 and be referenced with a TRIM document number.

For example:

- Minutes
- Letters
- Reports
- Fact sheets
- PowerPoint presentations
- All other departmental records

For more information, email the Records Management Section at 22(1)(a)(ii)

## Visa titles and streams

### Visa titles

Visa titles pose a specific challenge because they are legislation and it is necessary to refer to them exactly as they are described in the *Migration Regulations 1994*, particularly in legal correspondence.

When referencing a visa type in full, you must capitalise the visa type, but not the word **visa** or **subclass**. It is important to position the word **visa** after the visa type and (subclass xxx) because the word **visa** is not included in subclass names in the Regulations.

For example:

- Temporary Work (Skilled) (subclass 457) visa

In subsequent mentions, only use the visa title unless there is a need to refer to the subclass number for clarity.

For example:

- Temporary Work (Skilled) (subclass 457) visa ... subclass 457 visa (or 457 visa)

There is no need to capitalise generic descriptions of visa types and other generic visa references.

For example:

- visitor visa program
- visa applications
- visa holders
- visa status
- visa overstayers
- visa conditions

### Visa streams

Visa streams (also referred to as **activities** and **sectors**) are within a subclass.

For example:

- Visitor (subclass 600) visa **streams** (such as Business, Tourist, Sponsored Family, and more).
- Student (subclass 500) visa **sectors** (such as Foreign Affairs or Defence, Postgraduate Research, Non-Award, and more).
- Temporary Activity (subclass 408) visa **activities** (such as Special Programmes, Religious Work, Sport, Entertainment, and more).

However, note that not all visa subclasses have streams. For example, Refugee and Humanitarian subclasses do not have streams.

# Appendix A: Inclusive language

Our Department is committed to building and valuing a diverse workforce that represents the community we serve. A workforce that fosters inclusiveness and embraces the diversity of its people, such as differences in cultural backgrounds, race, ethnicity, disability, age, gender identity or sexual orientation.

Used constructively, inclusive language can reflect diversity in a positive and accurate way, and avoid perpetuating negative stereotypes about individuals and groups.

## Inclusive language

Inclusive language positively reflects diversity and is integral to our Department's work. Acknowledging and respecting diversity requires using language that is inclusive of diversity.

People, regardless of their backgrounds, are first and foremost, individuals. Reference to an individual's attributes is only appropriate if it is relevant to the context.

Language is discriminatory if it:

- excludes people or makes them invisible to the reader
- focuses on a single characteristic, to the exclusion of other more relevant ones
- stereotypes people
- insults or denigrates people
- portrays some people differently from others.

## Indigenous Australian audiences

Aboriginal and Torres Strait Islander audiences come from a diverse range of places and backgrounds. For some, English is a second language and written English may be difficult to understand.

Use correct terminology.

- Do not try to mirror Aboriginal English.
- When talking about or to an individual or a group of individuals, the preferred term is **Aboriginal and/or Torres Strait Islander people or peoples**. Do not use the term **Aboriginal and/or Torres Strait Islander Australians**.
- The term **Indigenous** should also not be used when referring to individuals who are **Aboriginal and/or Torres Strait Islander people or peoples**.
- If the terms **Aboriginal** and **Torres Strait Islander** are used, capitalise the titles.
- **And/or** must be used instead of **just** or to reflect the diversity of Aboriginal and Torres Strait Islander heritage. When a shorter version is needed, for example on a publication cover or online menus, this term can be abbreviated to **Indigenous Australians**.
- Do not use **Australian Aborigine** or the acronym **ATSI**.
- **Indigenous** is the preferred term when referring to a business entity or business function, for example: the Indigenous Specialist Officer, Indigenous Services Branch.

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under the Freedom of Information Act 1982

## Culturally and linguistically diverse audiences

Australia is a culturally and linguistically diverse society. When preparing content for culturally and linguistically diverse audiences, you should recognise cultural diversity and specific needs while not stereotyping or making assumptions.

Consider:

- religious affiliations
- generational differences
- gender roles
- values or philosophical differences
- political impacts on life events
- pre- and post-effects of wars
- differences in educational levels and systems
- perceptions of social and support concepts
- differences in socioeconomic background.

## Writing about disability

When referring to people with disability, refer to the person first, and the disability second and only if relevant. Do not put people with disability on a pedestal or talk about them in patronising terms as if they are performing normal or everyday activities exceptionally. It is also important not to use demeaning phrases or stereotyping labels. Use **person with disability** (singular) and other preferred terms listed below. Give people with disability the same recognition as people without disability.

For example:

Use (correct)	Do not use (incorrect)
people with disability staff with disability person with disability adult with disability child with disability	people with a disability staff with a disability person with a disability disabled person
person with paraplegia	paraplegic man handicapped crippled
hearing impaired	deaf
vision impaired	blind

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## Language and gender

Use gender-inclusive language to avoid creating bias towards a particular sex or gender. For example, using the generic term **man** excludes other sex and gender diverse people and the use of **ladies and gentlemen**, reinforces gender stereotypes that may not be inclusive of some people in an audience.

It is important to use gender-inclusive job titles and roles that do not use gender-specific pronouns, such as **him/her, his/her or he/she**.

In general, if a person's sex or gender is unknown, do not to make assumptions.

For example:

✓ business manager or business person

X business man or business woman

✓ chairperson, chair or spokesperson

X chairman or chairwoman

Use gender-neutral titles when addressing your audience.

For example:

✓ John and Jane Brown

X Mr John Brown and Mrs Jane Brown

✓ Dear John Brown

✓ To Jane Brown

X Dear Sir/Madam

✓ Good afternoon everyone

X Good afternoon ladies and gentlemen

## Writing about sex and gender

Our Department is committed to providing a safe and supportive workplace for all lesbian, gay, bisexual, transgender and intersex (LGBTI) staff. Sex and gender is a complex topic, particularly if we try to define or label it.

Ensure the language you use to describe a person's sexual orientation or gender identity is accurate and appropriate, for example, using terminology such as lesbian, gay, bi-sexual, transgender, intersex, gender X (or indeterminate), and not derogatory and outdated terminology, such as homosexual.

Use language that promotes visibility of LGBTI people. For example, using the term **partner** over husband or wife acknowledges that not all personal relationships are heterosexual.

## Intergenerational language

Our Department values its staff, regardless of age, and acknowledges the contribution that every age can make to the workplace.

Examples of appropriate language include:

✓ older people or older person

✓ mature or mature age

X pensioner, old-age pensioner or the aged

✓ young people, youth or younger person

X juveniles.

For more information, go to the [Diversity and inclusion](#) page or contact the Diversity and Inclusion team by emailing 22(1)(a)(ii) .

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## Appendix B: Use the right word

Word	Meaning and example
a or an	<p>The use of 'a' or 'an' depends on the first sound of the following word or if the word begins with a vowel.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>• <b>An</b> appropriate topic for the report is trade increases.</li> <li>• They were asked <b>an</b> hour ago for the report.</li> <li>• <b>A</b> uniform must be complete and presentable at all times.</li> </ul>
adverse or averse	<p><b>Adverse</b> means to have a negative or harmful effect on something. Whereas <b>averse</b> means to strongly dislike or oppose something. For example:</p> <ul style="list-style-type: none"> <li>• We employed an environmental management system to help meet its environmental policy objectives to reduce <b>adverse</b> impacts on the environment and to meet its statutory obligations under the <i>Environment Protection and Biodiversity Conservation Act 1999</i>.</li> <li>• The director was <b>averse</b> to implementing the recommendations of the report because of the <b>adverse</b> feedback the report had received.</li> </ul>
advice or advise	<p><b>Advice</b> is a noun meaning an opinion given about what to do or how to behave. For example:</p> <ul style="list-style-type: none"> <li>• The assistants gave the director <b>advice</b> about the report.</li> </ul> <p><b>Advise</b> is a verb meaning to give advice to someone. For example:</p> <ul style="list-style-type: none"> <li>• The director <b>advised</b> the assistants not to worry too much about the report.</li> </ul>
affect or effect	<p><b>Affect</b> is a verb meaning 'to make change happen'. For example:</p> <ul style="list-style-type: none"> <li>• Will the change to the New Zealand residence rules <b>affect</b> the number of New Zealand migrants?</li> </ul> <p><b>Effect</b> is used as both a noun and a verb, although most commonly used as a noun meaning 'the result'. For example:</p> <ul style="list-style-type: none"> <li>• Noun: What <b>effect</b> will the changes to the New Zealand resident rule have on migration?</li> <li>• Verb (less common): The New Zealand residential rule was updated to <b>effect</b> change in New Zealand migration</li> </ul>
alternate or alternative	<p><b>Alternate</b> means to take turns, to change between states or every other item in a series. For example:</p> <ul style="list-style-type: none"> <li>• She couldn't decide where she wanted to work, so she <b>alternated</b> between Sydney and Melbourne.</li> </ul>

Word	Meaning and example
	<p><b>Alternative</b> refers to one option out of two possibilities.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>He could have chosen to work in Canberra or Sydney, but neither <i>alternative</i> suited his needs.</li> </ul>
assure, ensure or insure	<p><b>Assure, ensure and insure</b> all have the general meaning to <b>make sure</b>, but there are subtle differences.</p> <p><b>Assure</b> means to say or do something that removes doubt or anxiety.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>I <b>assure</b> you the weather will be fine on the weekend.</li> </ul> <p><b>Ensure</b> means to make sure, to make something certain or to happen.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>The author will <b>ensure</b> the report is ready on time.</li> </ul> <p><b>Insure</b> means to protect against risk.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>The director <b>insured</b> her car against accidents.</li> </ul>
compared to or compared with	<p>Use <b>compared to</b> when the subjects are of <b>different cohorts</b>.</p> <p>For example:</p> <ul style="list-style-type: none"> <li><b>Compared to</b> the 'private sector', 'public servants' stay in the same job for longer.</li> </ul> <p>Use <b>compared with</b> when the subjects are of the <b>same order</b>.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>More than 3.1 million 'VEVO checks' were recorded by organisations in 2015–16, <b>compared with</b> more than 2.6 million 'VEVO checks' in 2014–15, an increase of 18 per cent.</li> </ul>
complement or compliment	<p><b>Complement</b> means to make something seem better or more attractive.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>The user guide <b>complemented</b> the report.</li> </ul> <p>A <b>compliment</b> is an expression of approval, admiration, praise, a greeting or a positive comment.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>The feedback on the report was <b>complimentary</b>.</li> </ul>
comprise or consist	<p><b>Comprise</b> and <b>consist of</b> have the same meaning; however, the grammar is different. Also note that neither should be used in the passive voice.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>The branch <b>comprises</b> five sections.</li> <li>The branch <b>consists of</b> five sections.</li> </ul>



Word	Meaning and example
	Do not use: The branch is comprised of five sections.
Department or Portfolio	<p>When referring to the Department of Home Affairs and the Australian Border Force, refer to the <b>Department</b> and <b>ABF</b> not the <b>Portfolio</b>.</p> <p>Organisation can also be used; however, the <b>ABF</b>, the <b>organisation</b> or the <b>agency</b> should not be used interchangeably.</p>
dependant or dependent	<p><b>Dependant</b> is someone who depends on another for support.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>A child is a <b>dependant</b>.</li> </ul> <p>Being <b>dependent</b> means relying on someone or something.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>The manager was <b>dependent</b> on the author to complete the report on time.</li> </ul>
document or documentation	<p>A <b>document</b> is a publication such as a book, article, fact sheet or computer file.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>These <b>documents</b> are available on the Department's website.</li> </ul> <p><b>Documentation</b> is the use of documentary evidence, such as providing documents or recording an event.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>You will need <b>documentation</b> to support your claim.</li> </ul>
enquiry or inquiry	<p>An <b>enquiry</b> is an informal request for information.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>If you have a communications <b>enquiry</b>, email <a href="mailto:comms@homeaffairs.gov.au">comms@homeaffairs.gov.au</a>.</li> <li>New business process initiatives will be extended to all <b>enquiry</b> types managed by the Department's client service centre.</li> </ul> <p>An <b>inquiry</b> is an official process to discover the facts about something that has happened.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>The Department continued to address complaints from the Commonwealth Ombudsman and the Australian Human Rights Commission, including responding to the <b>inquiry</b> into children in immigration detention.</li> </ul>
formally or formerly	<p><b>Formally</b> describes the manner or form of something.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>Staff were expected to dress <b>formally</b> for the event.</li> <li>The employee was <b>formally</b> reprimanded as a result of the investigation.</li> </ul> <p><b>Formerly</b> refers to a previous or earlier point in time.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>The Department was <b>formerly</b> known as the Department of Immigration and Border Protection.</li> </ul>

Word	Meaning and example
historic or historical	<p><b>Historic</b> refers to something standing out in time, while <b>historical</b> means pertaining to history:</p> <p>For example:</p> <ul style="list-style-type: none"> <li>The number of asylum seeker boats coming to Australia reached <b>historic</b> highs in 2013.</li> <li>The main cause of the First World War is a matter of <b>historical</b> debate.</li> </ul>
Incidence, incidents or instances	<p><b>'Incidence'</b> means the rate. Its use in the plural (<b>'incidences'</b>) is usually an error reflecting confusion with the <b>'incidents'</b> or <b>'instances'</b>.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>The <b>incidence</b> of polio is now starting to rise in many countries around the world.</li> </ul> <p><b>'Incidents'</b> is the plural of <b>'incident'</b>, which is an event that is usually problematic.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>Saturday's break-out was the first of many disturbing <b>incidents</b> at the detention centre.</li> </ul> <p>An <b>'instance'</b> is a neutral way to refer to and count occurrences or cases of something.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>There are many <b>instances</b> where a temporary visa-holder has found a pathway to permanent residence.</li> </ul>
it's or its	<p>Use <b>it's</b> only when you intend to abbreviate <b>'it is'</b> or <b>'it has'</b>.</p> <p>For example:</p> <ul style="list-style-type: none"> <li><b>It's</b> an easy step to take.</li> </ul> <p><b>Its</b> is a pronoun that replaces a noun.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>The Government launched <b>its</b> new information package.</li> </ul>
less than, fewer than or under	<p>When referring to numerical figures, do not use <b>under</b> in place of <b>less than</b> or <b>fewer than</b>.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>There were <b>fewer than</b> 250 people at the presentation of the report.</li> </ul>
licence or license	<p>The word <b>licence</b> is a noun that means a permit to own or do something.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>I have a <b>licence</b> to drive a truck.</li> </ul> <p>The word <b>license</b> is a verb that means to grant a licence or to authorise.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>I am <b>licensed</b> to drive a truck.</li> </ul>
may or might	<p><b>May</b> indicates permission.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>You <b>may</b> use the foyer until 10 minutes prior to the speech.</li> </ul>

Word	Meaning and example
	<p><b>Might</b> indicates probability.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>Failure to follow the instructions <b>might</b> injure someone.</li> </ul>
may be or maybe	<p><b>May be</b> is a verb meaning might be or could be.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>The team <b>may be</b> celebrating when the report is tabled.</li> </ul> <p>Whereas <b>maybe</b> is an adverb meaning perhaps or possibly.</p> <p>For example:</p> <ul style="list-style-type: none"> <li><b>Maybe</b> I will go get a drink of water.</li> </ul>
memorandum or memoranda	<p><b>Memorandum</b> is used when the proposal or agreement is singular.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>A <b>Memorandum of Understanding</b> was signed.</li> </ul> <p><b>Memoranda</b> is used when there is more than one proposal or agreement (plural).</p> <p>For example:</p> <ul style="list-style-type: none"> <li>The <b>Memoranda of Understanding</b> were signed.</li> </ul>
more than or less than	<p>It's always <b>more than</b> and not over 15 years' experience. Foxes jump <b>over</b> fences.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>At 30 July 2018, there were <b>more than</b> 23,000 staff employed by the Home Affairs Portfolio.</li> </ul>
organisation or organization	<p><b>Organization</b> with a 'z' is American spelling. Use the Macquarie Dictionary's version '<b>organisation</b>' preferred by the Australian Government.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>The Department is a global <b>organisation</b> with more than 14,200 people working in offices in every Australian state and territory, and in 53 locations around the globe</li> </ul> <p>Only use <b>organization</b> if the business name is the American spelling.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>International <b>Organization</b> for Migration.</li> </ul>
passed or past	<p><b>Past</b> locates something in time or space.</p> <p>For example:</p> <ul style="list-style-type: none"> <li><b>That is all in the past.</b></li> <li><b>He read 100 books during the past three years.</b></li> </ul> <p><b>Passed</b> is the action of passing something/someone or moving in relation to it.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>She <b>passed</b> the training course with distinction.</li> </ul>



Word	Meaning and example
practice or practise	<p><b>Practice</b> is a noun that <b>makes perfect</b>.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>I certainly need more <b>practice</b>.</li> </ul> <p><b>Practise</b> is a verb or a doing word (describing the act).</p> <p>For example:</p> <ul style="list-style-type: none"> <li>They <b>practise</b> acquired skills in the training course for 10 weeks before they are sent out.</li> </ul>
principal or principle	<p>A <b>principal</b> is in charge of a school or the first in order of importance.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>The <b>principal</b> goal of the Department is to work together with the trust of our partners and community to keep Australia safe and secure, and support a cohesive and united Australia open for global engagement.</li> </ul> <p>A <b>principle</b> is a basic idea or rule that explains or controls how something happens or works.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>Privacy is one of the Department's most important <b>principles</b>.</li> </ul>
stationary or stationery	<p><b>Stationary</b> means fixed, immobile, unmoving, still or static.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>He drove the car in a negligent way and hit a <b>stationary</b> lorry.</li> </ul> <p><b>Stationery</b> refers to writing equipment such as pens, paper and envelopes.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>The branch will place a <b>stationery</b> order to provide its staff with new 2017 diaries.</li> </ul>
stage/coordinate or run/hold	<p>We <b>run</b> races, we do not run conferences. We <b>hold</b> a baby, we do not hold an event or conference.</p> <p>When referring to an event, conference or meeting, use <b>stage</b> or <b>coordinate</b> or <b>promote</b>.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>We <b>staged</b> an event.</li> <li>We <b>coordinated</b> a meeting.</li> <li>We <b>promoted</b> the conference.</li> </ul>
that or which	<p>If the sentence does not need the clause that the word in question is connecting, use <b>which</b>. If it does, use <b>that</b>.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>Our office, <b>which</b> has two kitchens, is located on level 5, 6 Chan Street, Belconnen.</li> <li>Our office <b>that</b> has two kitchens is located on level 5, 6 Chan Street, Belconnen.</li> </ul>
waved or waived	<p><b>Waved</b> means to have motioned <b>to and from</b> or <b>up and down</b>—like when you wave your hand.</p>



Word	Meaning and example
	<p>For example:</p> <ul style="list-style-type: none"> <li>The ABF officer <b>waved</b> the truck by.</li> </ul> <p><b>Waived</b> means to give up a claim or right voluntary, or to refrain from enforcing something, or to set something aside temporarily.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>The truck driver <b>waived</b> responsibility for the cargo.</li> </ul>
weather or whether	<p><b>Weather</b> is the state of the atmosphere with respect to wind, temperature, cloudiness, moisture, pressure, etc.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>The <b>weather</b> was warm.</li> </ul> <p><b>Whether</b> is used to introduce the first of two or more alternatives. <b>Whether</b> is also sometimes repeated before the second or later alternative and used in correlation with the word <b>or</b>.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>It matters little <b>whether</b> we go <b>or</b> whether we stay.</li> <li>The director asked the manager <b>whether</b> she was interested in reading the report.</li> </ul>

## Appendix C: Preferred words and phrases

Use (correct)	Do not use (incorrect)
<b>A</b>	
a year	per annum
about	concerning, in relation to, regarding, approximately
<i>act of grace</i>	Act of Grace
adult with disability	people with a disability staff with a disability person with a disability disabled person
affect	impact on
after	subsequently
afterwards, then	thereafter
although, despite	despite the fact that
among	amongst
apply	make an application
ask	request
at 30 June 2015	as at 30 June 2015, as of 30 June 2015
Australian Government	Commonwealth Government, Federal Government
Australian Government and state and territory governments	Australian and state and territory governments
aware of, know	cognisant of
<b>B</b>	
because	as a consequence of, in the light of, in view of, the reason is because
before	prior to
begin, start	commence
<i>bona fide</i>	bona fide

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Use (correct)	Do not use (incorrect)
<b>C</b>	
child with disability	children with a disability child with a disability disabled child
complain	make a complaint
consider	give consideration to
create, set up, form	establish
<b>D</b>	
decide	reach a decision
despite, although	despite the fact that
detainees (used only for people in detention)	clients (all people the Department services except those in detention)
documents	documentation
<b>E</b>	
effect, affected by	impact
email	e-mail, Email, eMail
expect, think	envisage
extra, more	additional
<b>F</b>	
family members	members of your family, members of family unit
fax	facsimile
fill in a form	fill out a form
find out	ascertain
focused	focussed
for	on behalf of
foreign national (excluding the use of <b>unlawful non-citizen</b> which has basis in legislation)	non-citizen

Use (correct)	Do not use (incorrect)
for example	e.g.
<b>G</b>	
get, have, receive, receiving	in receipt of
<b>H</b>	
have, get, receive, receiving	in receipt of
hearing impaired	deaf
help	provide assistance with
<b>I</b>	
if	whether, not
if not	if this is not the case
if so	if this is the case
if when	in the event of, in the event that
in line with	in accordance with
in September	during the month of September
in Australia	onshore, inside Australia
<b>J</b>	
judgement	judgment (used in the legal profession)
<b>K</b>	
know, aware of	cognisant of
<b>L</b>	
later	at a later date
letter	correspondence
live	reside, settle
login	logon, log-on, log-in
local government	Local Government



Use (correct)	Do not use (incorrect)
lodge an application	make an application
<b>M</b>	
in Manus	on Manus Island
migrant	immigrant
more, extra	additional
more information	further information
more than	over
most	majority
must	will need to, will have to
<b>N</b>	
na (in tables and data)	NA, N/A
not applicable (in sentences)	
not available (in sentences)	
in Nauru	on Nauru
need or must	require
note that, remember that	it should be noted that
now	at this point in time
<b>O</b>	
on	upon
online	on the web, on the internet
organise	organize
outside Australia	out of Australia, offshore
<b>P</b>	
partner	wife, husband
pay	disburse
people	persons

Use (correct)	Do not use (incorrect)
people with disability	people with a disability staff with a disability person with a disability disabled person
permanent residence	permanent residency
permanent resident	Australian permanent resident holder of a permanent visa
person with paraplegia	paraplegic man handicapped crippled
phone	contact, call
post	mail
<b>R</b>	
reason for decision	basis for decision
receive receiving	in receipt of
regarding	with reference to, with regard to, with respect to
regional processing centre (RPC)	offshore processing centre (OPC)
regional processing countries	RPCs
residence	residency
respond to	provide a response to
re-use, reusing	reuse, re-using
<b>S</b>	
send	dispatch
so	consequently
some, many, several	a number of
staff with disability	people with a disability staff with a disability person with a disability

Use (correct)	Do not use (incorrect)
	disabled person
start, begin	commence
state and territory, and local governments	State and Territory and Local Governments
stop	discontinue
<b>T</b>	
that is	i.e.
that is why, the reason why	that is the reason why
the reason is, because	the reason is because
their	his/her
then, afterwards	thereafter
they	he/she
think, expect	envisage
to	in order to
total	aggregate
through	via
<b>U</b>	
under	pursuant to
unlawful non-citizen	illegal immigrant
until	until such time as
use	utilise, usage
user-centred design	user centred design
you should declare	it is requested that you declare
<b>V</b>	
valid	legally made
vision impaired	blind

Use (correct)	Do not use (incorrect)
<b>W</b>	
at the weekend	on the weekend
whether	whether or not
while	whilst



## Appendix D: Departmental and ABF classifications

Departmental classification structure	ABF classification structure	ABF nomenclature
<i>Graduate</i>	Graduate Trainee	Border Force Trainee Graduate Trainee
APS1	APS1	Assistant Border Force Officer
APS2	APS2	Assistant Border Force Officer
APS3	APS3	Border Force Officer
APS4	APS4	Leading Border Force Officer
APS5	APS5	Senior Border Force Officer
APS6	APS6	Border Force Supervisor
Assistant Director EL1	EL1	Border Force Inspector
Director EL2	EL2	Border Force Superintendent
Assistant Secretary SES1	SES1	Commander
First Assistant Secretary SES2	SES2	Assistant Commissioner
Deputy Secretary SES3	SES3	Deputy Commissioner
Secretary	Commissioner Comptroller-General of Customs	<b>ABF Commissioner</b>



For information on COVID-Safe workplace and transitioning back to the workplace, please visit the [COVID-Safe Workplace pages on MyHR](#)



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# Aboriginal and Torres Strait Islander recruitment

We are committed to improving outcomes for Indigenous Australians through our [Reconciliation Action Plan \(1.8MB PDF\)](#). We aim to build mutually beneficial relationships with our Indigenous staff and create a culture of respect, opportunity and support.

A variety of career path opportunities are available for Indigenous Australians within the Department including:

- graduate positions
- apprenticeships
- traineeships
- skilled recruitment

## Affirmative Measures

Affirmative measures are actions in the recruitment process to help Australian Public Service (APS) agencies recruit people who identify as Indigenous Australians or who have disability. The purpose of affirmative measures is to help Indigenous Australian applicants or people with disability to:

- overcome employment barriers
- increase their representation in the APS
- ensure the APS workforce accurately reflects the community it serves.

Further guidance is available in the [Affirmative Measures fact sheet \(84KB PDF\)](#).

## Indigenous Graduate Program

The Indigenous Graduate Program is a 12 month program that offers graduates the chance to experience a variety of diverse work placements within the Department.

The program supports graduates in their transition from university into the workforce. Graduates are encouraged to explore their potential through work placements and ongoing professional development. They will have access to a great support network of managers, senior executive staff, other graduates and the Department's Indigenous staff.

Work placements will provide a diverse range of experiences and roles including:

- introduction to policy development and government processes
- research assignments or project work
- the chance to work in regional offices

Placement in the Department will depend on which pathway you enter through.

## Indigenous Apprenticeship Program (IAP)

The IAP recruits Indigenous Australians who have limited experience in the Australian Public Service. The traineeships are for 12 months and involve:

- on the job training
- formal classroom training

The outcome of the IAP is a nationally recognised certificate level IV in Government that will help with recruits' future career decisions and goals.

## excELerate Program

The excELerate Program provides Aboriginal and Torres Strait Islander staff at the substantive APS 5 – 6 classifications with

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## Related pages



### Recruitment



### Secondments



### Overseas postings and missions



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