Australian Government

Department of Home Affairs

Future Ready

The future is here,
and we're ready

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SECRETARY'S FOREWORD

Colleagues

As a Department and a wider Portfolio, we are greater than the sum of our parts. Performance, leadership, and culture play an important role in our organisational and individual success.

Over the last two years we have come a long way. I ask that, as you read this document to see where we are going, you consider *Home Affairs: the First Two Years* to remember where we have come from and what we have already achieved.

While these early successes are worth noting and celebrating, it is even more important that we build upon them for the future challenges we will no doubt face. The true value of the Department's capability, agility and relentless focus on delivery, could not have been more clearly demonstrated than during the recent bushfire crisis and the COVID-19 pandemic.

It is these traits of agility and a relentless focus on delivery embodied within our workforce and clever use of technology and data that ensure our ongoing success in achieving our purpose of keeping our nation Prosperous, Secure and United. The complexities in our environment, the increasing risk and likely severity of natural disasters compounded with the enduring COVID-19 pandemic and its long-term and deep health, economic and societal impacts are now a normal part of our landscape.

Many of the challenges that we expect to face are further explored in the *Strategic Outlook* document, and I encourage you to read and consider its implications for you and your work going forward.

In continuing to build on our successes, we will over the coming years, and consistent with the findings of the *Independent Review of the Australian Public Service* (the APS review), take further steps to consolidate and prepare for further change to strengthen how we work within the APS and to embed the lessons we have learnt in 2020. Our *Corporate Plan* details the priorities for the coming year and is a record of our accountability to Government as we build year upon year.

To reflect our new operating environment, we have developed an *Operating Model* for the Department. This will enable us to continue to strengthen our workforce, governance, organisational structures, accountability and delivery mechanisms and ensure that we are lean and agile to continue to respond and adapt to external impacts in a structured and managed way.

Supported by our *Operating Model*, we will as an organisation need to view problems and their solutions more creatively and imaginatively, be more curious about our world and lean in to issues proactively, and consider and plan for contingencies. Those contingencies must include communities of practice, contingency structures and roles to be enacted in moments of crisis and set out clear accountabilities.

I recognise that our staff across the Department and Australian Border Force (ABF) worked tirelessly over many months at the very heart of the Government's response to the natural disasters and pandemic besetting our country and indeed the world. I congratulate you all and thank you for your agility and commitment to public service. You all play a central role in the recovery from these events, both now and in the future.

We should all recognise that the current complex world is not a passing phase or a temporary state of affairs. Complexity, contested issues and viewpoints, natural and man-made disasters and problems are here to stay and are indeed our new normal. *Future Ready: The Future is Here…and We're Ready* is part of our acknowledgement of our current environment and also preparation for the future. It describes our purpose, our complex and changing operating environment, and most importantly how we will further prepare for and meet these challenges through enhancing our workforce and better using data and technology. It sets out how we will embed our thinking and the approaches we will take, including ensuring collective delivery and individual accountability through effective use of our *Corporate Plan* and *Business Plans* and individual Performance and Development Agreements. This document primarily focuses on the Department and how it will operate into the future, within the portfolio context. The ABF's *Realising Our Full Potential* is the companion document which sets out the way forward for the ABF.

We can expect that our Department along with other key APS Departments will be repeatedly drawn upon to provide key staff to other agencies to assist in their efforts to manage the myriad of issues confronting our community, through secondments, participation in taskforces or through the co-design of solutions with industry and citizens. We will need to continue to develop and provide high quality staff and increase our policy and operational capability without loss of commitment or service outcomes.

The past six months has proven the complex nature of our work and the importance of the Department's workforce in delivering on Government's requirements. We have pulled together to deliver our work from the office, remotely and from our homes. And we have been very successful. We will continue to deliver and to grow our strength and agility to prepare for and deal with any challenge that comes our way. The importance of our collective understanding of our environment and our roles will be managed through our *Operating Model*, *Corporate Plan*, *Business Plans* and performance agreements.

Taking action is our collective and individual responsibility and the on the back cover of this document you will find a quick guide to remind us all of how we will continue to move forward.

In two years' time, I have committed that *Future Ready* will be formally reviewed to ensure we are delivering on the Government's agenda.

Thank you for the important work you do for our Department and the Australian community more broadly. I urge you to consider how you can continue to be the best you can be and contribute to the Department and the Australian community over the coming years.

Michael Pezzullo
Secretary
July 2020

OUR PURPOSE:
A PROSPEROUS, SECURE
AND UNITED AUSTRALIA

In 2018 our staff chose Our Purpose as Prosperous, Secure and United. This enduring purpose remains at the core of our planning strategy and policy development, as well as our program and service delivery. In the past six months we have leaned on this purpose to fulfil our role in assisting the community in natural disasters and the pandemic. This purpose continues to reflect our environment and our roles, both collective and individual.

PURPOSE 1	PURPOSE 2	PURPOSE 3
National Security	**Prosperous and United Society**	**Border and Customs Operations**
Protect Australia from national security and criminal threats through effective national coordination, policy and strategy development, emergency management, and enhanced response, recovery and resilience arrangements.	Support a Prosperous and United Australia through effective coordination and delivery of immigration and social cohesion policies and programs.	Advance a Prosperous and Secure Australia through trade and travel facilitation and modernisation, and effective customs, immigration, maritime and enforcement activities across the border continuum.

To give effect to *Our Purpose* in a structured and programmatic way, our annual *Corporate Plan* sets out the Department's *Priorities* and how we will align our operational, businesses and financial planning. Our priorities and deliverables may vary over time to take account of our changing complex environment, Government directives and community needs. So too must our structure and governance adapt from time to time to assist in delivering these priorities. To enable flexible use of our resources and structures, our *Operating Model* describes how we organise ourselves and how we use our resources and capabilities to ensure we deliver on our purpose within the legal and policy frameworks of Government and the APS.

The past 12 months have seen a fast maturation in the Department's mode and tempo of operation and this is our new normal. Our response to the recent bushfire crisis and the COVID-19 pandemic have enabled us to deploy the true capability of our staff, our systems and our processes. On the back of these learnings we continue to grow and with that we need to mature our *Operating Model* to support us into the future.

To ensure a cohesive approach to strategy, policy and delivery across the Portfolio, Agency Heads have established a Portfolio Agency Heads' Board, chaired by the Secretary of Home Affairs. It is important to acknowledge that when we act as a whole through such coordination mechanisms, our effect and ability to succeed on our outcomes is enhanced.

Our lead role within Government encompasses areas such as, planning and coordination of national security, law enforcement, border, aviation and civil maritime security and emergency management to better protect Australians, our national infrastructure and our democratic institutions. We implement Government policies and manage programs that support and protect the nation, while delivering services that Australians rely on, such as immigration and citizenship.

The Department supports and enables the ABF, our nation's customs service, to protect Australia's border and facilitate legitimate travel and trade.

Our purpose is of course supported by our strong culture of performance and our people's deep commitment to protecting and enhancing the lives and wellbeing of Australians. Working together across the Portfolio and APS more broadly, it is through our people, our intelligent use of technology and data, and our relentless commitment to outcomes and service delivery that we will achieve our mandate as set out in Our Purpose—a Prosperous, Secure and United Australia.

Strategic leadership

In an ever-changing landscape our role as leaders across many key policy areas and functions is critical. Our strategy-led whole-of-Portfolio efforts ensure that we consistently and cohesively deliver what the Government and the Australian community expect of us, both now and in the future.

Our strategies enable our leaders and people to operate nimbly, reflecting the challenges in our external environment. They enable us to be flexible, informed by the data and intelligence available to us and shaped by our engagement with stakeholders including, our international partners, industry and academia. Our strategic focus enables us to strengthen our capability to forecast imminent threats and risks, and to plan and respond accordingly. These strategies form the basis for developing evidence-based policy, implementing programs and services and ultimately ensuring we have strong collaboration between our policy and delivery arms and across Government.

Our strategies will continue to evolve and incorporate the Department's lessons learnt in a cyclical manner, as well as following each new challenge, to remain relevant to our future operating environment.

OUR OPERATING ENVIRONMENT

The external environment in which we work is complex and ever changing, as demonstrated during the first six months of 2020 where we moved from natural disaster management to managing the impacts of the pandemic whilst maintaining our multiple critical priorities across the Department. One key to our continued success is to be best equipped to work successfully in this evolving environment. This will present challenges, but also opportunities. The likely near term environment and possible events that may occur are well described in both the *Strategic Outlook* and *Corporate Plan* documents. The description below, in turn, seeks to give you a better understanding of the nature and characteristics of the environment, rather than predict what might occur next in our specific circumstances.

Our current and future operating environment:

- is **complex.** Very few problems are simple or stand-alone. For example, the management of bushfires and other natural disasters require many different tasks, actions and agencies often across multiple geographic areas, multiple Government portfolios, multiple jurisdictions and extending over a protracted period;

- is **evolving.** Issues and responses may not be the same one year to the next—for example visa requirements and the mix of visa categories may change over time to respond to global and domestic issues and to reflect our economic and social needs. Additionally our budget to deliver is impacted by global and domestic issues—meaning we have to be flexible and adaptable in how we deliver our services and what technology and processes we can afford;

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- is **non-linear**. Changes may not be progressive or iterative and there will be disruptions and sudden events. For example, COVID-19 that emerged in late 2019 evolved rapidly into a complex global issue which required varied responses to the multiple threats which emerged in the Australian economy, society and health sector and additionally where the geographic threats presented;

- has **cyclical elements**. Although our environment is ever changing we can foresee and prepare for known cyclical peak workloads. For example an intense bushfire season in summer;

- is **high tempo**. The speed required to respond to and address problems is high —for example natural disasters require immediate and prolonged action, as do counter-terrorism or cyber incidents impacting our community and economy;

- is **demanding**. The Government and through it the people and businesses of Australia rightly expect and demand high quality services—for example delays in the legitimate importation and export of goods and services negatively impact the economy, so we must set and meet standards to support our service delivery whilst identifying and intercepting threats;

- requires **flexible and innovative** use of resources. People, money and capabilities need to be used in new and different ways to address issues. For example successfully integrating migrants into Australian communities and the economy requires a complex mix of policy ideas and services, from language training and job support, through to countering misinformation that threatens social cohesion. Whilst we do this, we will not lose sight of the need to properly account for our decisions, as members of the APS;

- requires **rapid deployment** of staff to address emerging operational needs or new Government policy domains. For example we must quickly deploy staff to address cyber incidents or to secure our borders from imminent and emerging risks and threats— as we did in the COVID-19 pandemic;

- requires **new skills and knowledge**. We can expect increased need for complex decision making skills in emerging priorities such as critical infrastructure, cyber security, and in our visa business, as well as a growing need for expertise in data science and data management, and more staff skilled and experienced in regulatory functions such as those staff working in aviation and maritime security;

- requires **cross skilled** staff. Specialised skills and knowledge are very important in certain areas and we need to further invest in identifying and developing staff in those areas. We will increasingly also need a depth of talent across teams so people with multiple skill sets can operate over extended periods of time without relying on one or two key individuals for critical tasks and functions;

- recognises the requirement to operate in a **24/7 context** with **onshore** and **offshore** capabilities;

- requires **true collaboration**. Consultation alone is insufficient and ineffective for rapid problem solving and deployment of resources to urgent or complex tasks (irrespective of whether it is for corporate support functions to enable on the ground service delivery, development of policy and its immediate implementation or the actual provision of the services themselves)—genuinely working together from the outset to collectively address issues is a key cultural skillset we need to further embrace;

- does **not** operate in silos or split **policy and operational thinking**. Policy outcomes will increasingly be implemented quickly, and need to reflect operational realities;

- requires us to continue to **forward plan** and **respond** to **emerging technology** which provides us with opportunities but may also carry inherent risks and threats; and;

- requires the ability to **work** effectively **across Government, community, industry** and **international partners** to identify problems and issues and most effectively solve them. For example social cohesion is an issue that involves Commonwealth, State and Territory and local Governments working together with communities.

To continue to meet these challenges we value:

- **Good leaders** who (consistent with the *People Strategy 2025* and the *ABF Realising Our Full Potential* initiative):
  - embody the APS Values;
  - create a culture of trust and respect for colleagues, staff and members of the public;
  - demonstrate humility, while also celebrating our successes;
  - model, professionalism and appropriate behaviours in our workplace;
  - are curious, creative and imaginative when dealing with problems and issues;
  - support and promote the wellbeing of our staff and ourselves;
  - learn from our mistakes;
  - take accountability for our actions and hold others to account for theirs;
  - foster a culture of empowering staff to make decisions and actively devolve decision making authority;
  - encourage and welcome different points of view and diversity of thought and opinion;
  - adapt to new ways of working and effectively manage our people well, no matter their location or working arrangements;
  - ensure staff awareness of their environment and thereby promote strategic alignment; and
  - deliver real results for the Australian community through our people, practices and collaboration across the public service.
- **A workforce** which is:
  - innovative, creative and cross skilled, enabling it to respond rapidly to changing organisational and Government needs, both in policy development and service delivery;
  - resilient to the sustained high operational pace of our work across extended periods;
  - comfortable working in an ambiguous and changing environment;
  - empowered and trusted to make complex decisions and solve problems quickly, by anticipating and leaning in to them;
  - able to move from concept, to design and implementation swiftly and seamlessly;
  - willing and able to work in different roles to build a varied career;
  - instinctively able to work with others in the Department, across the Portfolio and the wider APS, State and Territory Governments, the community, industry and partners as a whole ecosystem of service delivery; and
  - continuously looking for ways to improve our services, and always has the Australian public in mind when designing and delivering its services.

- **An organisational culture** which remains outcomes focused, change ready and shows pride in the work we do.

- **Genuine collaboration**
  - We will commit to collaborate to do the best job we can and deliver effective outcomes to achieve our purpose with staff working jointly on activities or projects to achieve a common goal with information being shared freely to ensure mutual benefit.
  - We will ensure clear accountabilities and resource planning, allocation and management.

- Partnerships **which work to understand our clients' needs and meet or exceed their expectations.**
  - We will continue to uphold our Service Charter and work in partnership with the community to design and deliver services which are needed and valued.

- **Leadership** on behalf of Government **on strategy, policy and program delivery** across the priorities and programs articulated in our Corporate Plan and areas of priority, such as:

  - Cyber security and cyber crime
  - Critical infrastructure
  - Immigration
  - Digital and future technology
  - Multicultural affairs and social cohesion
  - Law enforcement
  - Trade and customs
  - Border security and facilitation
  - Countering foreign interference
  - Counter-terrorism

  - Emergency management
  - Aviation and maritime security
  - Countering violent extremis
  - Countering child exploitation
  - Transnational Serious and Organised Crime
  - Online harms
  - Trade modernisation
  - Citizenship

- **Delivering services that meet** the growing needs and expectations of Government and communities in areas, such as:
  - emergency management, civil contingencies and disaster resilience, including in the context of disaster risk reduction, preparedness, response and recovery;
  - facilitation and movement of legitimate goods and people across our borders for the economic and social development of our nation;
  - immigration, citizenship and social cohesion; and
  - the management of cyber risk and threats.

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- **Use of technology** which more effectively supports our staff in their jobs including by:
    - innovating and investing in our use of mobile technology and corporate systems to support our ever more mobile workforce to enable staff to work flexibly and deploy rapidly to tasks as required;
    - reviewing our corporate and business systems and processes, especially from an "end to end" perspective, to ensure they are flexible and fit for purpose in our new environment; and
    - automating routine tasks where possible and allowing staff to undertake the higher value work as a greater part of their role.

- **Planning for disasters and crisis management scenarios** by engaging with our Government and international counterparts, and implementing lesson learnt from past experiences and conducting desktop exercises and scenario planning of possible issues and problems. We will also put in place an improved and more comprehensive emergency response structure, to be enacted in the event of a crisis or emergency as part of the Operating Model.

- **Implementation of innovative work practices** such as flexible and mobile working arrangements that support staff and enable them to deliver in an ever wider variety of situations and circumstances.

- **Implementation of common administrative services** on behalf of, but within the Portfolio, so that we can gain further efficiencies from our scale and where possible redeploy resources to areas of critical need. Some examples of common services are:
    - Property
    - Human Resources
    - Finances
    - Information Technology.

Some further information on how we will implement these changes can be found on pages 26–27 of this document.

MANAGING OUR WORKFORCE

The Department's *People Strategy 2025* sets out the key areas of focus for our workforce development and transformation over the coming years with three priority areas—our Performance, our Capability and our Culture. The strategy has a specific set of actions to achieve success in these areas, including leadership and talent development at all levels of the organisation.

The ABF's complementary document *Realising Our Full Potential*, has the same intent— to enhance the workforce, ensure skills and capabilities are matched to and developed for current and emerging needs, and to do so in structured and planned way. With an ever-changing operational environment, ensuring our workforce is multi-skilled, adaptable and responsive to emerging circumstances is critical for the Department to effectively manage our workforce into the future. Effectively planning and understanding our future environment allows us to identify and recognise existing capability and capacity gaps in our workforce. By understanding where our gaps lie, we are able to develop strategies to address them early and effectively, including retraining and upskilling current staff or recruiting for the capabilities we need.

Over the coming years we will continue to attract, retain and develop our people so they can be leaders in their individual roles. Through amending systems and processes to recruit and on-board staff faster and more efficiently we will further our employer of choice mandate.

We invest in enhancing our leadership through development programs and opportunities to ensure our leaders empower their teams and positively influence the direction of the Department, we will continue this work. The Leadership Capability Framework provides guidance on the behaviours that equip our people for current and future challenges.

The current and future environment, however, requires additional focus and effort to further develop and upskill a workforce that is:

- highly **adaptable** and has a **core skill set** that it can flexibly apply, such as:
  - critical and analytical thinking;
  - data analysis and modelling;
  - decisions making in complex and pressured situations;
  - collaboration and engagement skills; and
  - integrated policy development and service delivery thinking.
- **able** to **take up roles and challenges** at short notice (i.e. easily deployable). This will provide opportunities to develop a varied and satisfying career and ensure we can deliver as expected;
- **able** to **sustain intense effort for significant periods** of time (i.e. is resilient and has endurance) supported by a flexible organisation structured, and able to restructure as necessary, to meet these demands;
- **equipped** with the knowledge and experience that is relevant to more than one role, so we can work flexibly across different roles, and has greater **depth of talent** across key areas (thereby reducing reliance on key individuals);
- **able to move** flexibly between workplace and remote work should **the business need arise**; and
- **is curious**, leaning into new challenges, new areas of policy and new risks.

By developing these core skills and attributes our workforce will be able to quickly retrain and redeploy based on dynamic organisational needs and be able to plan for and respond to future threats and crises, both short and long-term.

The Job Roles Profiles enable our people to **develop their careers** by providing them with tools to identify the skills they need and guidance on how they will obtain them. Mobility will continue to provide opportunities for our people to develop skills and gain experience that will support their career aspirations, as well as the Department's purpose.

Our workforce will also need to increasingly **engage outwards** in order to:

- find and develop effective solutions for policy and service delivery problems; and
- work effectively with domestic and international partners and other agencies, the community and industry to implement solutions.

Engagement, collaboration and negotiation skills will therefore be key areas for people development in the coming years.

The capability of our people is underpinned by the implementation of our *People Strategy 2025*. Continued investment in the retention of skills and competencies required for our policy and service delivery responsibilities, is crucial. These workforce reforms will be underpinned by a careful alignment of our core human resources and related systems to ensure they contain the necessary information about our workforce, and that they can be interrogated and used to successfully recruit, identify, deploy, support and train staff in a far more flexible way that reflects our new operating environment.

Equally, our culture is critical to achieving our purpose. Through our robust, performance oriented, learning culture we will assist, develop and foster our staff to be ready for the challenges ahead. Responding to lessons learnt from these experiences will be key to developing our workforce in the future. Our Cultural Intent Statement sets out the organisation we want to be and how we will get there.

The Department will embrace technological advances to enable us to manage growing demand with reduced resources. We will attract top talent in emerging professions such as Drone Operations, Avatar Designers and Machine Learning Developers/Coaches. Existing roles such as Policy Developers, and finance and compliance functions are also changing and becoming more people and solution-focused, and integrating consultation, technology and customer focus elements. Our jobs will evolve from jobs requiring specific skill sets, into hybrid jobs that require a combination of technical and soft skills, and the ability to technologically integrate work from multiple technical areas. This will result in a more complex set of domain, technical and human skills

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SERVICE DELIVERY EXCELLENCE

We have delivered, often rapidly, a range of significant services and outcomes for Government and the Australian community since our establishment in December 2017, especially during the COVID-19 pandemic. This need for speedy action, enabled by a relentless focus on service delivery and a willingness to engage in direct responses to issues, will remain with us forever. To successfully achieve this, we will need to continue, as we have always done during times of significant crisis, to integrate policy development and service delivery design roles, which have historically been seen as separate and different work domains. Where we successfully overcome this artificial distinction we have been extremely effective in delivering new and innovative solutions, often in record time.

For example, in February 2020, at the request of the Government, the ABF essentially closed the borders to arrivals from non-citizens and non-residents from countries significantly affected by COVID-19 and soon thereafter, established quarantine facilities to assist Australian citizens and residents returning from those regions. The border changes occurred in a 12-hour window, and the quarantine facilities were established over a single weekend. This was only possible due to significant collaboration across the department and the ABF, including the work of many people, such as, ICT, international, policy, legal, finance and property, to name but a few.

While this occurred in a crisis setting, these achievements demonstrate our ability to deliver high-quality services to stakeholders when we work truly collaboratively. We need to normalise this flexibility, this singular focus on delivering outcomes quickly, overcoming obstacles and barriers and working jointly to apply innovative approaches and solutions to problems.

This model of collective and sharp focus on a shared problem can be enhanced by focusing on our future way of working, including:

- setting out a clear statement of requirement, or problem statement;
- having clearly assigned accountabilities;
- developing trust and reliance on each other to each do our part;
- planning for implementation in parallel with resolving policy matters;
- coordinating effort for a common purpose—i.e. a single-minded focus on achieving the Government's intent;
- developing solutions and responses which are robust and fit for purpose; and
- deeply ingraining a service mentality and ethos (both internally and for the community).

We need to provide and tailor ever more responsive services and programs for our clients and the Australian community, as well as to give effect to Government directives and policy. To do this well, we will use the data and analytics available to us to enable effective delivery and supplement this internal knowledge and information by listening to our clients to understand how they use, access, receive and value our services, and then design services that meet their needs. Becoming ever more adept at this way of working will ensure our continued ability to deliver on our strong service delivery ethos and capability. As we continue to embed a collaborative way of working, one that is more client-focused, we will give clients the information they need, through different channels, across the world. Over the last few years we have consolidated our websites and telephony services. Building on this strong base, we will develop further offerings to benefit our clients. A recent example was the Digital Assistant which was launched on the website in late 2019 to provide a unique client experience by providing rapid access to existing Home Affairs content and new content on the 'COVID-19 and the border' web page. This is just the beginning.

In response to the unfolding COVID-19 situation, the Department delivered a new immigration-specific COVID-19 website. Recognising the urgency of information, the site was designed and deployed within 48 hours, ensuring the Government could provide up-to-date information to both Australians and foreign nationals who were working or visiting Australia during the COVID-19 pandemic. This enabled the Department to promptly respond to the rapidly changing conditions that the pandemic imposed and allowed us to provide information that assisted foreign nationals with visa inquiries and applications.

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The Department provides services to humanitarian entrants, and other eligible migrants through its settlement programs. The COVID-19 pandemic had an instant and significant impact on the Department's settlement service providers. In response, the Department provided intensive support to service providers, who usually work face-to-face with clients, to manage immediate and longer-term challenges resulting from the pandemic. This ranged from ensuring continued delivery of essential support, such as orientation and access to key COVID-19 health information, to implementing innovative approaches such as attending real estate inspections remotely and maintaining social and community connections through online platforms.

Common administrative services across the Portfolio

For each of the core corporate functions of finance, human resources, procurement, legal, ICT and other corporate and enabling services, the Department and each Portfolio Agency have staff and capabilities deployed to provide these to their own staff. As we become ever more connected as a Portfolio, this has created an opportunity to explore how these capabilities can be integrated to improve efficiency through standardisation, scale and the elimination of duplication. The Common Administrative Services program has been established to undertake that exploration.

The amalgamation and reduction of duplicative functions will enable us to better utilise resources to provide consistent high-quality services across the Portfolio. This may be achieved through a single 'centre of excellence' providing services across the Portfolio at a functional level, or through some joint models under consideration. Not only is there an inherent logic to doing this, there are practical advantages in terms of:

- operating at scale;
- bringing our collective thinking, purchasing power and efforts to bear on common problems; and
- building career pathways and enabling more lateral transfers and mobility options for our corporate and support staff.

In addition, we will then be able to refocus and redirect some of our resources to other areas requiring either support or investment over the coming years. This approach is entirely consistent with the findings of the recent APS Review and it will serve us well for the wider whole of APS reforms looking at a shared Enterprise Resource Platform across the entire APS.

In the current scenario the financial management of the Portfolio Agencies is dependent on their specific agency policies, processes and systems. By 2025 we will incorporate centres of excellence for functions such as travel, paying invoices, procurement, tax management, and fleet management, with common policies and systems. There will be greater automation of manual processes and finance staff will spend less time on numbers, and more time talking to their clients about their business, results, and needs. This will support the development and growth of our capability development.

CAPABLE COLLABORATORS

The unprecedented events of the summer of 2019-20 demonstrated the Department's relentless focus on service delivery. Much of this was enabled by instinctive and genuine collaboration within the Department, across the APS, and beyond to the States and Territories, private sector and community groups. Given our new reality—as set out in this document, our *Corporate Plan* or more fully in the *Strategic Outlook* document—this results-focused, collaborative way of working now needs to be much more deeply embedded in our organisational DNA. Whether it is through the periodic creation of taskforces or organisational elements, designed and able to deal with crises (such as the National Coordination Mechanism that was set up to manage the COVID-19 pandemic), or through enhancing the Crisis Coordination Centre in an enhanced Emergency Management Australia in the Department, collaboration will always be the key to our success.

Collaboration is a key underlying, if unwritten principle of our *Operating Model*. To collaborate effectively and move beyond localised and instinctive collaboration towards structured and institutionally consistent collaboration we need to take the following steps as individuals and as a Department.

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As **individuals** we can:

- be open to the views, thoughts and ideas of others;
- move beyond merely consulting with colleagues to work together in virtual teams on issues;
- adopt the right behaviours and a mind-set for collaborative working;
- take ownership of and accountability for collaborating on your work, and embed it into everyday actions;
- identify key internal and external stakeholders for your work, and build and maintain relationships;
- be clear about our role and the role of those around us, in a collaborative process;
- genuinely communicate with stakeholders, recognise the objectives of all parties, listen effectively and be respectful and honest;
- ensure you have the right skills and capabilities to collaborate;
- adopt an attitude of learning, learning from mistakes, and continual improvement; and
- reflect on your collaborative practices and look for ways to improve.

As an **organisation** we can:

- foster a culture that values collaboration;
- build accountability for sharing information and engaging early and often with colleagues on issues of shared interest, concern or responsibility;
- establish a leadership culture that values and demonstrates accountability and commitment to collaborative working practices;
- ensure an environment of autonomy, accountability and trust;
- integrate collaborative mechanisms into business processes, such as developing new policies and performance development agreements;
- ensure governance arrangements facilitate genuine collaboration and is agile and adaptable to give regard to collaboration; and
- ensure tools and systems and resources needed for genuine collaboration are available.

To support this we will provide guidance and tools, collaboration technology and mechanisms, as well as training to up skill our staff to ensure this approach is at the core of how we work, becomes ubiquitous, and is institutional not merely personal.

Increasingly there will be a need to work with and engage directly with State and Territory Governments, local councils, industry, community groups and individuals. The Department has more areas of responsibility than ever before where such engagement is critical for success. Technology will increasingly be used to collaborate within the Department and Portfolio, and beyond. The need to wait until we can physically get together to do work is a thing of the past—the COVID-19 response has clearly demonstrated that video and teleconferences, data sharing platforms and collaboration tools can be more effectively used than we had ever previously imagined. This too, will be a new normal.

We need your support, contribution and personal commitment to this way of working to be truly Future Ready. Your willingness to think actively about inclusion of others to achieve results is key to creating a culture that values and fosters collaboration.

The establishment of the Office of the Counter Foreign Interference Coordinator enables a whole-of-Government and sector response to foreign interference. This was demonstrated through the development of the *Guidelines to Counter Foreign Interference in the Australian University Sector.* The guidelines were created in close collaboration with the university sector. Engagement consisted of four working groups representing 10 Commonwealth agencies, 13 universities and two peak bodies; four focus group sessions nationwide and 18 written submissions. The guidelines have been well received by the sector and internationally. All of this was achieved in 80 days by a team of five— highlighting our ability to achieve high quality results under limited resources.

The delivery of essential services to vulnerable Australians was the key focus of our Government's contingency planning during COVID-19. Our ability to collaborate was the critical success factor to developing a COVID-19 Public Support Service – Surge Capability, designed to link the most vulnerable populations the services they need in the event of strict stay home measures. A small multi-disciplinary team innovated to co-design a telephone support service, online resources and a complex case management system that was made live within four days. It was through deliberate and considered collaboration and a commitment to innovate that these successes were achieved within these tight time frames.

TECHNOLOGY-ENABLED

Over the past decades, the widespread use of technology has changed how, where and when we work and the tasks that we perform. We can now operate 24/7, across the globe and in a wide variety of circumstances and environments, yet still remain connected with many of our key enabling and job specific systems and technologies. The pace of this technological change will only continue to increase over the coming years, with planned and managed implementation of new and enhanced technologies and systems which will be critical to our Department's success. At the same time, we will need to balance maintenance of key legacy systems that we cannot yet replace or upgrade.

In the coming years we will see:

- increased **"automation"** of tasks where algorithms and machine learning will be applied to aid in decision making (eg. in visa processing, or establishing identity using new biometric information, for cargo clearance and issuance of import permits—noting that complex decision making, while supported by data and technology, will be undertaken by highly trained departmental staff);

- greater deployment of **mobile technologies** to ensure access to and availability of key corporate information and job specific systems, wherever and whenever our staff are deployed or working. This increased flexibility and mobility of staff will enable uninterrupted delivery of our work and outcomes, both domestically and across our international footprint, even during a global crisis;

- further **integration of disparate systems** to reduce duplication of work, as well as ensuring higher data and information integrity is achieved so we can reliably make decisions based on the data we have (eg. integrating key HR databases such as OurPeople and EasySAP); and

- improved **access to corporate records and information**, such as updated versions of the Parliamentary Document Management System, a recent example of which was the introduction of the parliamentary database that provides immediate online access to cabinet submissions for relevant people.

There will also be some less obvious, but no less important changes in technology such as:

- enhanced scanning equipment at our air and seaports to detect biosecurity threats and illegal goods entering our country;

- improved "smartgate" technology deployed at our airports to enable faster passenger arrivals and departures, while ensuring that our border remains secure; and

- furthering our biometric database and related data matching algorithms to better establish the identity of individuals seeking to visit or live in our country. A recent example of this was the 4 June 2020 launch of a Unisys system that matches international arrivals to Australia against a biometric watch list.

In addition we will be utilising innovative technology to help us solve new and emerging issues, such as health monitoring at our facilities and borders to ensure we remain "bio secure" or establishing a permanent departmental staff surge capability so that we can rapidly deploy staff to manage new issues or situations.

Our legislation and processes will also need to evolve to take these changes into account, and we will always operate within the laws and community expectations. So, while technology will not necessarily revolutionise our work immediately, these and other planned and carefully implemented changes will ensure our technology is fit for purpose, supports accountability, and is user friendly for our staff, wherever and whenever we may find ourselves working.

Restrictions on public gatherings throughout Australia due to COVID-19 meant that Australian citizenship ceremonies hosted by local council areas and facilitated by the Department had to be suspended. This had an impact on over 500 local councils and almost 100,000 clients, who had been approved their citizenship but needed to attend a ceremony to formalise it. Within weeks the Department was able to stand-up a surge team to offer online citizenship ceremonies throughout Australia—including through supporting the Minister and other members of parliament to host online ceremonies. By early June 2020, over 25,000 online ceremonies had been performed across Australia.

DATA-DRIVEN

We now consume more information in one day than a person in the 17th century would in their lifetime. Or to put it another way, some estimates suggest we consume 34GB of data a week which is more than an average laptop can store.

The pace and scale of data growth will only increase and all our staff will need to be trained to better work with data and artificial intelligence. Adjustments will be needed across the workforce, as well as multiple corporate and enabling systems, as the workforce becomes ever more mobile and flexibly deployed into taskforces or surged onto Government priorities and becomes less and less bound by static office locations.

To support our increased use of our current and future data holdings, new specialist roles will be required to plan for, manage, and strategically and operationally use the ever growing amount of information at our disposal.

We will analyse, interrogate and interpret the expanding volume and types of available data, which when aggregated and integrated, will provide additional insights and meaning that we will apply to deliver practical solutions to real world problems. We will become ever better at detecting illicit persons and goods entering our country; establishing a person's identity with greater certainty; predicting and then managing and responding to the impacts of fires and floods and other natural disasters such as we have experienced with COVID-19; better targeting our services to those most in need; and developing evidence based strategy, policy and service delivery solutions.

By integrating key data sets we will increase the timeliness, and speed of response, and enhance the functionality and relevance of the data we hold. For example, in a departmental context, integrating payroll and HR databases will provide a seamless recruitment experience for candidates which will attract talent and facilitate smooth surge mobility. From a service delivery or program management point of view, integrating data will provide more reliable information to decision makers to asses risk and enable staff to complete tasks with greater accuracy and efficiently, such as granting visas or targeting the interception of illegal goods arriving at our borders.

Importantly, better use of data will enable us to identify and detect early warning signs of impending problems or threats, whether those are cyber related, foreign interference, the actions of organised criminals, or potential new viruses, naturally occurring or human created. Based on our *Operating Model*, we will be able to respond early and decisively to counter or manage these as required

We have a wealth of data available to us—and the coming years will see us make the best possible use of it to meet our purpose to keep Australia Prosperous, Secure and United.

We will use cloud computing to collect cargo data from across industry, providing access to a live feed of inbound cargo data. Using its full repertoire of focused AI capabilities, the Department will automate tasks such as enriching data with geolocation details, matching entities with shipments of concern and previous intelligence reports. All X-ray images will be collected and analysed by a range of computer vision analytics looking for prohibited or restricted goods, assessing contents and comparing risk assessments against departmental and Border Five data holdings. Analytical models will identify, isolate high risk shipments and present the results to the ABF on a range of electronic devices.

The Department will have increasing access to biometrics from overseas visitors and Australians through a move to 100 per cent biometric collection and its management of the Face Matching Services. Coupled with an enhanced identity platform which will anchor clients to their biometric, there will be opportunities for business areas to create efficiencies while achieving a higher standard of integrity in service delivery.

These identity and biometrics capabilities will enable digital service delivery, data fidelity and automation and boost law enforcement, intelligence analysis and security operations. The Enterprise Biometric Identification Services will facilitate the matching and storage of biometric data, streamlining service delivery and strengthening assurance. The Face Matching Services will make access to Government services more secure, accessible and convenient to citizens.

HOW WE WILL ACHIEVE FUTURE READY

As a Department we will, over successive years, build into our Business Plans the required goals, targets and actions, and allocate the resources to achieve *Future Ready*. Details on the Department's Business Planning cycles and processes can be found on our departmental Intranet. Your understanding of and participation and engagement in these critical processes will be fundamental to our overall success.

We will conduct a formal review of *Future Ready* in 2022–23 to ensure that it remains relevant, is correctly focused, up to date, and takes account of the progress we have made. It will also consider if a refresh of the *Operating Model* is required, and outline any further changes that may be required and that we can expect to occur in the coming few years.

A user guide is available to provide practical advice on implementing *Future Ready* in all areas but below is a summary of what is required of both managers and individuals.

AS A MANAGER

You will contribute directly or indirectly to the Department's *Corporate Plan* as well as the Business Plan for your work area. You should use this document and the capabilities, skills and attributes it describes to contribute to the *Future Ready* vision. You will ensure that your staff's Performance and Development Agreements all align with the goals those documents contain, and then develop and plan for your workforce to match the capabilities, skills and attributes embodied in *Future Ready*. *Future Ready* alongside your business and area work plans will assist you to plan for your business' future needs, and enable you to contribute to our overall success.

AS AN INDIVIDUAL

You will use your Performance and Development Agreement to reflect the individual actions you will take to support the Department to achieve business outcomes and processes in the *Corporate Plan* and *Business Plan* and ensure that they are consistent with *Future Ready*. Your performance goals and measures of success should align with the annual *Corporate Plan* and *Business Plan*, and your personal development needs and ambitions should align closely with the defined workforce capabilities and other attributes that will be essential to you, and therefore our collective success.

During the finalisation of the Performance and Development Agreement and in your two annual performance reviews simply ask yourself one additional question at the end: "How did I help achieve *Future Ready*?"

# CULTURE IS KEY IN OUR CONTINUED SUCCESS

Our Cultural Intent Statement sets out what we value, what it means in practice, and our acknowledgment and celebration of our diverse organisations and cultures that have shaped us into the Department we are today. We acknowledge that we need to mature and sustain an organisational culture that focuses on high performance, integrity, professionalism, open communication and value based behaviours.

HOW WE WORK We value staff who:	OUR VALUE-BASED BEHAVIOURS We:	OUR ROLE AS LEADERS We:
• work with diligence and commitment to our purpose; • strive for high performance and build a collaborative culture; • value and appreciate the contribution each person makes to our organisation; and • are inclusive, value different perspectives and encourage innovation.	• abide by the APS Values in all we do; • are professional and act with integrity at all times; • trust each another and genuinely collaborate and communicate; • ensure a safe and welcoming environment in our workplaces; and • work with stakeholders to achieve common goals and outcomes.	• respect each another and demonstrate humility; • support and promote the wellbeing of others and ourselves at all times; • celebrate our successes and learn from our failures; • are accountable for our actions and hold others to account for theirs; and • promote an environment where staff can do their best work.
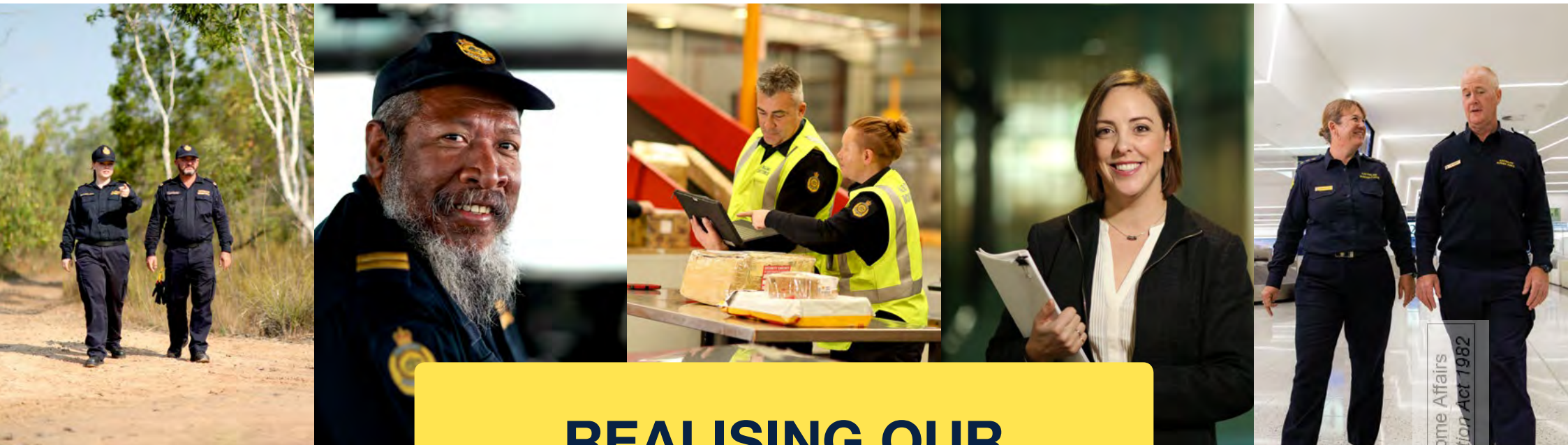
REALISING OUR FULL POTENTIAL

2020-2025

We are Australia's frontline border law enforcement agency and customs service.

Our Mission is to protect Australia's border and enable legitimate travel and trade.

Our Vision is to be a global leader in border law enforcement and trusted partner that helps build a safe, secure and prosperous Australia.

REALISING OUR FULL POTENTIAL is our strategic plan. It focuses on what needs to be done over the next two years, and also looks through to longer term objectives up to 2025. It builds on our considerable achievements and capabilities to respond to current and future challenges, and it outlines improvements through three lines of effort: Leadership, Officer Capability and Operational Excellence.

It aligns with the *Future Ready* document of the Department of Home Affairs.

Australian
BORDER FORCE

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FOREWORD

It is five years since the Australian Border Force was established. During this time, we have matured and developed as an organisation, increasingly leveraging the synergies between customs and border protection. We have collaborated extensively with the other agencies in the Home Affairs Portfolio, with Government more broadly, with industry partners and with foreign counterparts – enhancing our capabilities and contributing to safeguarding Australia's national security.

This was evident in the response to COVID-19, where we played a leading role in the whole of Government response to mitigate the risk posed to the health and safety of the Australian community. Our travel restrictions and border controls have been widely recognised as key factors in slowing the spread of COVID-19 in Australia. Our officers, whether on the front line or part of the considerable planning effort behind the scenes, responded superbly to the unique challenges of the health emergency.

The agility, innovation and resilience of our workforce in the face of ambiguity and risk, were key factors in this success. Officers transitioned rapidly between priorities, identifying threats and responding with integrated customs and immigration know-how, bringing together the capabilities from many areas within the organisation. We displayed heightened competencies of collaboration, leadership, learning and a business-like mindset in developing solutions to new challenges. The ABF has been recognised for the leading role we played, and our reputation and brand have never been stronger.

Our response to these challenges was underpinned by the progress we have made since 2015, and in particular since the publication of the last *Realising Our Full Potential* document in 2018. Key achievements include:

*   We have established and consolidated the ABF Headquarters and the Australian Border Operations Centre.
*   We have developed and delivered the keystone C3 Doctrine and Enforcement Doctrine.
*   We have established our Human Source Capability.
*   We have delivered the Awards and Recognition Framework, ABF Branding and Signature Values and Behaviours.
*   We have delivered the ABF component of the Policy, Procedures and Compliance Framework, Compliance Assurance and Consolidation of Delegations.

We are a confident Border Force, proud of how we responded when we were most tested, and proud of what we have achieved. We are also aware that we continue to face considerable challenges, both internal and external to the ABF.

The next five years will see important changes to our operating environment. We will strengthen our regional presence to better position the ABF to help design a border that enables economic recovery, and at the same time maintains the security and safety of our community. More of our senior executive service officers will work in regions, engaging with industry, stakeholders and partners, including state and territory departments. Under the national leadership of a Group Manager, we will also be focusing on customs and border modernisation, trade simplification, capability development and border systems.

We will capitalise and build on our success in the face of a tight fiscal environment, and the raised expectations of Government, our partners and the community. We will continue to meet both ongoing and future challenges — maintaining our forward momentum, harnessing the positives and continuing to adapt. We need to commit to this Strategy and work together to achieve it, building a strong, responsive, forward leaning and agile ABF.

Michael Outram APM

Commissioner Australian Border Force
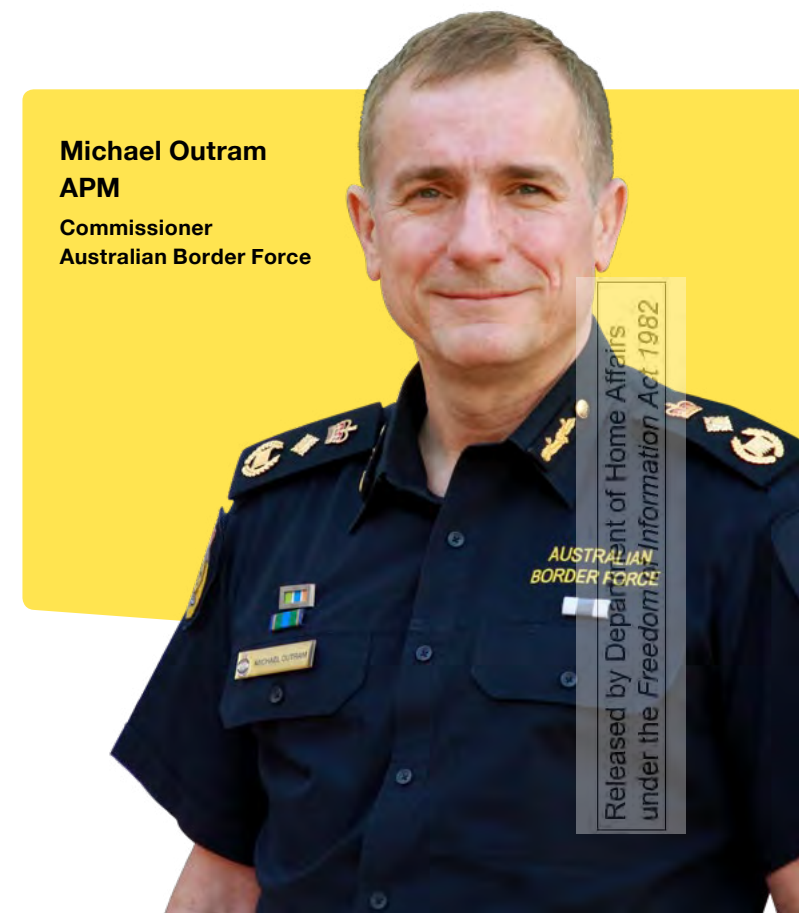
STRATEGIC CONTEXT

We operate in the context of a broad range of challenges, internal and external, domestic and international. The following challenges shape our strategic response.

CAPABILITY

The COVID-19 pandemic revealed our fundamental strengths, and it also brought the importance of capability development into sharp focus. We need to constantly build on our ability to adapt in response to unforeseen challenges, while fulfilling our purpose: to protect Australia's border and enable legitimate travel and trade.

We have a significant role in the recovery from COVID-19. Both travel and trade will be crucial in the different stages of recovery. Our judgement, vigilance and operational reach will be tested.

These increased demands on our capabilities occur against the backdrop of the impact COVID-19 has had on all of society, including our own workforce. Many of our officers have been significantly impacted by stress, complex family commitments and isolation. Productivity and efficiency will require additional creativity and attention at a time when working arrangements may continue to be disrupted.

ECONOMIC PRESSURE

We will continue to contribute, as a Government body, to Australia's economic recovery. We need to apply our energies and spend our budgets wisely to ensure we meet our commitments. This is a good time for a step-change in the way we work, modernising our approaches, dramatically reducing inefficient processes and practices, and synchronising effort through collaboration.

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INCREASED THREATS

Our adversaries will be aware of our challenges, and will look to exploit any vulnerabilities. Revenue evasion and fraud, terrorism, child exploitation, people smuggling, human trafficking, labour exploitation, illicit drugs and illegal foreign fishing continue to present complex challenges.

Volumes of international travel and trade will be variously impacted in the foreseeable future. In the interest of our nation's security and safety, the scale of our intervention in both will remain heightened.

In addition, trade complexity – a strategic theme since our establishment – will continue to increase with a further rise in e-commerce, new platforms and diversified supply chains.

TECHNOLOGY

In an ever more complex digital world, criminal organisations are using technology in new and different ways to circumvent border controls, evade revenue and do harm to the Australian community. Society is facing increasing threats from cyber criminals using the dark web to traffic drugs and other illicit goods, and share images of child abuse.

Both a threat to our capabilities and an enabler of our capabilities, we need to constantly improve our use of technology. Facilitating passenger movements with world class technology is more important than ever, as is improving all aspects of our business while making our services more convenient, seamless and digital. Technology needs to enhance and enable our officer capabilities.

OPERATING ENVIRONMENT

Partnership remains at the core of our capability. This is both a strategic advantage and a challenge to our capacity. While focused on our core responsibilities, we continue to develop and build on synergies within the Home Affairs Portfolio, with the broader law enforcement community and other Australian Government agencies, foreign Governments, industry and business, to respond to shared challenges and harness our collective capabilities for the benefit of all.

SIGNATURE VALUES

Our three strategic priorities of **Leadership, Officer Capability** and **Operational Excellence** exist within a cultural context. We aspire to a culture that truly embodies our Signature Values and Behaviours.


INTEGRITY

- In all we do, we apply and expect the highest personal, professional and ethical standards.
- We act with transparency, consistency and fairness.
- We act with honesty, openness, impartiality and trustworthiness.
- We demonstrate and promote ethical behaviour and practices, responsibility and accountability.

PROFESSIONALISM

- We serve to the best of our abilities and in the best interests of the community.
- We value and take pride in our work, are professional and strive for excellence.
- We are responsive, skilled, trustworthy, flexible and adaptable.
- We build our capacity and capability to improve what we do and the impact we have.
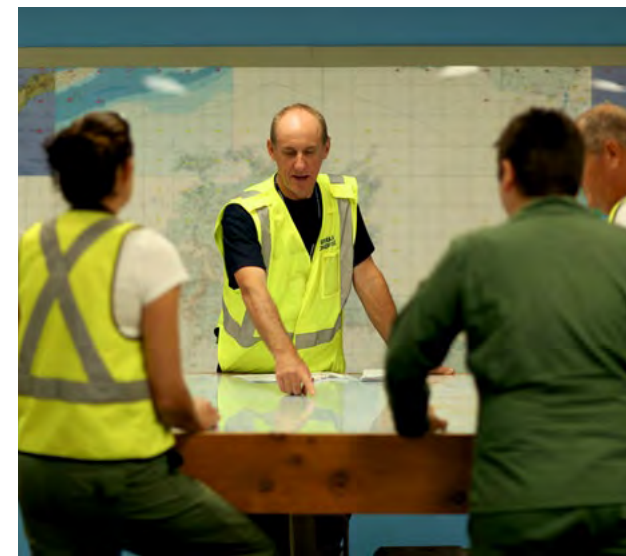
RESPECT

- We respect each other, and value diversity and inclusion of people, culture and ideas.

- We acknowledge and appreciate the talents, viewpoints and contributions of others.

- We treat all people with sensitivity and dignity, in all settings.

ACCOUNTABILITY

- We take responsibility for our decisions and actions.

- We hold ourselves and others to account.

- We recognise our mistakes and regard them as an opportunity to learn.

TEAMWORK

- We support those we work with and collaborate to build the effectiveness of our teams and achieve excellence.

- We value diversity of ideas and thinking and acknowledge the contributions of our colleagues.

- We empower and encourage our colleagues to make decisions and do things for themselves.

- We listen and respect the opinions of others.

PLAN ON A PAGE

ONE MISSION
to protect Australia's border and enable legitimate travel and trade.

THREE STRATEGIC PRIORITIES:
Leadership, Officer Capability and Operational Excellence.

NINE STRATEGIC OBJECTIVES
define the strategic priorities.

TWENTY STRATEGIC INITIATIVES to accomplish the strategic objectives.

SIGNATURE VALUES

LEADERSHIP

1 Leadership at all levels of the ABF that reflects and builds our desired culture, embodies our Signature Values, is dynamic, effective, coordinated and able to respond to and manage a wide range of situations.

2 Effective communication at all levels that informs, connects, influences and celebrates the Border Force community.

5 Strategic Initiatives to accomplish these objectives.

OFFICER CAPABILITY

3 An agile, cross-skilled, informed and collaborative workforce postured to respond to a wide range of demands and challenges.

4 An enforcement mindset embedded across all roles and functions.

5 A culture of innovation, continual improvement and learning.

9 Strategic Initiatives to accomplish these objectives.

OPERATIONAL EXCELLENCE

6 Robust legislative and policy frameworks that support our Mission.

7 An operational model that leverages the capabilities of all stakeholders.

8 Command and coordination structures and practices that optimise effectiveness and risk mitigation.

9 Effective technology that is fit-for-purpose and enhances our capabilities.

6 Strategic Initiatives to accomplish these objectives.

Integrity. Professionalism. Respect. Accountability. Teamwork.

STRATEGIC PRIORITIES

Whether uniformed or non uniformed, working in an office or outdoors, on the ocean or on land, in trade and travel facilitation or border protection roles, in operations or administration – every member of our workforce contributes to our Mission in the work they do every day.

How we do our work is captured in our **VALUES** of Integrity, Professionalism, Respect, Accountability and Teamwork.

To perform at our best, in the context of the opportunities and threats identified, requires a strategic approach to three key **PRIORITIES**: Leadership, Officer Capability and Operational Excellence. These are not additions or alternatives to our "business as usual" – they are priorities that shape everything we do, so that we can indeed realise our full potential.

Each priority is defined by **STRATEGIC OBJECTIVES** that describe what we plan to accomplish during the timeframe of this *Realising Our Full Potential* document.

A list of **STRATEGIC INITIATIVES** outlines what we will do to ensure we achieve those objectives.

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LEADERSHIP

Strategic Objectives	Strategic Initiatives
Leadership at all levels of the ABF that reflects and builds our desired culture, embodies our Signature Values, is dynamic, effective, coordinated and able to respond to and manage a wide range of situations.	1. Building on the ABF Leadership Model, develop and deliver an ABF Leadership Framework that assists operational leaders at all levels to effectively lead and manage in line with ABF expectations and standards. 2. Develop and implement an operational leadership training continuum for officers at all levels within the ABF. 3. Embed the ABF Leadership Competencies in performance assessments, talent management, promotion and recruitment processes.
Effective communication at all levels that informs, connects, influences and celebrates the Border Force community.	4. Develop and implement a whole of ABF Media and Communications Strategy to better connect the ABF as a community to the Mission, Signature Values and each other. 5. Develop and implement an Industry Engagement Strategy to better collaborate, inform and influence a wide-ranging audience to enhance compliance, cooperation and coordination with our partners.

OFFICER CAPABILITY

Strategic Objectives	Strategic Initiatives
An agile, cross-skilled, informed and collaborative workforce postured to respond to a wide range of demands and challenges.	6. Develop and deliver an ABF Workforce Model that clearly articulates entry points, learning and development requirements, workforce management processes and career pathways.
	7. In collaboration with People Division, develop and implement an ABF Workforce Strategy, within the context of the Workplace Determination, to ensure that ABF has the people with the right skills and capabilities to deliver organisational priorities.
	8. Expand digitisation and standardisation of ABF training packages across all Commands and regions to allow staff, regardless of location or job role, to access appropriate training where and when required .
	9. Identify specific areas of deficit in knowledge and operational understanding, and implement mentoring, training and development.
	10. Develop an induction course for officers entering the ABF laterally to understand ABF culture, values, requisites skills and legislative framework.
An enforcement mindset embedded across all roles and functions.	11. Promote the philosophy and four underpinning behaviours of the Enforcement Doctrine across the ABF.
A culture of innovation, continual improvement and learning.	12. Develop the ABF College to drive a culture of learning, and to facilitate and enable high quality skills and capability development.
	13. Grow the Efficiency and Innovation Framework and the Ideas Lab capability and continue to challenge staff to provide their views on improvements to ABF leadership, capability, excellence and culture.
	14. Utilising the existing Officers' Advisory Network, build an innovation/excellence framework by creating regional hubs to enhance ideas generation, collaboration and drive outcomes for both the staff and the ABF.

OPERATIONAL EXCELLENCE

Strategic Objectives	Strategic Initiatives
Robust legislative and policy frameworks that support our Mission.	15. Build on previous legislative reviews and develop strong evidence-based business cases to seek legislative change to assist the ABF in achieving operational outcomes. 16. Review policy settings to determine whether they remain valid, lawful and practical, consistent with other competing policies to ensure clarity of purpose for ABF officers when they carry out all ABF legislative functions.
An operational model that leverages the capabilities of all stakeholders.	17. Develop a trust-based model leveraging industry and Government data to reduce risk and regulatory burden along the supply chain, so threats are addressed ahead of the border and legitimate trade is facilitated. 18. Enhance visibility over the end-to-end international supply chain, through wider access to trade and logistics data, enabling more effective and ongoing risk assessment of goods throughout the lifecycle of the consignment.
Command and coordination structures and practices that optimise effectiveness and risk mitigation.	19. Review the C3 Doctrine in the context of lessons learned through recent crises, to incorporate the principles of cooperation and collaboration.
Effective technology that is fit-for-purpose and enhances our capabilities.	20. Identify capability gaps and shortfalls, and develop and promote a business case for prioritised short, medium and long-term investment in enabling technology.

Document 15

ALIGNMENT, IMPLEMENTATION AND GOVERNANCE

Realising Our Full Potential **is the key document in the strategic development of the ABF. It informs all other doctrine and policy documents, and is in turn aligned with the strategies and policies of the Department of Home Affairs.**

The Department's *Future Ready* document sets the direction for the Department and focuses on how it will operate into the future, within the portfolio context. Together with Realising our Full Potential, these strategic documents provide an aspiration of where the Department and ABF want to be in the coming years to ensure we are flexible and responsive to our changing environment.

This *Realising Our Full Potential* document underpins and informs all other ABF strategic and operational plans and processes. Its implementation is a priority of our senior leadership, who will guide and monitor progress as all Commands and Groups contribute to the Strategic Initiatives.

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STRATEGIC

OPERATIONAL

Future Ready
The future is here, and we're ready

People Strategy 2025

PRIORITIES

VALUES

REALISING OUR FULL POTENTIAL

C3 Doctrine

ABF Concept of Operations

ENFORCEMENT DOCTRINE

Standard Operating Procedures and Procedural Instructions

Training Manuals

LEADERSHIP

Strategic Objectives	Strategic Initiatives	Milestones and Measures of Success
Leadership at all levels of the ABF that reflects and builds our desired culture, embodies our Signature Values, is dynamic, effective, coordinated and able to respond to and manage a wide range of situations.	1. Building on the ABF Leadership Model, develop and deliver an ABF Leadership Framework that assists operational leaders at all levels to effectively lead and manage in line with ABF expectations and standards. 2. Develop and implement an operational leadership training continuum for officers at all levels within the ABF. 3. Embed the ABF Leadership Competencies in performance assessments, talent management, promotion and recruitment processes.	A multi-faceted campaign to communicate and embed the ABF Signature Values and Behaviours developed and implemented. Training programs for leaders at all levels developed and implemented and rolled out to majority of officers at each level. Equity, Diversity and Inclusion Action Plan developed and implemented.
Effective communication at all levels that informs, connects, influences and celebrates the Border Force community.	4. Develop and implement a whole of ABF Media and Communications Strategy to better connect the ABF as a community to the Mission, Signature Values and each other. 5. Develop and implement an Industry Engagement Strategy to better collaborate, inform and influence a wide-ranging audience to enhance compliance, cooperation and coordination with our partners.	Improved leadership visibility and communications ratings in performance and pulse surveys. Examples of continuation of successful communication strategies developed during the COVID-19 response continued. Implementation of the Industry Engagement Strategy that leads to clear examples of improved outcomes for the ABF. The ABF landing page is developed and implemented to provide ABF officers a unique web page on the intranet to address their key issues and interests.

OFFICER CAPABILITY

Strategic Objectives	Strategic Initiatives	Milestones and Measures of Success
An agile, cross-skilled, informed and collaborative workforce postured to respond to a wide range of demands and challenges.	6. Develop and deliver an ABF Strategic Workforce Framework that clearly articulates entry points, learning and development requirements, workforce management processes and career pathways. 7. In collaboration with People Division, develop and implement an ABF Workforce Strategy, within the context of the Workplace Determination, to ensure that ABF has the people with the right skills and capabilities to deliver organisational priorities. 8. Expand digitisation and standardisation of ABF training packages across all Commands and regions to allow staff, regardless of location or job role, to access appropriate training where and when required. 9. Identify specific areas of deficit in knowledge and operational understanding, and implement mentoring, training and development. 10. Develop an induction course for officers entering the ABF laterally to understand ABF culture, values, requisites skills and legislative framework.	A process of review and evaluation of ABF operational training and recertification is implemented and ongoing. To improve consistency and enhance operational knowledge of shipping matters, conduct shipping policy sessions to develop a broader understanding of the legislative basis and policy which authorise ABF officers to undertake customs clearances. Education campaign developed and implemented to ensure that the Child Safeguarding Framework is understood and consistently applied across the ABF. Workforce Mobilisation Plan, drafted by the ABF College, implemented. Community Source Capability to be scaled up for use across the ABF's operational areas. Tactical Capability Strategy developed.
An enforcement mindset embedded across all roles and functions.	11. Promote the philosophy and four underpinning behaviours of the Enforcement Doctrine across the ABF.	Enforcement Doctrine campaign implemented.
A culture of innovation, continual improvement and learning.	12. Develop the ABF College to drive a culture of learning, and to facilitate and enable high quality skills and capability development. 13. Grow the Efficiency and Innovation Framework and the Ideas Lab capability and continue to challenge staff to provide their views on improvements to ABF leadership, capability, excellence and culture. 14. Utilising the existing Officers' Advisory Network, build an innovation/ excellence framework by creating regional hubs to enhance ideas generation, collaboration and drive outcomes for both the staff and the ABF.	Develop a clear, agreed strategy for the future of the ABF College, including collaboration with the Department and other members of the sector. Enhancement of the ABF College through the development and delivery of the national live exercise capability. Examples of implemented ideas emanating from the Ideas Lab. Examples of value added by the Officers' Advisory Network.

ADDENDUM

OPERATIONAL EXCELLENCE

Strategic Objectives	Strategic Initiatives	Milestones and Measures of Success
Robust legislative and policy frameworks that support our Mission.	15. Build on previous legislative reviews and develop strong evidence-based business cases to seek legislative change to assist the ABF in achieving operational outcomes. 16. Review policy settings to determine whether they remain valid, lawful and practical, consistent with other competing policies to ensure clarity of purpose for ABF officers when they carry out all ABF legislative functions.	An evidence base to support a future legislative change program developed. Customs Licensing strengthened by progressing a number of amendments recommended by the Licensing Review. Implementation of the requirements of the Royal Commission and the Commonwealth Child Safe Framework. Recognition as a Child Safe Organisation and adherence to the national principles for Child Safe Organisation and Child Safe Standards.
An operational model that leverages the capabilities of all stakeholders.	17. Develop a trust-based model leveraging industry and Government data to reduce risk and regulatory burden along the supply chain, so threats are addressed ahead of the border and legitimate trade is facilitated. 18. Enhance visibility over the end-to-end international supply chain, through wider access to trade and logistics data, enabling more effective and ongoing risk assessment of goods throughout the lifecycle of the consignment.	ABF Customs Charter established. Industry Engagement Strategy developed and implemented. Findings of the Border Permits Review implemented. In consultation with the Department of Agriculture, guidance on border agency requirements (infrastructure and facilities) at air and sea ports provided in the International Port Operators Guide. Clear guidance provided to industry to assist negotiations between ABF and industry on the provision of border services.
Command and coordination structures and practices that optimise effectiveness and risk mitigation.	19. Review the C3 Doctrine in the context of lessons learned through recent crises, to incorporate the principles of cooperation and collaboration.	C3 Doctrine updated. ICCS Plus adapted to ABF requirements. Operational Planning Framework and templates reviewed, updated, and embedded in operations.

OPERATIONAL EXCELLENCE (Continued)

Strategic Objectives	Strategic Initiatives	Milestones and Measures of Success
Effective technology that is fit-for-purpose and enhances our capabilities.	20. Identify capability gaps and shortfalls, and develop and promote a business case for prioritised short, medium and long-term investment in enabling technology.	Develop and advocate for a comprehensive, prioritised, evidence based investment proposal detailing requirements for establishment, replacement or upgrade of systems or capabilities, including: • Ten-year customs and border modernisation agenda. • Videoconferencing capability across the ABF. • Traditional Inhabitant Movement Monitoring System (TIMMS). • Reliable IT access for field operations. • ABF tactical communications upgrade. • Rollout of handheld mobile fingerprint scanning devices. • Detection technologies replacement in detention and maritime environments. • Operational Detection Technology. • CRIMS system. • Cabinet X-Ray replacement program. • Intercept. • Future Maritime Capability.

Australian Government
Department of Home Affairs

Australian BORDER FORCE

LGBTIQ+ Action Plan 2019–2022

'A Plan for Pride'

Providing a supportive and inclusive workplace for all Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ+) 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 LGBTIQ+ communities and the intersectionality across race, ethnicity, cultural and linguistic heritage, disability, and Aboriginal and Torres Strait Islander culture and peoples.

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

- Drive a supportive and enabling culture.
- Embed LGBTIQ+ inclusion in departmental practices.
- Engage staff to support LGBTIQ+ 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 LGBTIQ+ Action Plan 2019–2022 focuses on three priority areas:

Drive a supportive and enabling culture	Embed LGBTIQ+ inclusion in departmental practices	Engage staff to support LGBTIQ+ inclusion
Our senior leadership will champion LGBTIQ+ inclusion and staff led networks will drive initiatives and activities.	LGBTIQ+ inclusion best practice will be embedded in our policies and practices.	Our staff will be encouraged to work together to support LGBTIQ+ inclusion, education and awareness.

Our goals

1.1 Senior leaders demonstrate commitment to LGBTIQ+ inclusion across the Department and ABF.	**2.1** The Department and ABF policies, procedures and resources are LGBTIQ+ inclusive and devoid of unconscious bias.	**3.1** The Department and ABF actively promote LGBTIQ+ events, information and resources to all staff.
1.2 LGBTIQ+ inclusion is a business objective and is communicated to staff and stakeholders.	**2.2** LGBTIQ+ staff and allies are comfortable reporting anti-LGBTIQ+ behaviour and are confident the Department and ABF will address such cases appropriately.	**3.2** The Department and ABF recognise LGBTIQ+ days of significance that promote community awareness and education.
1.3 Leaders at all levels understand the social, personal and professional barriers faced by people who identify as LGBTIQ+. Leaders are committed to learning and are equipped to address issues and concerns sensitively and with respect.	**2.3** LGBTIQ+ staff are aware of support mechanisms available and find them effective.	**3.3** Departmental staff and ABF officers understand the importance and value of LGBTIQ+ inclusion.
1.4 There is a well-established and active LGBTIQ+ Staff and Allies Network (LGBTIQ+ network) across the Department and ABF.	**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 LGBTIQ+ workplace inclusion. Identify and work with appropriate stakeholders to ensure this is applied holistically.	**3.4** The Department and ABF actively promote its commitment to LGBTIQ+ inclusion externally through community engagement such as participation in events and fundraising initiatives.

How we will measure our success

Internal Measures	External Measures	Reporting Tools
- Improved staff engagement scores in staff census. - Growth in LGBTIQ+ network active members and staff who choose to self-identify through easySAP. - Improved survey responses from LGBTIQ+ network members on the direction and effectiveness of the LGBTIQ+ network. - Increase of LGBTIQ+ resources available on the intranet.	- Improved survey results in the annual Australian Workplace Equality Index. - Meet the requirements of changes to Sex and Gender Classification in Australian Government Records. - Reporting within the annual report on LGBTIQ+ initiatives and metrics.	- Workforce reporting showing increased number of staff identifying as LGBTIQ+. - Annual Report highlighting LGBTIQ+ inclusion in the Department and ABF. - Department and ABF Pulse Checks and staff surveys showing increased engagement by staff and officers. - Australian Workplace Equality Index (AWEI) showing advancement and progress in the combined Department and ABF's overall score and placement.

- Growth in the number of LGBTIQ+ focused communications and information to support staff within the Department.
- Increase in staff reporting an understanding of LGBTIQ+ issues and where to find information.

- State of the Service Report.
- People Division to report annually to Departmental Committees (including the Deputies Committee and Executive Committee) to progress as per diversity items.

Our actions

We will:

Support the Secretaries' Equality and Diversity Council to drive improvements in LGBTIQ+ inclusion across the APS.

Work with the Department and ABF Diversity Champions to be visibly active in driving LGBTIQ+ inclusion as part of their commitments and priorities.

Strengthen the visible support for LGBTIQ+ staff through SES role modelling and engagement.

Partner with peak body and LGBTIQ+ advisory groups to identify and deliver appropriate LGBTIQ+ inclusion and awareness training to senior managers.

Equip managers with the knowledge and skills to support LGBTIQ+ staff affected by domestic and family violence, responding with understanding, and providing flexibility for staff to access existing leave provisions.

Implement an LGBTIQ+ inclusion '5 plus 5' awareness event for SES, based on the Disability Inclusion initiative '10 plus 10'.

Organise an annual meeting between the Diversity Champions and the LGBTIQ+ network.

Create and support a culture that ensures staff are supported by managers to attend LGBTIQ+ network meetings and events.

Integrate diversity and inclusion themes including LGBTIQ+ into leadership and management training.

Work with the LGBTIQ+ network to:

- develop Terms of Reference that reflect the goals of the network
- review process and achievements against network goals
- create a network charter and purpose, and clearly define key role responsibilities
- engage in activities that address the full diversity of LGBTIQ+ communities
- increase network communications that will provide regular updates on key news and upcoming events
- improve access to the network for staff located in the regions and overseas
- relaunch the network and refresh network branding
- promote the network to the wider Department and ABF and promote the role of allies to increase general knowledge and awareness of the network
- connect the network with other departmental and ABF diversity networks, other APS LGBTIQ+ networks, and the Department of Prime Minister and Cabinet's Secretaries' Equality and Diversity Council
- Invite subject matter experts to network meetings and training opportunities to improve overall awareness and cooperation between LGBTIQ+ network and inclusion policies across the Department and ABF.

We will:

Complete a comprehensive review of existing workplace policies and procedures, and consult with staff networks as part of this process.

Implement processes to screen policies for unconscious bias and ensure they comply with relevant legislation, and include best practice for LGBTIQ+ inclusion. These will ensure that:

- definitions in Human Resource policies are inclusive and explicitly include LGBTIQ+ partners and families
- parental leave policies and related provisions around family include same-sex families
- bullying and harassment policies include explicit examples of what constitutes unacceptable behaviour targeting people who identify as LGBTIQ+
- the diversity of sexual orientation and gender identities are considered and included when reviewing departmental and ABF policies, practices and standard operating procedures
- improve support to LGBTIQ+ staff travelling to international posting positions.
- Review recruitment information given to panel members and requested from new applicants to ensure inclusion.

Develop a departmental Gender Transitioning policy and embed clear, ongoing communication of support for transgender staff.

Partner with peak body and LGBTIQ+ advisory groups to continuously implement innovative LGBTIQ+ inclusion resources and services to enhance our LGBTIQ+ inclusion capability and drive our internal activities.

Continue to participate in the AWEI and promote the survey to encourage staff participation.

Use yearly AWEI results and recommendations to strengthen LGBTIQ+ inclusion activities where possible.

Ensure full compliance with the Attorney-General's Department's Australian Government Guidelines on the Recognition of Sex and Gender.

Examine methods where staff LGBTIQ+ information is captured to ensure collection complies with the *Privacy Act 1988* and that data collected is appropriately utilised to guide and innovate LGBTIQ+ inclusion initiatives.

Conduct an analysis of LGBTIQ+ data against other key metrics such as staff retention, promotions and exits to assess if there are discrepancies against the general population.

Report annually to the Departmental committees on progress against the LGBTIQ+ Action Plan.

Review the level of effectiveness and ensure visibility for LGBTIQ+ inclusion in bullying and harassment policies, procedural instructions, initiatives and case study examples. Work with the LGBTIQ+ network to assess staff confidence in the outcomes and adapt processes accordingly.

Diversify the support mechanisms available for LGBTIQ+ staff and allies. Implement a communication plan to actively promote the available support including:

- Trained Peer Support Officers (PSO) and PSOs who identify as LGBTIQ+
- Trained Harassment Contact Officers (HCO) and HCOs who identify as LGBTIQ+
- Pilot the implementation of a LGBTIQ+ Liaison Officer
- Promote the Employee Assistance Program's LGBTIQ+ specific counselling services
- Promote external LGBTIQ+ support organisations.

We will:

Develop an annual communication plan that will focus on promoting LGBTIQ+ days of significance, LGBTIQ+ network events, intranet stories and other relevant LGBTIQ+ news and promotions. This includes social media in line with other portfolio agencies.

Observe and promote LGBTIQ+ days of significance through articles on the intranet and other all staff communication channels, and leverage the occasion to increase LGBTIQ+ education and awareness.

Participate in external LGBTIQ+ pride events.

Include same-sex families or gender diverse individuals in advertising products or service promotions and communications within the Department and ABF.

Ensure external facing communications, including the careers and recruitment website pages, promote the Department and ABF's commitment to a diverse and inclusive workplace.

Promote the resources available to staff through the Department's Pride in Diversity membership and communicate Pride in Diversity networking events to departmental and ABF staff.

Partner with peak body and not-for-profit LGBTIQ+ advisory groups to identify and deliver appropriate inclusion and awareness training and forums. Regional engagement will be encouraged.

Develop staff profiles and articles of LGBTIQ+ identifying staff or LGBTIQ+ relevant issues to be shared on the intranet homepage.

Review and refresh relevant intranet pages to ensure that resources and information is current, comprehensive and easily accessible.

Review the existing Induction Program module on Equality, Diversity and Inclusion to ensure LGBTIQ+ inclusion is comprehensively addressed and intersectionality is considered across the module. Ensure new staff are provided with information on the LGBTIQ+ Staff and Allies Network including how to join.

Include LGBTIQ+ inclusion material at career fairs and graduate recruitment websites to raise awareness.

Create a network and ally symbol for work stations.

Maintain our employer profile on the inclusive employers.com.au website.

Encourage intersectional community engagement with not-for-profit organisations that include intersectional identities through fundraising events and the Rainbow Jam intranet page.

Enabling Areas

- Senior Executive
- Department and ABF Diversity Champion

- LGBTIQ+ Staff and Allies Network
- Pride in Diversity

- Senior Executive
- Recruitment Section

- Internal Staff Diversity Networks
- LGBTIQ+ Pride Networks of other APS agencies
- Pride in Diversity
- Communications Branch
- Recruitment Section
- Work Health and Safety representatives
- The Diversity Council of Australia
- Secretaries Equality and Diversity Council
- People Managers

- The Diversity Council of Australia
- Employee Development Services Section
- Peer Support Network
- Employee Assistance Programme
- Departmental Harassment Contact Officers
- Workforce Planning and Reporting Section
- Policy owners/authors/reviewers

- Department and ABF Diversity Champion
- Employee Development Services Section
- Peer Support Network
- Employee Assistance Programme
- Departmental Harassment Contact Officers
- Internal Communication and Engagement Branch
- Portfolio Media and Engagement
- Graduate Team
- Departmental Learning and Development specialists
- Intranet and website administrators
- LGBTIQ+ Staff and Allies Network
- Policy owners/authors/reviewers

LGBTIQ+ Implementation Plan 2019-22

Priority 1: Drive a supportive and enabling culture

No.	Actions	Success measures	Status
1.1 Senior leaders demonstrate commitment to LGBTIQ+ inclusion across the Department and ABF.			
1.1.1	Commit to improving LGBTIQ+ equality in the APS and removing employment-related disadvantage/barriers based on sexual orientation, gender identify and intersex status.	- We have improved best practice inclusion embedded in our leadership and people management strategies, policies and practices. - The LGBTIQ+ Action Plan 2019-2022 is being implemented to drive LGBTIQ+ equality for our workforce.	🟩 Tracking well and/or on the way to achieving success
1.1.2	Support the Secretaries' Equality and Diversity Council (SEDC) to drive improvements in LGBTIQ+ inclusion across the APS.	The Secretary is a member of SEDC, which met 15 March 2019, 4 July 2019, 4 October 2019, and 7 February 2020. *Key outcome: The Council agreed that strategic inclusion and diversity matters will be elevated to the Secretaries Board, in place of the Council, and that the newly established COO Committee will be leveraged to drive inclusion and diversity across the APS and within agencies at an operational level.*	🟩 Tracking well and/or on the way to achieving success
1.1.3	Appoint senior leaders as representatives of the LGBTIQ+ network to champion equality, drive the network and promote awareness of LGBTIQ+ issues.	**ABF Diversity Champion: Dr Bradley Armstrong**, Group Manager Customs Group, appointed March 2020. *Role previously held by:* - *Assistant Commissioner Rachel Houghton.* **Home Affairs Diversity Champion: Pip de Veau,** Group manager Legal, General Counsel, to be appointed Jan/Feb 2021. *Role previously held by:* - *FAS (& a/g Deputy Secretary) Luke Mansfield (May – Dec 2020)* - *Deputy Secretary Linda Geddes (Dec 2019 – April 2020).*	🟩 Tracking well and/or on the way to achieving success
1.1.4	Strengthen the visible support for LGBTIQ+ staff through SES role modelling and engagement and diversity and inclusion commitments and priorities.	Diversity Champions are visibly active in driving diversity and inclusion, and lead by example to promote & encourage the right behaviours, attitudes and knowledge: - See 1.2.3: Leading LGBTIQ+ Five plus Five forum - postponed due to COVID-19 - promote days of significance (e.g. Pride month) through executive messaging, promo videos - wearing PRIDE pins to increase visibility of LGBTIQ+ inclusion and support (see Pride Month 2020 video – Luke and Brad wear pins) - participation in external networks: *DFAT Diversity Champions' Meeting Feb 2019* (see ADD2019/1345799) D&I to compare staff census data 2018/2020 when available (2019 not available), to demonstrate improved staff engagement scores etc (see also 2.1.9, 2.2.4, 3.3.1).	🟩 Tracking well and/or on the way to achieving success
1.1.5	Annual meeting between the Diversity Champions and the LGBTIQ+ Staff and Allies Network (LGBTIQ+ network).	- ABF Diversity Champion Dr Bradley Armstrong attended Network meeting via teleconference that was held 26 March 2020. - Meeting 2020/2 scheduled for 8 September w / Chair availability	🟩 Tracking well and/or on the way to achieving success

No.	Actions	Success measures	Status
**1.2 LGBTIQ+ inclusion is a business objective and is communicated to staff and stakeholders**				
1.2.1	Integrate diversity and inclusion themes including LGBTIQ+ into leadership and management training.	Diversity & Inclusion awareness is incorporated into the following departmental training courses: - Emotional Intelligence - Giving Feedback - Motivating and Engaging Staff - Australian Border Force and Home Affairs Managers Workshops - Building and Leading High Performing Teams - Coaching for Managers - Being an Adaptive Manager - Dealing with Change - Engaging Stakeholders (see ADD2020/xxxxxxx)	🟩 Tracking well and/or on the way to achieving success
1.2.2	Create and support a culture that ensures staff are supported by managers to attend LGBTIQ+ network meetings and events.	Improved membership, attendance and engagement at diversity and inclusion events, activities and fora. - Consistently growing membership across the Network and Rainbow Jam, and consistently growing number of staff identifying as LGBTIQ+ across the Department and ABF (see *ADD2020/2925768*).	🟩 Tracking well and/or achieving success
1.2.3	Implement a LGBTIQ+ inclusion '5 plus 5' awareness event for SES, based on the Disability Inclusion initiative '10 plus 10'	- LGBTIQ+ Five plus Five forum was scheduled for April 2020 (postponed due to COVID-19) D&I to reschedule at a later date.	🟥 Inactive or experiencing delays
1.2.4	Increase LGBTIQ+ resources available on the intranet	- MyHR webpages have been created for LGBTIQ+ related information and support, and are regularly reviewed and updated. - Pronoun/gender resources updated on myHR Nov-Dec 2020 - D&I to add additional Intersex resources to myHR and Rainbow Jam - Add more Ally training/educational resources (see 1.4.5)	🟩 Tracking well and/or achieving success
1.2.5	Increase number of LGBTIQ+ focused communications and information to support staff within the Department.	- All staff comms promote LGBTIQ+ Days of Significance and/or events (e.g. Pride Month 2020) - *DiversityMatters* Newsletter is promoted to all staff and communicates LGBTIQ+ activities, including upcoming events, on a quarterly basis - Liaise with Rainbow Jam & Network members for feedback and input, including regular updates on key news and upcoming events. - Development of a DRIVE Scenario with LGBTIQ+ (trans) focus will be available to all staff when published (see 2.2.3).	🟩 Tracking well and/or achieving success
1.2.6	Develop a diversity and inclusion communications calendar for recognising days of significance	These are shared with Internal Comms to plan campaigns ahead of Days of Significance or events (e.g. PRIDE Month). - 2021 Calendar of Events *(see ADD2020/6053522)*. - 2020 Calendar of Events *(see ADD2020/412261)*.	🟩 Tracking well and/or achieving success
1.2.7	Establish a Portfolio LGBTIQ+ Staff and Allies Network	Department of Education, Skills and Employment (DESE) is leading effort to update APS Pride Network contact list. - APS Networks Contact Lists (see *ADD2018/3929328*). - AFP is a keen and active contact (Beck Givney) - Catch-up with Defence Dec 2020 - Portfolio network/catchup?	🟧 Tracking well and/or on the way to achieving success
1.2.8	Commit to Leadership in Action (LIA) guest speaker series for diversity cohorts.	- D&I to reach out to secure a LIA guest speaker for next formal network meeting December (?) 2020 - *guest speakers for significant days and utilise specialist agencies for LGBTIQ+ issues.* - Guest speaker Nic Radoll (they/them) from AFP joined 3 Dec 2020 network meeting to speak about their experiences.	🟥 Inactive or experiencing delays

No.	Actions	Success measures	Status
1.3 Leaders at all levels understand the social, personal and professional barriers faced by people who identify as LGBTIQ+. Leaders are committed to learning and are equipped to address issues and concerns sensitively and with respect.			
1.3.1	Partner with peak body and LGBTIQ+ advisory groups to identify and deliver appropriate LGBTIQ+ inclusion and awareness training (including to senior managers) and forums to enhance our diversity capability and drive our internal activities. Regional engagement will be encouraged.	Access to best practice resources, expert advice, training and publications through memberships with: - Pride in Diversity (PiD) - Australian Human Resources Institute (AHRI). Embed LGBTIQ+ equality and diversity in our management processes and practices: - D&I rep attended PiD Annual Conference (Nov 2019, Nov 2020) - Small group *LGBTIQ+ Awareness Training* delivered to staff in Sep 2019, including 3 PRIDE PSO's.	🟩 Tracking well and/or achieving success
1.3.2	Deliver LGBTIQ+ inclusion and awareness training to SES	- PiD delivered *Inclusive Leadership Training* to SES in Aug 2019, approx. ~25 attendees *(see ADD2019/4954262)*. - Potential to arrange the LGBTIQ+ Awareness Training via Webex for SES in 2021 (held monthly)	🟧 Tracking well and/or on the way to achieving success
1.3.3	Equip managers with the knowledge and skills to support LGBTIQ+ staff affected by Domestic and Family Violence (D&FV), responding with understanding and providing flexibility for staff to access existing leave provisions.	Resources which provide information to support staff and managers to respond appropriately to D&FV: - *The Domestic and Family Violence Strategy (2016-20)* - *Domestic and Family Violence Action Plan (2017-20)* - *Departmental Mental Health Plan 2020 (under revision)* - D&FV assistance page on myHR – being updated Jan21 to include PiD LGBTIQ+ DFV resources	🟧 Tracking well and/or on the way to achieving success
1.3.4	Develop first response guide to equip managers with the necessary information and pathways to support staff affected by D&FV, including access to internal and external support and referral services.	Note this is under SMHW remit, however resources are available on myHR D&FV assistance page including: - First response assistance for staff - First response guide for managers - D&FV external support services for each state and territory. *See also: MyHR content review - 3.1.2*	🟩 Tracking well and/or achieving success
1.3.5	Establish a D&FV Contact Officer network to provide practical guidance to staff in responding to D&FV issues	This falls under remit of SMHW. Chaplain s. 22(1)(a)(ii) is the contact person for support officer networks (DFV COs, PSOs, HCOs etc). - See: D&FV Contact Officer Network - *We have a D&FV Community of Practice as our governing body for managing D&FV.*	🟩 Tracking well and/or achieving success
1.3.6	Develop resilience training to equip staff with the skills and knowledge to ensure their self-care and wellbeing.	This falls under remit of SMHW. Chaplain s. 22(1)(a)(ii) is the contact person for support officer networks (DFV COs, PSOs, HCOs etc). - Provided feedback to Learning Design team (Learning and Development Services) on D&FV e-learning module about language *(see ADD2020/6151680).*	🟧 Tracking well and/or on the way to achieving success
1.3.7	Promote D&FV Leave, and other flexible work arrangements, which provide staff with options when requesting absences from the workplace due to D&FV reasons.	This falls under remit of SMHW. Chaplain s. 22(1)(a)(ii) is the contact person for support officer networks (DFV COs, PSOs, HCOs etc). - D&I can continue to prepare comms, notices and JAM posts etc. to promote resources, leave and work arrangements. - 'Family and Domestic Violence Leave' notice published Jan 2019 - 'Support Services and Leave Provisions' notice published in March 2020 **2021:** D&I to look at raising awareness for D&FV: - LGBTIQ+ DV Awareness Day May 28 - D&FV Prevention Month – May	🟩 Tracking well and/or achieving success

3

No.	Actions	Success measures	Status
1.4 There is a well-established and active LGBTIQ+ Staff and Allies Network (LGBTIQ+ network) across the Department and ABF.			
1.4.1	Relaunch the network and refresh network branding.	- Network launched in September 2017 - PRIDE pins launched in Sep-Oct 2019. Huge success, great uptake & helped to refresh the network & branding. - Home Affairs has distributed almost 1000 pins, 3rd order of 500 pins received June 2020 (dept. likely 2000+) - PRIDE Month 2019 launched a series of posters featuring Home Affairs and ABF staff - PRIDE Month 2020 was promoted to all staff and featured personal video messages from the Diversity Champions and Network Chair. Branding graphics aligned with PRIDE pins *(see ADD2020/2975912)*	■ Tracking well and/or achieving success
1.4.2	Network to meet ~~bi annually~~ quarterly	- Network meeting 1-20 held 26 March via teleconference. - Network meeting 2-20 held 8 September via teleconference - Network meeting 3-20 held 3 December via teleconference - Network meeting 1-21 scheduled 25 February via Webex - *Network meeting 2-21 scheduled TBA via Webex* - *Network meeting 3-21 scheduled TBA via Webex* - *Network meeting 4-21 scheduled TBA via Webex* -	■ Tracking well and/or achieving success
1.4.3	Increase network communications that will provide regular updates on key news and upcoming events.	D&I conducts monthly reviews & updates of: - Rainbow Jam header tiles & events calendar - Network Membership tracker (jam and network), Network meeting action items (see 1.4.8) and general stats tracker D&I posts weekly in RJ, and regular updates go to Rainbow Jam and Network members (via email), and D&I also seeks member feedback on various matters, such as: - Updating acronym to LGBTIQ+ (implemented May 2020) - Gender Affirmation Factsheet (consultation May-June 2020, released Dec 2020)	■ Tracking well and/or achieving success
1.4.4	Develop MyHR content for the LGBTIQ+ network	MyHR has a dedicated LGBTIQ+ hub. Network content is located under the 'Support and Services' tile. Information is regularly reviewed and updated to ensure accuracy. - LGBTIQ+ Staff and Allies new membership pack includes links back to the MyHR webpage, and the Terms of Reference *(ADD2018/1321305)*. - Pride Pin information recently added to myHR (Sep 2020). - Add/advertise more Ally training/educational resources (see 1.2.4).	■ Tracking well and/or achieving success
1.4.5	Promote the network to the wider Department and ABF, including role of allies to increase general knowledge and awareness of the network.	- Network & benefits promoted to wider Department and ABF with message from new departmental Diversity Champion Luke Mansfield (May 2020). - Days of significance and network info regularly promoted to all staff via comms - Advertise more Ally training/educational resources (see 1.2.4).	■ Tracking well and/or achieving success
1.4.6	Invite subject matter experts to the Department and ABF. network meetings and training opportunities to improve overall awareness and cooperation between LGBTIQ+ network and inclusion policies across	- D&I to consider potential guest speakers to invite to 2021 network meetings. - D&I to research potential SMEs or free webinars/training interested staff can participate in; advise network members of such opportunities.	■ Tracking well and/or on the way to achieving success
1.4.7	Create a network charter and purpose, and clearly define key role responsibilities that reflect the goals of the network.	- Network Terms of Reference *(ADD2018/1321305)*. - D&I reviewd ToRs in August 2020, Dec 2020.	■ Tracking well and/or achieving success

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No.	Actions	Success measures	Status
1.4.8	Review process and achievements against network goals.	- D&I to review process (including action items, implementation, outcomes, timelines) and how these track against network goals - see *Network Meeting Action Items (ADD2020/1881680)*. - Action items to be reviewed and/or updated regularly (e.g. monthly)	🟩 Tracking well and/or achieving success
1.4.9	Engage in activities that address the full diversity of LGBTIQ+ communities.	Recognised days of significance, and other important days are regularly promoted through various comms channels/events, per D&I calendar of events. See 1.2.6, and 2021 Calendar of Events *(ADD2020/6053522)*. Days and events include: - Trans Day of Visibility, IDAHOBIT, PRIDE Month, Wear it Purple Day, Ace Awareness Week etc. - Feedback sought from network about possible acronym change to LGBTIQ+ from LGBTIQ+ to better represent the full diversity of the community *(see ADF2020/77772)*.	🟩 Tracking well and/or achieving success
1.4.10	Improve access to the network for staff located in the regions and overseas	- D&I to liaise with ABF Staff Forum to further promote regional networks. - D&I to look at forming a Pride at Post working group with interested Network members. Possibly in conjunction with DFAT to discuss overseas networks, access to existing LGBTIQ+ network /support/allies and how to provide information and support for LGBTIQ+ staff who are on overseas postings. E.g. suggestions for safe restaurants, local services, other staff who identify and supports in each country/city.	🟥 Inactive or experiencing delays
1.4.11	Connect the network with other departmental and ABF diversity networks, other APS LGBTIQ+ networks, and the Department of Prime Minister and Cabinet's Secretaries' Equality and Diversity Council.	- See 1.2.7 - APS Pride Networks Contact Lists: (see ADD2020/2925768). - Connected with AFP rep August 2020. - PMC Secretaries' Equality and Diversity Council, COO Committee – need more info (see 1.1.2). -	🟨 Tracking well and/or on the way to achieving success

Priority 2: Embed LGBTIQ+ inclusion in departmental practices

No.	Actions	Success measures	Status
2.1 The Department and ABF policies, procedures and resources are LGBTIQ+ inclusive and devoid of unconscious bias (embed inclusive workplace policies, procedures and resources).			
2.1.1	Complete a comprehensive review of departmental policies and procedures to ensure LGBTIQ+ equality is considered and reflected in inclusive language and practices. Consult with staff networks as part of this review process.	- D&I yet to commence full review – but contributed to recent PCD review of policies with a D&I lens including LGBTIQ+ focus. - Potential statement to be added to myHR policy/pay/leave/conditions pages re inclusion.	Early stages on track.
2.1.2	Implement processes to screen policies for unconscious bias and ensure they comply with relevant legislation and include best practice for LGBTIQ+ inclusion.	- D&I to design processes to screen policies (existing and new) – liaise with PPCF to include inclusive language in templates/checklists, and we could be in the *compulsory* consultation list? - definitions in Human Resource policies are inclusive and explicitly include LGBTIQ+ partners and families - parental leave policies and related provisions around family include same-sex families - bullying and harassment policies include explicit examples of what constitutes unacceptable behaviour targeting people who identify as LGBTIQ+ (see 2.2.1). - the diversity of sexual orientation and gender identities are considered and included when reviewing departmental and ABF policies, practices and standard operating procedures (see 2.1.1). - improve support to LGBTIQ+ staff travelling to international posting positions (see also 1.4.10). - Potential statement to be added to myHR policy/pay/leave/conditions pages re inclusion.	Tracking well and/or on the way to achieving success
2.1.3	Ensure full compliance with the Attorney-General's Department's Australian Government Guidelines on the Recognition of Sex and Gender.	We meet the requirements of changes to Sex and Gender Classification in Australian Government Records. However, work is still to be done for client-facing systems.	Tracking well and/or achieving success
2.1.4	Examine methods where staff LGBTIQ+ information is captured to ensure collection complies with the Privacy Act 1988 and that data collected is appropriately utilised to guide and innovate LGBTIQ+ inclusion initiatives	- Departmental data collection processes are fully compliant with the Privacy Act 1988 and captured information is utilised appropriately. - D&I to review recruitment information given to panel members, and requested from new applicants to ensure privacy and inclusion	Inactive or experiencing delays
2.1.5	Conduct an analysis of LGBTIQ+ data against other key metrics such as staff retention, promotions and exits to assess if there are discrepancies against the general population.	- Departmental LGBTIQ+ data is measured against the general population to ensure there is appropriate reflection	Inactive or experiencing delays
2.1.6	Develop a departmental Gender Affirmation policy and embed clear, ongoing communication of support for Transgender staff	- D&I engaged with Tranz Australia for guidance in early stages - Factsheet circulated for consultation with key stakeholders including LGBTIQ+ and SAGE networks in May - June 2020. - Feedback from AS People Services and Diversity Champion Bradley Armstrong incorporated Sep - Nov 2020. - Published December 2020: Gender Affirmation Factsheet Now Available.	Tracking well and/or achieving success

2.1.7	Partner with peak body and LGBTIQ+ advisory groups to continuously implement innovative LGBTIQ+ inclusion resources and services to enhance our LGBTIQ+ inclusion capability and drive our internal activities.	- We have established partnerships and ongoing liaison with peak bodies and LGBTIQ+ advisory groups **(PiD, AHRI – see 1.3.1, 2.1.9)** - D&I engaged with Tranz Australia for guidance developing the Gender Affirmation PI (see 2.1.6)	🟩 Tracking well and/or achieving success
2.1.8	Report annually to departmental committees on progress against the LGBTIQ+ Action Plan.	- We participate in reporting in the annual report on LGBTIQ+ initiatives and metrics (2019-20 Annual Report). - Regular reporting to all relevant departmental committees on the progress of the LGBTIQ+ Action Plan. - People Division to report annually to Departmental Committees (including the Deputies Committee and Executive Committee) to progress as per diversity items.	🟩 Tracking well and/or achieving success
2.1.9	Continue to participate in the Australian Workplace Equity Index (AWEI) and promote the survey to encourage staff participation. Use yearly AWEI results and recommendations to strengthen LGBTIQ+ inclusion activities where possible.	- D&I catches up with PiD contact (Chris Nelson, Senior Relationship Manager) on a semi-regular basis. Annual AWEI survey (*OBJ2019/32156*) - Surveya completed (employees) annually (one for HA, one for ABF). - A Departmental submission (employer) is completed every second year (*see ADD2020/1741133*). - We have improved survey results in the annual Australian Workplace Equality Index – e.g. on the direction and effectiveness of the network.	🟧 Tracking well and/or on the way to achieving success

2.2 LGBTIQ+ staff and allies are comfortable reporting anti-LGBTIQ+ behaviour and are confident the Department and ABF will address such cases appropriately.

2.2.1	Include reporting processes and procedures in departmental policies and guidelines.	Reporting processes and procedures are clearly identified in departmental policies and guidelines: - Workplace Behaviour Policy Statement - Managing Workplace Behaviour Procedures Procedural Instruction - Bullying and harassment policies include explicit examples of what constitutes unacceptable behaviour in targeting people who identify as LGBTIQ+ (see pp.7-8 of Workplace Behaviour PS linked above)	🟩 Tracking well and/or achieving success
2.2.2	Review the level of effectiveness and ensure visibility for LGBTIQ+ inclusion in bullying and harassment policies, procedural instructions, initiatives and case study examples. Work with the LGBTIQ+ network to assess staff confidence in the outcomes and adapt processes accordingly.	- D&I to engage with network about perceptions of policies and procedures, & confidence in outcomes and management.	🟥 Inactive or experiencing delays
2.2.3	Develop and publish LGBTIQ+ DRIVE scenario.	- D&I liaised with Administrative Compliance Management Section to prepare a LGBTIQ+ DRIVE scenario (trans focus). Tentative start date Aug 2020 (*ADF2020/77876*). - Liaise with Integrity when DRIVE scenario is completed to prepare comms campaign around proper responses to LGBTIQ+ harassment, investigation of claims, outcomes etc. Possible to get a de-identified real-life example?	🟥 Inactive or experiencing delays
2.2.4	Encourage a culture of respectful and courteous workplace behaviour.	- D&I to continue to publish comms across various platforms (notices, TWA, posts on JAM pages) around: inclusive language, being an active ally, PSOs/HCOs etc - SES Fast Focus Jan 2021 – section on inclusive language and pronouns - D&I to monitor staff engagement scores/trends in staff census and AWEI results (See 2.1.9 & 3.3.1). - Increase in staff reporting an understanding of LGBTIQ+ issues and where to find information. (anecdotally perhaps? In AWEI comments?)	🟧 Tracking well and/or on the way to achieving success

2.3 LGBTIQ+ staff are aware of support mechanisms available and find them effective.			
2.3.1	Diversify the support mechanisms available for LGBTIQ+ staff and allies, and implement a communication plan to actively promote the available support.	A variety of LGBTIQ+ support mechanisms are visible and accessible on the intranet, including: - Peer Support Officers (PSO) and PSOs for PRIDE/PSOs for PRIDE Ally who identify as LGBTIQ+ or are allies. - Harassment Contact Officers (HCO) and HCOs who identify as LGBTIQ+ or are allies. - Employee Assistance Program (EAP) and external LGBTIQ+ support organisations. - D&I to refresh comms on support mechanisms (internal and external) via notices, newsletter, posts on jam pages etc	🟩 Tracking well and/or achieving success
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 LGBTIQ+ workplace inclusion. Identify and work with appropriate stakeholders to ensure this is applied holistically.			
2.4.1	Identify and work with appropriate stakeholders to ensure this is applied holistically.	D&I regularly liaise with PiD, internal contacts and conduct reviews on a regular basis to ensure alignment with best practice systems, processes and procedures.	🟩 Tracking well and/or achieving success

Priority 3: Engage staff to support LGBTIQ+ inclusion

No.	Actions	Success measures	Status
3.1 The Department and ABF actively promote LGBTIQ+ events, information and resources to all staff.			
3.1.1	Promote the resources available to staff through the Department's Pride in Diversity membership and communicate PiD networking events to departmental and ABF staff	- D&I to confirm what resources are available to all staff through PiD/AHRI/other, and communicate this through posts in JAM and via all staff notices - PiD CBR Roundtable: D&I rep attended	🟥 Inactive or experiencing delays
3.1.2	Review and refresh relevant intranet pages to ensure that resources and information is current, comprehensive and easily accessible.	- D&I reviewed LGBTIQ+ MyHR pages for content accuracy and currency, working hyperlinks etc. Liaised with myHr to update where needed e.g. broken links, updated factsheets (July-Aug 2020). - *D&I to review LGBTIQ+ myHr pages July 2021.*	🟩 Tracking well and/or achieving success
3.1.3	Review the existing Induction Program module on Equality, Diversity and Inclusion.	Induction and Orientation Program outlines training and info for new starters. - Induction Information Pack only mentions 'Diversity' and not the networks (also need to check ABF Induction pack) - D&I to review existing training to ensure to ensure LGBTIQ+ inclusion is comprehensively addressed and intersectionality is considered across the module	🟥 Inactive or experiencing delays
3.1.4	Ensure new staff are provided with information on the LGBTIQ+ Staff and Allies Network including how to join.	- D&I to liaise with Employee Learning & Development services to identify what diversity network information (if any) is provided at compulsory induction day training. - Potential to update the manger's 'orientation checklist' to add 'share staff networks with new starter'	🟥 Inactive or experiencing delays
3.1.4	Create a network and ally symbol for work stations.	- Network poster available here. - PRIDE and PRIDE Ally desk templates are available here (May 2020).	🟩 Tracking well and/or achieving success
3.2 The Department and ABF recognise LGBTIQ+ days of significance that promote community awareness and education.			
3.2.1	Develop an annual communication plan that will focus on promoting LGBTIQ+ days of significance, LGBTIQ+ network events, intranet stories and other relevant LGBTIQ+ news and promotions. This includes social media in line with other portfolio agencies. Leverage these opportunities to increase LGBTIQ+ education and awareness.	- D&I has developed a communications calendar for recognising days of significance. (See also 1.2.6, 1.4.3, 2021 Calendar of Events *ADD2020/6053522*). - D&I maintains events on jam calendar and intranet events calendar - DiversityMatters newsletter #5 (May 2020) included an article about Pride in Diversity featuring ABF on their Instagram, in recognition of Australia Day Awards. - D&I has regular contact with Social Media team to promote activities via social media such as Linked In (e.g. Pride Month and Wear it Purple Day wrap ups).	🟩 Tracking well and/or achieving success
3.3 Departmental staff and ABF officers understand the importance and value of LGBTIQ+ inclusion.			
3.3.1	Departmental staff and ABF officers demonstrate active understanding and inclusion of LGBTIQ+ identifying community.	- Workforce reporting showing increased number of staff identifying as LGBTIQ+ (*see ADD2020/2925768). - Annual Report highlights LGBTIQ+ inclusion in the Department and ABF (see 2.1.8) - AWEI survey results show increased engagement by staff and officers, and developing overall understanding and inclusion of LGBTIQ+ community (see 2.1.9). - State of the Service Report 2019-20 – comments TBA	🟨 Tracking well and/or on the way to achieving success

3.3.2	Include same-sex families or gender diverse individuals in advertising products or service promotions and communications within the Department and ABF.	- Are there any existing examples of this? - D&I to reach out to internal comms, & grad program to discuss inclusion of same-sex families in promo products (see also 3.4.1)	🟥 Inactive or experiencing delays
3.3.3	Develop staff profiles and articles of LGBTIQ+ identifying staff or LGBTIQ+ relevant issues to be shared on the intranet homepage.	- s. 22(1)(a)(ii) feature in a video message for PRIDE Month 2020, personal story. - D&I to reach out to network for interested members who would like to do a profile, or write a piece on relevant challenges or hurdles they have come across, or overcome (this could be included in *DiversityMatters* newsletters).	🟧 Tracking well and/or on the way to achieving success

3.4 The Department and ABF actively promote its commitment to LGBTIQ+ inclusion externally through community engagement such as participation in events and fundraising initiatives.

3.4.1	Participate in external LGBTIQ+ pride events.	- D&I worked closely with Internal Comms to plan and promote PRIDE Month 2020. All content was virtual (comms, notices, videos) due to COVID-19 restrictions. **Mardi Gras:** - Commissioner approved ABF application for 2021 parade was approved by Commissioner (no funding allocated). Application was unsuccessful *(see ADD2020/6712671)*. - PiD advised due to limited ticket release (COVID restrictions) PiD would not be hosting a float in 2021 *(see ADD2020/6712608)*.	🟧 Tracking well and/or on the way to achieving success
3.4.2	Ensure external facing communications, including the careers and recruitment website pages, promote the Department and ABF's commitment to a diverse and inclusive workplace.	- D&I to maintain our employer profile on the inclusive employers.com.au website. Last updated/reviewed 12/2020 – awaiting confirmation of updated profile by PiD. - D&I to liaise with recruitment (grad and regular) to confirm LGBTIQ+ inclusion in recruitment material. - Include LGBTIQ+ inclusion material at career fairs and graduate recruitment websites to raise awareness. - Social Meda team LinkedIn posts (Pride Month wrap up; Wear it Purple Day wrap up), see 3.2.1.	🟧 Tracking well and/or on the way to achieving success
3.4.3	Encourage intersectional community engagement with not-for-profit organisations that include intersectional identities through fundraising events and the Rainbow Jam intranet page.	- D&I will continue to promote on Rainbow jam the Department's recognised Days of Significance, and other days and events important to the community - D&I to consider a fundraising initiative – suitable for COVID-19 restrictions?	🟧 Tracking well and/or on the way to achieving success

Australian Government
Department of Home Affairs

LGBTIQ+ Staff & Allies Network

Terms of Reference

For Official Use Only

Table of Contents

Terms of Reference

1.   Introduction

The Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ+) Staff and Allies Network (the Network) was established to support LGBTIQ+ staff and create a community that fosters positive action towards an inclusive workplace culture that embraces diversity. The role of the Network is to connect LGBTIQ+ staff and allies through professional and social networking opportunities and to increase LGBTIQ+ visibility across the workforce.

The Network acts as a resource for allies, staff who identify, or who are questioning, and will work to foster a reputation of an inclusive and supportive workplace.

The Network provides a safe platform, acting as a forum to discuss opportunities for improvements in our workplace while providing a confidential space where employees can find resources or support each other by sharing their lived experiences.

Our Vision is to innovate and support pride and awareness for all staff at all levels of the Department and Australian Border Force (ABF).

Our Mission is to support staff and their access to equal opportunity, by promoting inclusion of LGBTIQ+ perspectives and lived experience, and embedding this into the strategies, policies and workforce culture.

These terms of reference set out the LGBTIQ+ Staff and Allies Network's role and responsibilities, membership, meeting guidelines and administrative arrangements.

2.   Purpose

The Network aims to actively support LGBTIQ+ participation in the workplace, and raise awareness of LGBTIQ+ perspectives and experiences to the wider Department and the ABF.

This will be strengthened by:

1. Encouraging pride and respect:

- Creating dynamic communication with Senior Executive Staff (SES), through the Department and ABF Diversity Champions, to inform the Network's programme of work and increase visibility.

- Working together to celebrate days of significance by promoting a celebration of uniqueness and visible, active inclusion.

- Respecting the privacy of individuals and providing support to one another either as an ally or as someone who identifies.

2. Being our best and leading by example:

- Support each other to develop a meaningful career and a balanced personal life.

- Share and gather resources to enable the Network to develop into a strategic, active and effective entity in the Department.

3. Developing meaningful connections:

- Managing the coordination and marketing of network activities, to encourage staff to become active members of the Network.

- Promoting LGBTIQ+ Network meetings and encouraging attendance.

- Increasing the scope of the Network to create a synergy with other APS Pride Networks and use this platform to strengthen engagement.

- Attending internal and external events.

- Promoting the role of allies to promote a positive change to workforce culture and practice.

4. Starting the conversation:

- Actively seeking opportunities for collaboration and partnerships.

- Engaging in new ways to raise awareness and provide educational resources for managers and staff.

- Sharing policies, action plans and other corporate documents with other APS agencies and encouraging staff to attend LGBTIQ+ focused inter-agency events.

- Engaging allies to challenge assumptions and help support LGBTIQ+ inclusion.

3.　Membership and the Role of Confidentiality

All staff are welcome to join the Network by emailing s. 47E(d)　　　　　　Staff are also encouraged to join our online platform 'Rainbow Jam', which is accessbile on the intranet via OurPeople.

Membership operates on an '*All in*' model, and is open to all staff; those who identify as part of the LGBTIQ+ community as well as allies.

While you do not have to be part of the LGBTIQ+ community to join, everybody within the Network is encouraged to commit to being a visible and supportive ally.

Some people are very comfortable being out at work whilst others may have experienced levels of exclusion, harassment or discrimination that prevent them from feeling comfortable to openly identify. Members need to be aware of the sensitive nature of personal information shared and to maintain confidentiality in discussion and correspondence.

4.　Meetings

The Network will meet quarterly and the location of meetings will be coordinated by the Secretariat within the Culture, Diversity and Inclusion Section, People and Culture Division. Teleconference/video teleconference or Webex facilities will be made available for remote participation.

- Agenda items will be called for two (2) weeks prior to the meeting by the Secretariat;

- Agenda items, together with discussion papers, will be submitted to the Secretariat not less than five business days prior to a scheduled meeting;

- Additional agenda items may be accepted outside this timeframe with approval of the Secretariat;

- The final agenda and pre-reading material (if relevant) will be circulated at least two (2) business days prior to a scheduled meeting;

- Guest speakers may be invited to attend the meeting to contribute to specific agenda items.

5.   Role of the departmental and ABF Co-Chairs

- Co-chairs will be selected by the Culture, Diversity and Inclusion Section through an EOI process, for a period of 12 months, with possible extension.

- It is preferred that one co-chair be represented by a departmental staff member and one by an ABF officer, where possible.

- Co-chairs are elected through an Expression of Interest (EOI) process that is extended to all members via email and/or internal communications channels.

- The EOI process is managed through the Secretariat, who has final decision-making powers.

- Co-chairs will have their roles reviewed annually by the Secretariat, and if agreed, the chairs will be extended for another 12 months.

- If a chair is no longer able to perform the role, another EOI process will be run.

The Co-Chairs will undertake the following activities:

- Lead network meetings, including ensuring the agenda is adhered to;

- Summarise key decisions and actions during the meeting; and within the boundaries of the Network, ensure that decisions are aligned and equitable for both the Department and ABF.

- Provide follow-up on agreed commitments and actions for distribution network members, via the Secretariat.

6.   Role of Network members

Members are responsible for:

- Putting forward ideas and contributing to a supportive and safe environment based on respect;

- Consulting with the Culture, Diversity and Inclusion Section and working collaboratively in regard to programs, events and initiatives;

- Ensuring their supervisors are aware of and have approved attendance at Network and Pride events, with as much notice as possible;

- Attending events and supporting LGBTIQ+ inclusion in a positive, solution-focused manner;

- Maintaining confidentiality and treating other members with courtesy and respect; and

- Notifying the Secretariat of any adjustments required in order to facilitate their participation within the Network.

7.   Role of Allies

Allies have a unique role to play in our workplaces and society as a whole, they play a vital role in the Network in helping to change workplace culture to foster inclusion and respect for all staff. Most people will know someone who identifies as LGBTIQ+; they could be a family member, friend, neighbour or work colleague. You can be an ally by engaging in positive workplace behaviours such as:

- **Using neutral labels** like 'partner' or 'significant other' instead of 'boyfriend', 'girlfriend' in your communications, both in person or via phone or email.

- **Use the correct pronouns** for staff who have transitioned or identify as gender fluid (a broad term that refers to all forms of gender identity and gender expression), respect their cues and call them by their correct pronouns. If you are unsure, ask politely "what pronoun would you like me to use?".

5

- **Call out homophobic behaviour** by interrupting anti-LGBTIQ+ jokes, comments or any other behaviours that make homophobia appear okay.

- **Display your support** for LGBTIQ+ inclusion by having a rainbow flag or poster in your workstation, kitchen or breakout area. PRIDE and PRIDE Ally templates and the LGBTIQ+ Network poster are available in the Welcome Pack for new network members and these signs can also be displayed at your workstation.

- **Don't make assumptions** about peoples' sexual orientations or gender identities. Assume that there are LGBTIQ+ people in all roles, professions, meetings both at work and in daily life.

  o Don't assume that 'feminine-acting men' and 'masculine-acting women' are not heterosexual.

  o Don't assume that 'macho males' or 'feminine females' are heterosexual.

- **Respect the privacy** of your colleagues who identify as LGBTIQ+ and be sensitive to the complexity of feelings around the topics of gender, gender expression, gender identity and sexual orientation.

- **Attend training** for LGBTIQ+ inclusion to understand appropriate terminology, gain insights into lived experiences and the many diverse communities within it.

- **Accept everyone** regardless of sexual orientation, gender identity or gender expression.

8. Role of the Culture, Diversity and Inclusion Section

Activities relating to Culture, Diversity and Inclusion for the Department and the ABF are governed by the Culture, Diversity and Inclusion Section, People and Culture Division, which includes:

- Developing, implementing and monitoring strategy, policy and action plans relating to diversity and inclusion initiatives;

- Coordination point for decisions and approvals relating to diversity and inclusion activities;

- Coordination point for communications and promotional materials relating to diversity and inclusion;

- Coordination of events for days of significance;

- Engagement with Diversity Champions;

- Setting the Terms of Reference for networks relating to diversity and inclusion;

- Provision of Secretariat support for network meetings, including scheduling of quarterly meetings, preparting and distributing the agenda and associated papers; taking and disemminating the minutes; and monitoring action items; and

- Maintaining the OurPeople online platform, Rainbow Jam.

9. Governance and Reporting

The Culture, Diversity and Inclusion Section will undertake reporting activities, in consultation with the Network

10.   Review

The Culture, Diversity and Inclusion Section will review the Terms of Reference on an ongoing basis. Request for amendments can be submitted to the s. 47E(d) mailbox for consideration. Approved changes will be discussed at the next available network meeting before being published.

The LGBTIQ+ Staff and Allies Network Terms of Reference was last reviewed as of 21 December 2020.

ACCEPTING.
WELCOMING.
SAFE SPACE.
FOR EVERYONE.

What is Trans?

'Trans' or 'Transgender' is an innate (inborn) identity and is part of the broader Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ+) community.

The term 'Trans' is an umbrella term for a person whose gender identity or expression is different from that assigned at birth. The process of changing gender identity is known as gender transitioning or gender affirmation and people may identify across a broad spectrum both within and outside of the traditional definitions of the gender binary (male and female).

The Department of Home Affairs and the Australian Border Force support inclusive, professional behaviour in the workplace. The diversity of our workforce represents the Australian community that we serve.

Top Tips to be a Trans Ally

1   **Some people don't identify with the term 'Trans'.** For some, they may not identify as Trans but simply as their affirmed gender (example as male or female). Be conscious of your words and follow people's verbal queues in how they refer to themselves.

2   **Don't assume** that Transgender people will look or act a certain way. Be sure to know and use the correct pronoun (he/she/they) of the individual, but do not pressure someone into disclosing if they are gender diverse or Trans.

3   **Be appropriate** and respect people's privacy. It is inappropriate to ask personal questions about surgeries, medical alignment or relationship status.

4   **Do not ask about pre-transition photos or what a person's name 'used to be'.** Accept that people are who they say they are and leave the past in the past.

5   **Do not ask when a person *became* Transgender.** Gender identity is an innate identity. For some people, they have always known that they identify with another gender other than the sex assigned to them at birth.

6   **Respect Privacy.** People are entitled to use the facilities that align with their gender identity.

7   **Be sensitive.** Going through a process of gender affirmation can be difficult and awkward.

8   **Show your support and celebrate!** For some, finally, for the first time in their lives, they are living authentically and legally as their true selves.

Five ways to be an
LGBTIQ+ Ally

1. Educate and empower yourself

Doing some research, reading up online and learning a little more about the LGBTIQ+ community is a great place to start. Even if you're part of the community, find out about people whose orientation or gender identity differs to your own. Confront your own assumptions, prejudices, and biases. Google, YouTube and the LGBTIQ+ media are your friends! MyHR Diversity and Inclusion, QLife, The Gender Centre, Pride in Diversity, Reachout.com, A Gender Agenda, Lifeline and Headspace are some recommended websites. Don't be afraid to ask what pronoun the person prefers to use (he/she/their/other) and be mindful of using inclusive language such as "partner".

2. Listen

As Allies to each other, we have to be able to listen, ask how someone is doing and be aware that other people's lives and experiences will be completely different to our own, especially in terms of discrimination and prejudice. Remember that just because someone has come out to you, they might not be out to everyone. Be respectful of each other and enjoy learning about all the differences and diversity in the communities around us.

3. Be visible and challenge

Be loud, visible and proud to be an Ally! When you hear people making negative comments or using hurtful or abusive language towards LGBTIQ+ people, challenge it, if safe to do so. If it's online, report it. You might not always have all the answers or know exactly what to say and that's ok. Here are some tips to think about:

- Keep calm and explain why bullying is wrong
- Try saying something like, "Stop, this is wrong" or "I find this language offensive" and explain why
- Make sure you stay safe and don't put yourself in danger
- Check to make sure the person being bullied is ok and if necessary refer them to our staff support services
- Encourage them to report it
- Wear a PRIDE pin as a visible way to signal your support.

4. Influence Others

Whether it's a conversation with friends, family or colleagues, organising a 'lunch and learn' at work, or putting up a poster – use the platforms you have available to amplify the voices of our LGBTIQ+ community.

5. Being an Ally goes beyond just LGBTIQ+

It's important to remember that people have lots of different elements to their identities – someone might be Bi and also a person of colour or Trans and Catholic, gay and disabled, non-binary and dealing with a mental health issue. This may mean they suffer multiple levels of discrimination in their life. Being an Ally is about listening to and learning from someone else's experiences and showing your support for them.

Information Source: Stonewall Organisation UK.

1

LGBTIQ+ Staff and Allies Network

Members Welcome Pack

Drive. Embed. Engage

Welcome to the Department of Home Affairs and Australian Border Force LGBTIQ+ Staff and Allies Network!

We support Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ+) workplace inclusion and all are welcome to join. Our aim is to create a safe, respectful environment that fosters equality in the workplace.

Your name has been added to our mailing list and you will now receive all PRIDE communications including invitations to our quarterly dial in network meetings, monthly ABF HQ staff forums and other events. You can also connect through our online forum Rainbow Jam. To access, please go to Our People.

The LGBTIQ+ MyHR Webpage provides information of departmental LGBTIQ+ initiatives including:

- LGBTIQ+ Action Plan 2019-2022, a 'Plan for Pride'
- LGBTIQ+ staff and allies network terms of reference
- Gender diversity and practicing inclusive language resources
- Departmental Diversity Networks
- Top Ten Tips on how to become a PRIDE Ally
- Peer Support Officer (PSO) Network including PSOs for PRIDE
- Transgender or intersex staff information
- Internal and external support services

We promote and support an inclusive environment and acknowledge that our staff come from diverse backgrounds. We offer the following awareness resources for staff and managers:

- Face-to-face LGBTIQ+ awareness training sessions. To request this training email the Diversity and Inclusion Team, s. 47E(d) **Note:** we require a minimum of 20 participants to run the training session.
- Pride in Diversity provide online LGBTIQ+ inclusion training that is available to all staff.
- Written guides for managers are available in A Managers Guide to LGBTIQ+ Workplace Inclusion (10MB PDF). Please find below Ally and PRIDE cards for you to print and place on your workstation if you wish. You can email the Diversity mailbox at any stage if you have any questions, feedback or ideas on ways we can support you or the network.

Please find below Ally and PRIDE cards for you to print and place on your workstation if you wish. You can also find a poster with information regarding the LGBTIQ+ Network here.

Please email the Diversity mailbox at any stage if you have any questions, feedback or ideas on ways we can support you or the network.

PRIDE Ally

PRIDE

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1. Trans Day of Visibility

International Transgender Day of Visibility

31/03/2020

Trans and gender diverse people come from all walks of life. They are your co-workers, family and neighbours. There is enormous diversity in the trans and gender diverse community, reflecting all experiences, identities, abilities and backgrounds.

Trans Day of Visibility is an annual international celebration of trans pride and awareness, recognising trans and gender diverse experiences and achievements worldwide.

'Trans' or 'Transgender' is an umbrella term for a person whose gender identity or expression is different from that assigned at birth. This is an innate identity and is part of the broader Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI+) community.

The Department and the Australian Border Force support inclusive, professional behaviour in the workplace. The diversity of our workforce represents the Australian community that we serve.

How to be an Ally:

- **Some people don't identify with the term 'Trans'.** For some, they may not identify as Trans but simply as their affirmed gender. Be conscious of your words and how they might reveal or imply sensitive information about someone.

- **Don't assume that Transgender people will look or act a certain way.** Be sure to know and use the correct pronoun of the individual, but do not pressure someone into disclosing if they are gender diverse.

- **Be appropriate and respect people's privacy.** It is inappropriate to ask personal questions about surgeries, medical alignment or relationship status.

- **Don't ask about pre-transition photos or what a person's name "used to be".** Accept that people are who they say they are and leave the past in the past.

- **Do not ask when a person "became" Transgender.** Gender identity is an innate, deeply felt identity. For some people, they have always known that they identify with a gender other than the sex assigned to them at birth.

- **Respect Privacy.** People are entitled to use the facilities that align with their gender identity.

- **Be sensitive.** Going through a process of gender affirmation can be difficult and awkward.

- **Show your support and celebrate!** For some, finally, for the first time in their lives, they are living authentically and legally as their true selves.

You are encouraged to join the Department's LGBTI+ Staff and Allies Network, which raises awareness and supports LGBTI+ inclusion in the workplace through professional and social networking opportunities. If you are interested in joining the network email s. 47E(d)

Visit the Lesbian, Gay, Bi-sexual, Transgender and Intersex intranet page for more information.

Transgender visibility.jpg
s. 22(1)(a)(ii) about 10 months ago · Version 1

We celebrated International Transgender Day of Visibility on 31 March:

#https://www.hrc.org/resources/international-transgender-day-of-visibility

Transgender Day Of Visibility March 31st

1 Like

Like   Comment   Share

2. IDAHOBIT

17 May 2020—30 Years of IDAHOBIT

15/05/2020

This Sunday, 17 May 2020, LGBTI+ people and allies across the world will celebrate International Day Against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT).

IDAHOBIT is a worldwide celebration of sexual and gender diversities. It aims to reduce stigma and prejudice against Lesbian, Gay, Bi-Sexual, Transgender and Intersex (LGBTI+) people by raising awareness and showing support for equality and inclusion.

Significantly, this year marks the 30th anniversary of the day the World Health Organisation declassified homosexuality as a mental disorder, removing it from the Classification of Diseases and Related Health Problems.

Celebrations may look a little different this year, but being physically distanced doesn't mean we need to be socially distanced. IDAHOBIT can still be celebrated across homes, workplaces and communities by those seeking to champion inclusivity.

The Department and ABF are fully committed to fostering a workplace culture that celebrates, embraces, and advocates for, the diversity and full inclusion of all staff, where everyone can feel confident bringing their whole selves to work.

The LGBTI+ Staff and Allies Network and online forum Rainbow Jam, are safe spaces for staff and allies to connect and progress initiatives in the Department. To join the LGBTI+ Staff and Allies Network, email the Diversity & Inclusion Team at s. 47E(d)   All are welcome.

For more information, visit the IDAHOBIT website.

3. PRIDE Month

Welcome to Pride Month

1/06/2020

Throughout June the Department and ABF will be celebrating Pride Month to promote and support an LGBTI+ inclusive workplace.

Every year, across the globe the Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI+) community celebrates Pride Month during June to show how far we've come from the Stonewall riots of 1969 in Greenwich Village, Manhattan. The month long celebrations are a way of recognising the influence LGBTI+ people have had around the world and the importance of working together to build an inclusive community based on equality.

Here in the Department and ABF, there are many ways you can get involved to support your fellow LGBTI+ colleagues, including wearing your Pride Pin, getting involved in the LGBTI+ Staff and Allies Network and joining the Rainbow Jam page. You can even brighten up your work spaces by putting up an ALLY or PRIDE sign.

These small gestures help to unite us all and promote a strong professional culture where our people feel safe to be their authentic selves at work.

For more information on how you can support a LGBTI+ inclusive workplace visit the LGBTI+ page on MyHR.

If you are interested in joining the LGBTI+ Staff and Allies Network or obtaining a PRIDE pin, email s. 47E(d)

Celebrating Pride Month 2020

3/06/2020

Colleagues

As Diversity Champions and Senior Leaders of the Department and the ABF, we recognise the importance of creating an environment where staff feel valued and safe to contribute, so we can all be our authentic selves at work.

Throughout June, we are celebrating Pride Month. Internationally recognised, Pride Month acknowledges the contribution of Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI+) people across history, and the importance of working together to build an inclusive community based on equality.

Over the past year, the Department and ABF have made significant progress in implementing inclusiveness initiatives from the LGBTI+ Action Plan 2019-2022, including the success of our PRIDE pins—introduced to communicate and support equality for all staff, and celebrate our diversity. To date over 900 pins have been distributed to LGBTI+ staff and allies, which is a positive indication that we are driving a supportive and enabling culture.

We have also seen the membership of our LGTBI+ Staff and Allies Network continue to increase, confirming that staff are engaging and connecting in the workplace and supporting a culture of inclusion.

For more on why we celebrate Pride Month across the Department and the ABF, we encourage all staff to view the Pride Month video.
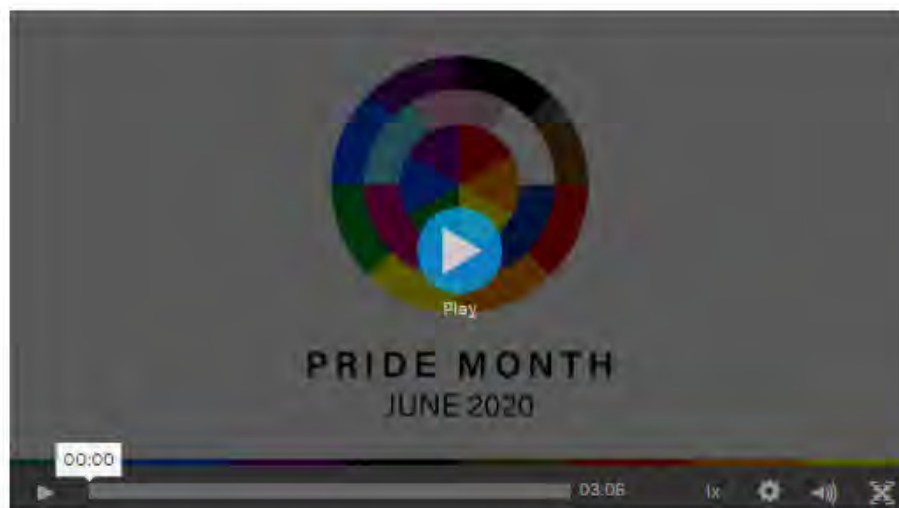
The Australian Pride Network coordinates festivals for the community to celebrate and reflect on LGBTI+ life and a list of upcoming events in recognition of PRIDE month can be found here.

Please visit the MyHR intranet page for further information on LGBTI+ initiatives, and if you are interested in joining the LGBTI+ Staff and Allies Network or obtaining a PRIDE pin, email s. 47E(d)

Luke Mansfield
Deputy Secretary

Dr Bradley
Armstrong PSM
Group Manager

3

Pride Month—Supporting LGBTI+ staff

9/06/2020

During the month of June we celebrate Pride Month, across the Department and ABF to encourage and support an LGBTI+ inclusive workplace.

Marking the start of huge changes within the LGBTI+ community and the wider societal implications, Pride Month recognises the influence LGBTI+ people have had around the world, working together to build an inclusive community based on equality. By continuing to raise awareness, we can improve the attitudes of society and encourage inclusiveness to support our LGBTI+ colleagues, family and friends.

Although most LGBTI+ Australians live healthy and happy lives, like all people, some may face different mental health challenges. On these occasions, no matter how significant these challenges may be, staff can contact the Employee Assistance Program to discuss strategies to adapt and overcome these difficulties.

The Department believes in a safe and connected work environment and has a range of resources available to encourage staff to reach out and build new support networks with colleagues and health care professionals. Rainbow Jam and the LGBTI+ Staff and Allies Network are safe spaces where staff can celebrate LGBTI+ participation and foster an inclusive and supportive workplace.

The support of friends, family, peers and allies can also make a difference when someone is dealing with challenges. The LGBTI+ conversation guide contains tips to help you know when and how to ask someone who is gender, bodily or sexuality diverse, 'Are you OK?' in a safe and supportive way.

For more tips on how you can be an ally and support your LGBTI+ colleagues to create an inclusive workplace visit the Support- the role of PRIDE allies tab on the LGBTI+ MyHR page or to join the LGBTI+ Staff and Allies Network by emailing s. 47E(d)

If you or someone you know needs support, we encourage you to visit the staff support services page and LGBTI+ MyHR page for information on support services and resources available.

Pride Month—Transgender—let's support and celebrate!

15/06/2020

During June, we are celebrating Pride Month across the Department and ABF. We celebrate Pride Month to acknowledge the importance of supporting Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI+) members of our community and encourage a LGBTI+ inclusive workplace where staff can be their authentic selves at work.

Male or Female, Masculine or Feminine, Gay or Straight? Not everything is so black and white, there are many colours in a rainbow. As a community, generally we have been unaware of the impact this can have on individuals who don't feel they fit in the box they were assigned at birth.

As an organisation that supports staff to bring their authentic selves to work, this week, in connection with our Pride Month celebrations, we are recognising staff whose gender identity or expression is different from that assigned at birth. Known as 'Transgender' or 'Trans'—Trans individuals are a diverse community who cross or go beyond traditional gender categories.

Some Trans people undergo the process of changing gender identity, which is known as 'transitioning' or 'gender affirmation'. People may identify across a broad spectrum both within and outside of the traditional gender binary of male and female. Some people who identify as Transgender may undergo surgical alignment, and some may not. Each person's journey is unique to them.

To create an environment where staff are able to reach their full potential by feeling comfortable to be who they are, discussion in the workplace about key gender diversity issues, such as transitioning are important. If you would like to support your transgender colleagues and be part of the conversation but don't know where to start, the list of resources below provides more information on gender identity:

- Let's Talk Gender
- Transgender Ally - Tip sheet
- Employers' Guide to Intersex Inclusion
- Recognition of Sex and Gender

We encourage all staff to show your support and celebrate our transgender colleagues during Pride Month. For some, they are finally living authentically as their true selves.

If you are interested in joining the LGBTI+ Staff and Allies Network email s. 47E(d)

4

Pride Month—Why do we celebrate it?

s. 22(1)(a)(ii)

22/06/2020

You may have noticed that we have been celebrating Pride Month across the Department throughout June. But have you stopped to wonder why?

The month long celebrations are a way of remembering the challenges that led to this celebration, recognising the influence LGBTI+ people have had around the world and the importance of working together to build an inclusive community based on equality.

The Department and ABF celebrate Pride Month to promote and support a diverse and inclusive work environment, where staff feel valued, safe to contribute, and we can all be our authentic selves at work.

As our celebrations continue this week, we hear from one of our own, in his own words. Watch as s. 22(1)(a)(ii) Co-Chair of the LGBTI+ Staff and Allies Network, shares why Pride Month is important to him and how we can help support an LGBTI+ inclusive workplace.
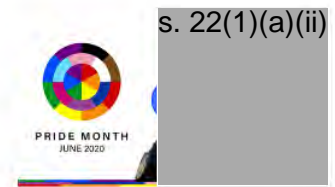
Pride Month—let's support and celebrate every day!

29/06/2020

As our Pride Month celebrations draw to a close this week, we are reminded that supporting a diverse and inclusive workplace doesn't end with the end of the month. It's something we can do all year round.

Small gestures like wearing a Pride Pin or putting up an ALLY or PRIDE sign at your desk can help to unite us all and promote a strong professional culture where our people feel safe to be their authentic selves at work.

Over the course of Pride Month we covered a lot. The Diversity Champions shared why we celebrate Pride Month in the Department and ABF and highlighted the significant progress made over the past year in implementing inclusive initiatives from the LGBTI+ Action Plan 2019-2022 in their Celebrating Pride Month 2020 message.

We put the spotlight on gender identity and shared tips on how you can support your transgender colleagues and be an Ally. We also highlighted how raising awareness can improve the attitudes of society and encourage inclusiveness to support our LGBTI+ colleagues, family and friends.

s. 22(1)(a)(ii) Co-Chair of the LGBTI+ Staff and Allies Network, shared why Pride Month is important to him and how we can help support an LGBTI+ inclusive workplace.

For more tips on how you can support an LGBTI+ inclusive workplace every day, visit the LGBTI+ page on MyHR. Here you'll find loads of information and resources to help you be an ally, including tips on practicing inclusive language, awareness training for staff and managers, and information on LGBTI+ support and services.

s. 22(1)(a)(ii) wrote on the group wall
about 7 months ago

Hi everyone! I hope you've been staying safe and healthy during Pride Month, celebrating virtually where you can.

It is really unfortunate that so many events and marches were cancelled or postponed because of COVID-19, but... you might have heard some whispers about Global Pride 2020. Organised by a team of volunteers from Prides around the world, Global Pride 2020 is going to be a huge virtual event, providing an opportunity for the LGBTI+ community to come together and celebrate Pride Month worldwide.

This Saturday 27 June, Global Pride 2020 will begin streaming 24 hours of content from a variety of performers, pride organisations, activists, and leaders from all across the world. If you haven't got much planned this weekend, why not catch up with some mates and watch some of the celebrations together? Of course, make sure you're following social distancing guidelines if you do.

Check out Watch - Global Pride 2020 to find out how to watch, and when the broadcast starts in your time zone :)

Watch - Global Pride 2020
https://www.globalpride2020.org/watch/

3 people liked this

🖒 Like   💬 Reply   ↗ Share

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s. 22(1)(a)(ii) wrote on the group wall
about 7 months ago

Hi everyone! As our Pride Month celebrations draw to a close next week, we are reminded that supporting a diverse and inclusive workplace doesn't end with the end of the month. It's something we can do all year round.

Small gestures like wearing a Pride Pin or putting up an ALLY or PRIDE sign at your desk can help to unite us all and promote a strong professional culture where our people feel safe to be their authentic selves at work.

Over the course of Pride Month we covered a lot. The Diversity Champions shared why we celebrate Pride Month in the Department and ABF and highlighted the significant progress made over the past year in implementing inclusive initiatives from the LGBTI+ Action Plan 2019-2022 in their Celebrating Pride Month 2020 message. Check out the Pride Month tile up above to see the latest message.

We put the spotlight on gender identity and shared tips on how you can support your transgender colleagues and be an Ally. We also highlighted how raising awareness can improve the attitudes of society and encourage inclusiveness to support our LGBTI+ colleagues, family and friends. Chris White, Co-Chair of the LGBTI+ Staff and Allies Network, shared why Pride Month is important to him and how we can help support an LGBTI+ inclusive workplace.

For more tips on how you can support an LGBTI+ inclusive workplace every day, visit the LGBTI+ page on MyHR. Here you'll find loads of information and resources to help you be an ally, including tips on practicing inclusive language, awareness training for staff and managers, and information on LGBTI+ support and services.

Happy Pride Month!

1 Like 1 Comment

🖒 Like   💬 Reply   ↗ Share

s. 22(1)(a)(ii) Hi s. 22(1)(a)(ii) - thanks for this summary and for everything Diversity & Inclusion have done to promote and celebrate Pride Month this year. Great stuff!
about 7 months ago · 🖒 Like 💬 Reply

4. Wear it Purple Day

Wear it Purple Day – We Are The Change – Celebrating 10 Years!

28/08/2020

Today is Wear it Purple Day, a day to celebrate and promote pride for young people who identify as Lesbian, Gay, Bisexual, Transgender, Intersex, Queer (LGBTIQ) and those who identify outside of the gender binary (+). This significant day aims to raise awareness to foster safe, supportive and empowering social attitudes towards Rainbow youth.

Everybody has the right to be proud of who they are, and Wear It Purple Day highlights the importance of encouragement, empowerment, and emphasis on making effective change for LGBTIQ+ people.

This Wear it Purple Day, join us for an online panel discussion to explore this year's theme, "We Are The Change". This event is open to all, and will take place via Webex on **Friday, 28 August, 2 pm AEST**.

Join the panel via phone:

Phone number:
Meeting number s. 22(1)(a)(ii)
Meeting password

Join the panel online:

Meeting number: 165 686 5905 (or by clicking here)
Meeting password: Diversity1

Please note that this event may be recorded and uploaded onto the intranet for future use.

Got a question you'd like to ask our panel? Send it through to s. 47E(d) any time prior to the session (all questions will be anonymous).

During these times of physical distancing, and even though many people are still working from home, all staff are encouraged to visibly show their support for rainbow youth by wearing purple on Friday, 28 August. We would love to see how you celebrate Purple!

Be creative - decorate your workstation, create some artwork or dress up with your family or housemates to celebrate and raise awareness. Share photos of your COVIDSafe celebrations and creations on Rainbow Jam and with s. 47E(d) for the chance to be featured in the DiversityMatters Newsletter and other departmental communications. Please note that the Dress and Appearance Standards continue to apply if you are working from home.

Remember the LGBTIQ+ Staff and Allies Network is open to everyone. If you are interested in joining the Network or would like more information about Wear it Purple, please contact the Diversity and Inclusion Section via email.

In lieu of collecting physical cash donations this year, staff are encouraged to donate directly to the charity.

📅 Wear it Purple Day Town Hall Event and Panel Discussion
s. 22(1)(a)(ii) about 5 months ago

AUG 28

Wear it Purple Day Town Hall Event and Panel Discussion
Fri August 28

Friday 28 August 2020, 2:00 - 3:00pm
Webex meeting number (access code): 165 686 5905
Meeting password: Diversity1 (34837748 from phones)

Export Event

1 Like

👍 Like   💬 Comment   ➤ Share

Going online for Wear it Purple Day

1/10/2020

Wear it Purple Day is an annual day of celebration and visibility for young LGBTIQ+ Australians. Everybody has the right to be proud of who they are, and Wear it Purple Day highlights the importance of encouragement, empowerment, and emphasis on making effective change for LGBTIQ+ community.

This year, understandably, our celebrations looked a little different. Sadly we had to forgo the familiar purple-themed bake sale, but with so many still working from home, celebrations went online with a virtual panel discussion.

Panel member s. 22(1)(a)(ii) said, 'as Chair of the LGBTIQ+ Staff and Allies Network, I am excited to participate in this discussion panel. I am looking forward to the opportunity to promote awareness of LGBTIQ+ issues and continue the conversation about these issues beyond today's panel.'

s. 22(1)(a)(ii) was joined by fellow panel members s. 22(1)(a)(ii)   Department), to chat about what Wear it Purple Day means to them, and the importance of giving a voice to rainbow youth. The virtual discussion was a great success, with viewers commenting on how much they valued the openness and authenticity of the conversation.

Wear it Purple Day reminds us to take the time to think about how we perceive others, and how we can improve on being inclusive and respectful. If you come across a situation where others are being disrespectful to the LGBTIQ+ community, stand up and speak out – let them know it's not okay.

s. 22(1)(a)(ii)

Outlined in the 'Plan for Pride', the LGBTIQ+ Action Plan 2019-22, the Department and Australian Border Force (ABF) are committed to creating a supportive, safe and inclusive workplace for all LGBTIQ+ staff, allies and rainbow families. As an organisation, we value diversity and support staff in bringing their authentic selves to work.

The LGBTIQ+ Staff and Allies Network is open to everyone. If you are interested in joining, or obtaining a PRIDE lapel pin, please contact the Diversity and Inclusion Section via email s. 47E(d)

s. 22(1)(a)(ii)

Caption: ABF Diversity Champion and Group Manager Customs, Dr Bradley Armstrong, wore purple to show his support

5. Bi Visibility Day

s. 22(1)(a)(ii) wrote on the group wall
about 4 months ago

Today is Bi Visibility Day!

Celebrated on Sep 23rd, Bi Visibility Day is an opportunity to raise awareness and challenge bisexual & biromantic erasure, whilst also recognising and celebrating the history and diversity of the bisexual community. Visibility, representation and inclusion are so important, and let people know that they're seen, their identity is valid, and that there's a community out there for them, both within the LGBTIQ+ community and with allies.

Click through the BiWeek and Bi Visibility Day tiles above, or check out this article from Pride in Diversity about the importance of bi visibility: The Importance of Bi Visibility | Pride in Diversity.

The Importance of Bi Visibility | Pride in Diversity

https://www.prideinclusionprograms.com.au/news/theimportanceofbivisibility/

6. International Pronouns Day:

s. 22(1)(a)(ii) wrote on the group wall
about 3 months ago

Hi everyone! Today is International Pronouns Day.

Let's take today (and every day) as an opportunity to celebrate people's multiple, intersecting identities and make respecting, sharing and education about personal pronouns commonplace.

We can all work together to normalise the idea that we should not assume someone's gender or pronouns based on their name or appearance. In the same way we ask people's names so we can refer to them correctly, using gender-neutral language and people's correct pronouns is a sign of respect and common courtesy.

We have a rich and diverse workforce - actively normalising pronouns and shifting your language to be more inclusive will go a long way in supporting your colleagues across all gender identities and cultures, and will be a valuable contribution toward a safe and inclusive work environment.

If you're interested in learning a bit more about personal pronouns, you can visit: International Pronouns Day and https://www.mypronouns.org/.

If you've come across any great resources on pronouns, please share them in the comments below, or send them through to s. 47E(d) I'd love to learn what has resonated with you :)

Thanks!

s. 22(1)(a)(ii)

International Pronouns Day
International Pronouns Day seeks to make respecting, sharing, and educating about personal pronouns commonplace. Referring to people by the pronouns they determine for themselves is basic to human dignity. Being referred to by the wrong pronouns particularly affects transgender and gender nonconforming people. Together, we can transform society to celebrate people's multiple, intersecting identities.

https://pronounsday.org/

7. ACE Awareness Week

Celebrate Asexual Awareness (Ace) Week October 25 - 31

27/10/2020

Founded in 2010, the international movement of Ace Awareness Week aims to celebrate the Ace community, raise awareness, and educate individuals about asexuality.

Sexuality is a highly individual and personal concept with many people falling outside of the gender binary – represented by the + in LGBTIQ+ and including those who identify as asexual. Within the broad spectrum of sexual orientation, people who identify as asexual experience little to no sexual attraction and/or desire for sexual contact.

Other terms that are included under the shorthand 'Ace' umbrella include gray-asexual or graysexual, which encompass a wide range of experiences including only feeling sexual attraction under specific circumstances; and demisexual which refers to sexual attraction that may only arise within the context of a strong emotional bond.

Ace people can face a wide range of issues, and are vulnerable to discriminatory or dismissive attitudes or behaviours, both within and beyond the LGBTIQ+ community. These experiences of exclusion and invalidation often stem from a lack of awareness and understanding, compounded by a lack of accurate representation in mainstream media.

This Ace Awareness Week let's focus on celebrating and educating each other about the asexual community, to improve how those who identify on the asexual spectrum are portrayed, received, and validated every other day of the year.

In the spirit of equality in the workplace the Department's LGBTIQ+ Action Plan 2019-2022 aims to build an inclusive culture where everyone feels valued, safe and confident to be their authentic selves. MyHR has a dedicated LGBTIQ+ page that provides tips on how to support your colleagues in being an inclusive LGBTIQ+ ally, including desk templates and access to a Pride lapel pin.

For information on how to join the LGBTIQ+ Staff and Allies Network or to request a Pride pin email s. 47E(d)

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s. 22(1)(a)(ii) wrote on the group wall

about 3 months ago

Hi everyone – as you might have seen, this week is ACE Awareness week, which aims to celebrate the Ace community, raise awareness, and educate individuals about asexuality. Within the broad spectrum of sexual orientation, people who identify as asexual experience little to no sexual attraction. Other terms that are included under the 'Ace' umbrella include gray-asexual or graysexual, which encompass a wide range of experiences including only feeling sexual attraction under specific circumstances; and demisexual which refers to sexual attraction that may only arise within the context of a strong emotional bond.

If you're interested in learning a little bit more about asexuality, here are a few resources you might like to check out:
- https://acesandaros.org/resources
- https://www.aceweek.org/
- https://www.glaad.org/blog/busting-myths-honor-asexual-awareness-week
- https://www.asexuality.org/
If you've come across a great resource, please share in the comments!

https://acesandaros.org/resources

https://acesandaros.org/resources

8. Intersex Awareness Day

Celebrate Intersex awareness day

26/10/2020

The intersex community has come together to create a global movement to provide acceptance and support, and advocate for determination over their bodies, lives and opportunities.

Represented by the "I" in the LGBTIQ+ acronym, members of the intersex community are people born with variations of sex characteristics that do not fit typical binary notions of male or female bodies. The intersex community is often hidden and under-represented due to misunderstanding and prejudice, and often denied basic human rights. Many people within the community have undergone invasive surgical procedures in attempts to assign gender in early childhood, before they were able to affirm their gender status, thus robbing them of self-determination.

On 24 March 2017, organisations and independent advocates signed the joint Australian and Aotearoa/New Zealand Darlington Statement. The Darlington Statement proudly contributes to the collective voice from intersex communities across the globe and sets out their priorities, which include human rights and legal reform; health and wellbeing; peer support; allies; and education, awareness and employment. To quote one member of the community on the Intersexday.org website, "Intersex is not a medical problem, it is a human rights problem".

You can help us to celebrate Intersex Awareness Day on 26 October by reading the LGBTIQ+ Action Plan 2019-22 which aims to build an inclusive culture where everyone feels valued and confident to be their authentic selves. Additional information is available on the MyHR Diversity and Inclusion webpages including Recognition of sex and gender which enables staff to select "X" for indeterminate gender on departmental systems, and information on the Australian Privacy Principles.

Email s. 47E(d) you would like more information, to join the LGBTIQ+ Staff and Allies Network or to obtain a Pride lapel pin.

9. Trans awareness week & Trans day of remembrance

Trans Awareness Week and Trans Day of Remembrance

16/11/2020

Trans Awareness Week runs each year from 13 – 19 November. This is a time for us come together to celebrate our trans friends, colleagues and family members, learn about gender diversity, and take real action to support the trans and gender diverse community. The week concludes with the observation of Trans Day of Remembrance on Friday 20 November, a time to reflect, celebrate the trailblazers throughout history that have fought for trans rights, and honour those who have tragically lost their lives to transphobic violence and discrimination.

No one should be subjected to violence, regardless of their gender identity/expression or be denied the basic rights that enable them to have good health, safety and security.

Let's come together to raise awareness, educate ourselves and others and challenge the inaccurate, uninformed beliefs and transphobic behaviours that many members of the trans and gender diverse community still face today.

The Department of Home Affairs including the ABF celebrates the rich diversity of our staff, and is committed to providing a safe, open and accepting environment that supports people of all sexualities and gender identities, to ensure that staff can bring their whole authentic selves to work.

The Department's LGBTIQ+ Action Plan 2019-2022 aims to build an inclusive culture where everyone feels valued, safe and confident to be their authentic selves.

MyHR has a dedicated LGBTIQ+ page that provides tips on how to support your colleagues in being an inclusive LGBTIQ+ ally, including desk templates and access to a Pride lapel pin.

For information on how to join the LGBTIQ+ Staff and Allies Network or to request a Pride pin email s. 47E(d)

10. World AIDS Day

1 December is World AIDS Day

1/12/2020

Every year on 1 December the world commemorates World AIDS Day. People around the world unite to show support for people living with and affected by HIV, and remember those who have lost their lives to an AIDS-related illness.

HIV (Human Immunodeficiency Virus) and AIDS (Acquired Immune Deficiency Syndrome) are not the same thing: HIV is a condition that can cause AIDS. Although there is still no cure, today HIV is considered a chronic but manageable condition, and people with HIV can lead long and healthy lives. In Australia, an estimated 29,000 people live with HIV.

Australia's theme for World AIDS Day this year is: *Now More Than Ever*. The current COVID-19 pandemic has highlighted how our closely our health is interlinked with other critical issues such as inequality, social protection and economic growth. We have seen how the COVID-19 crisis has exacerbated the challenges faced by people living with HIV.

HIV can affect anyone, and unfortunately stigma and discrimination remain a reality for many people living with the condition. Feeling accepted and having ongoing support available can make a big difference in helping people manage the physical and emotional challenges their journey with HIV brings.

Take action this World AIDS Day to reduce the transmission of HIV. Do your part to increase awareness, fight prejudice and improve education. Stay up to date with research advancements relating to HIV and AIDS, practice and promote prevention strategies, and start a conversation with your friends or family to help to break down stigma and discrimination.

For more information, visit World AIDS Day Australia.

For information on how to join the LGBTIQ+ Staff and Allies Network email s. 47E(d)

2020 ABF Australia Day Achievement Award Recipients

Australia Day Achievement Awards - Individuals

Name	Achievement
s. 22(1)(a)(ii)	Recognised for outstanding dedication to a diverse and inclusive workforce within the ABF. His personal commitments and tireless efforts to ensure LGBTI+ initiatives and inclusion are highlighted at every opportunity exemplify the commitment to a positive workforce culture and environment.
s. 22(1)(a)(ii)	s. 22(1)(a)(ii)
s. 22(1)(a)(ii)	
s. 22(1)(a)(ii)	
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Name	Achievement
s. 22(1)(a)(ii)	s. 22(1)(a)(ii)
s. 22(1)(a)(ii)	
s. 22(1)(a)(ii)	Recognised for outstanding dedication to a diverse and inclusive workforce within the ABF. His personal commitments and tireless efforts to ensure LGBTI+ initiatives and inclusion are highlighted at every opportunity exemplify the commitment to a positive workforce culture and environment.

Australia Day Achievement Awards – Teams

ABF WCO Canine Forum Project Team

Recognised for contribution in the delivery of The Fifth World Customs Organization Global Canine Forum. Their professionalism and commitment led to the ABF's successful hosting of the Forum and enhanced the reputation of the ABF and Australia. The Forum provided a platform for international collaboration and cooperation well into the future on canine enforcement as well as Australia's customs relationships more broadly.

- s. 22(1)(a)(ii)

Tobacco Reform Project Team

s. 22(1)(a)(ii)

s. 22(1)(a)(ii)

2020 World Customs Organization Certificate of Merit Recipients

s. 22(1)(a)(ii)

3