



**Australian Government**

**Department of Communications and the Arts**

# Gender Action Plan 2017–2019

*Version 1 January 2017*



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## Background

In May 2016, the Australian Public Service's Gender Equality Strategy was launched. In June 2016, the Department of the Communication and the Art's Diversity and Inclusion Strategy was published. Gender is identified as a key focus area in that plan. In December last year, the Department assessed its gender equality maturity using the Workplace Gender Equality Agency's diagnostic tool and submitted that assessment to the Australian Public Service Commission. Since then, the Department's Diversity and Inclusion Committee resolved to aim to move up a maturity level for each domain by the end of 2019 and the Department's Executive Committee resolved that the focus be on three priority areas of:

1. addressing unconscious bias issues,
2. building a Department that is clear and consistent in its understanding and application of flexible work principles and
3. providing increased support for and talent management strategies for women seeking to move into the Executive Level classifications.
4. This action plan lays out our plans to achieve those goal and the targets we are aiming for. It is intended that the plan will not be static. It will be reviewed and updated over its life to reflect emerging priorities and intelligence, reflect completed actions and set new stretch actions and targets for ourselves.

## Current State

In December 2016, the Department assessed itself at the higher end of the Programmatic phase against the Workplace Gender Equality Agency's Diagnostic Tool. Of the 12 areas measured, it assessed one as compliant, 6 at programmatic and 5 at strategic.

Key information which informed this assessment of the Department's current state is as follows:

1. 63% of the workforce are women<sup>1</sup>. Women represent at least 50% of the workforce at all classification levels with the exception of the SESB3 level (two positions both filled by men).
2. Women represent between 65-75% of the workforce at APS4-EL1 levels, but this falls back to about 50% for representation at the EL2 and SESB1 classifications.
3. The Department's graduate recruitment generally indicates strong recruitment of women. Over the last decade, there have only been two years where female graduates represented less than 50% of the overall graduate intake (in 2009, only 38% of graduates were women and in 2013, 25% of the 8 graduates were women.).
4. 74 staff have formalised part-time arrangements in place, representing 12.5% of the overall workforce.
5. 19 staff (or 3% of the overall workforce) have formalised work from home arrangements.
6. Technology solutions are available which support effective use of flexible work arrangements policy and are not a barrier to the "if not, why not policy".
7. 60% of staff engaged to the Department in 2016 were women.
8. Of staff who ceased working with DoCA in 2016, 63% (or 71 of them) were women. This is consistent with the overall gender profile of the Department.
9. Male officers appear more likely to be promoted from within the Department than female officers.
10. Gender split for promotions overall (both internal and external) are consistent with the Department's gender split (63% women, 37% men).
11. Of the 25 work units (branches, which vary in size from 5 staff to 48), only 7 have less than 50% representation of women. Four work units have in excess of 80% women.
12. Feedback to the Department's Gender Equality Network in 2016 indicated women were seeing more support to access mentoring arrangements as part of career, talent and development management.

<sup>1</sup> All data reflects the Department's state as at 22 December 2016.

## Departmental Targets for 2017

1. All staff will complete unconscious bias awareness workshops by the end of 2017, starting with SES.
2. Gender targets for Executive Level vacancies to be as follows:-
  - a. EL1 -60% of applications received are from women; outcome of recruitment results in at least 50% of EL1 officers being women.
  - b. EL2–60% of applications received are from women; outcome of recruitment results in at least 50% of EL2 officers being women.
3. 25% of staff regularly access flexible working arrangements<sup>2</sup> (including at the SES level) from 1 July 2017, including more male officers having access to flexible working arrangements.
4. Responses around “how satisfied are you with access to flexible working arrangements” in the APS employee survey are 80% positive for 2017 (with targets of 90% for 2018, and each branch within the Department is meeting these targets).
5. All female officers, identified as part of a future talent pool, who wish to access mentoring arrangements are given the opportunity to connect with a senior mentor (EL2 officer minimum for APS level staff; SES officer minimum for EL staff).

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<sup>2</sup> Flexible working arrangements include part-time and/or working away from an allocated office eg from home and can include both formal and ad hoc arrangements.

# Action Plan

Action Item	Sub actions	Priority	Timeframe to complete	Senior SES Responsibility	WGEA domain/s
1 Provide support for managers and staff to ask for and provide flexible work arrangements.	Identify resources and facilitate the delivery of training/access to information to build capability for all staff about how to work effectively in non-traditional means.	1	Q3 2017	FAS, Infrastructure	Flexibility Talent pipeline
	Clarify and disseminate understanding of what does “if not, why not” mean for DoCA.	1	Q1 2017	FAS, Infrastructure	Flexibility Talent pipeline
	Promote the Department’s flexible working arrangements and digital technologies, including through internal and external communications and recruitment activities.	1	Q1 2017	FAS, Infrastructure	Flexibility Talent pipeline
	Create events around educating staff about flexible work. Managers and staff to participate and share their experiences.	1	Q1 2017	FAS, Infrastructure	Flexibility Talent pipeline
	Create events such as networking to support staff accessing flexible work arrangements to develop networks, leadership skills and professional capabilities.	1	Q2 2017	FAS, Arts	Flexibility Talent pipeline
	Implement an engagement strategy, including a communication plan, to stay in contact with staff who take extended study or personal leave from the Department (including maternity leave). This could include a newsletter showcasing recent events in the Department and achievements of Departmental alumni. It will also include staff having access to feed into discussions and decisions occurring in the Department.	1	Q2 2017	FAS, Arts	Flexibility Talent pipeline
	Trial a job share register.	1	Q2 2018	FAS, Arts	Flexibility Talent pipeline
8 Improve technological support for meetings and collaboration e.g. improve reliability of VC facilities.	As part of Nishi move, include communications about technology and collaboration support and expected levels of service. Provide early, focussed training and support for staff.	1	Q3 2017	Dep Sec, Content, Arts and Strategy	Flexibility Talent pipeline

Action Item	Sub actions	Priority	Timeframe to complete	Senior SES Responsibility	WGEA domain/s
9 Require that regular meetings or events are scheduled at times which enable the participation of flexible workers.	Schedule events taking into account the hours worked by flexible workers	1	Q1 2017	Dep Sec, Content, Arts and Strategy	Manager and Leader Capability Flexibility Talent Pipeline
	Encourage all staff to use their calendars to indicate when they are and are not expected to be at work.	1	Q1 2017	Dep Sec, Content, Arts and Strategy	Manager and Leader Capability Flexibility Talent Pipeline
	Continue to record Departmental events so that staff who are not available have an opportunity to see/listen.	1	Q1 2017	Dep Sec, Content, Arts and Strategy	Flexibility Talent pipeline
12 Continue support for the Gender Equality Network and its activities.	Allocation of support for the Gender Equality Network in the Departmental budget.	1	Q2 2017	Secretary	Leadership Accountability Gender inclusive culture  Talent Pipeline
	Monitor number of attendees at the Gender Equity Network's sponsored events and engagement with GEN communications	2	Q1 2017	SES Gender Equality Champion	Stakeholder engagement
	Secretary weekly blog to encourage staff to participate in upcoming GEN events.	2	Q1 2017	Secretary	Stakeholder engagement Gender inclusive culture Leadership accountability
15 Develop and roll out unconscious bias training across the organisation.	Develop and roll out unconscious bias training across the organisation, starting with the Executive and SES officers.	1	Q4 2017	FAS, Corporate	Leadership accountability Leader and manager capability Gender inclusive culture Flexibility Talent pipeline

Action Item	Sub actions	Priority	Timeframe to complete	Senior SES Responsibility	WGEA domain/s
16 Develop leadership's understanding of and commitment to gender equality issues and opportunities.	Identify resources and tools to assist leadership cohort to build understanding of gender equality issues and opportunities, to understand how to build and maintain gender equitable teams and to lead teams working in non-traditional ways.	2	Q2 2017	FAS, Corporate	Leadership accountability Leader and manager capability Strategy and business case
	Provide quarterly reports on progress against Gender Equality Action Plan to ExCom and publish report on the Intranet.	2	Q1 2017	SES Gender Equality Champion	Leadership accountability Strategy and business case
	Require all Outcomes and Capability Development Agreements (OCDA) to include details of actions staff members will take to demonstrate commitment to diversity, including gender equality, and require OCDA discussions to include confirmation of requirements pertaining to flexible working arrangements, including caring responsibilities. This should include targets in OCDAs for SES staff.	2	Q2 2017	FAS, Corporate	Leadership accountability Leader and manager capability Flexible work
	Hold regular focus groups with staff and explore support for diversity in exit interviews and disseminate findings (with appropriate confidentiality) throughout leadership cohort.	2	Q3 2017	Dep Sec, Content, Arts and Strategy	Leadership accountability Leader and manager capability
	Include DOCA specific question in APS employee survey about management and leadership support for and commitment to gender equity.	2	Q1 2017	FAS, Strategy and Projects	Leadership accountability Leader and manager capability Measurement and reporting Strategy and business case

Action Item	Sub actions	Priority	Timeframe to complete	Senior SES Responsibility	WGEA domain/s	
21	Demonstrate leaders' own flexible working arrangements	Publicise use of flexible work arrangements through, as appropriate, Secretary blog, intranet articles, "Getting to know..." section of the internal newsletter and on staff intranet profiles.	1	Q2 2017	FAS, Strategy and Projects	Leadership accountability Flexible work
22	Determine operational impact of key policies on gender issues (including flexible working, leave and recruitment) and update accordingly.	All SES to actively work and be seen to be working flexibly on a regular basis (reflected in OCDAs).	1	Q2 2017	FAS, Consumer	Leadership accountability Flexible work
23		Develop a rolling plan to review departmental policies and processes against gender equity strategy and update as necessary, including HR, IT, security, and innovation.	1	Q1 2017	FAS, Consumer	Leadership accountability Flexible work  Strategy and Business Case  Policies and Procedures
24		Implement plan, including gathering staff input through focus groups, and update policies and processes to reflect outcomes.	1	Q2 2018	FAS, Consumer	Supply Chain  Talent Pipeline  Gender Composition

Action Item	Sub actions	Priority	Timeframe to complete	Senior SES Responsibility	WGEA domain/s	
25	Demonstrate DoCA commitment to gender equality through its buying power.	In sourcing temporary personnel, require agencies to provide gender balanced number of CVs and be explicit about welcoming CVs from people who are seeking flexible work arrangements.	1	Q1 2017	FAS, Consumer	Policies and processes Supply chain Gender composition Talent pipeline
26		Ensure key organisations in our usual supply chain are proactively meeting our requirements (i.e., they know and respond to DoCA's gender equality requirements).	1	Q2 2017	FAS, Consumer	Policies and processes Supply chain Talent pipeline
27	Identify and address barriers, opportunities to improve staff experience and retain talent	Design plan to engage with staff to address hotspots	2	Q1 2017	FAS, Content	Measurement and reporting, Gender composition Gender pay equity
28		Undertake qualitative research, including with staff, to identify potential hot spots, understand opportunities to improve staff experience at DoCA, and retain talent by identifying barriers that can be removed, etc.	2	Q3 2017	FAS, Content	Measurement and reporting, Gender composition Gender pay equity
29		Review and update current regular reporting to baseline target areas (hot spots) known as barriers and track progress.	2	Q2 2017	FAS, Content	Measurement and reporting, Gender composition Gender pay equity
30		Disseminate statistics across the Department regularly and widely, including data on gender composition of teams at all levels to all management and leadership.	2	Q4 2017	Dep Sec, Infrastructure and Consumer	Measurement and reporting, Gender composition Gender pay equity
31		Review and update plan and disseminate to staff.	2	Q1 2018	FAS, Content	Measurement and reporting, Gender composition Gender pay equity

Action Item	Sub actions	Priority	Timeframe to complete	Senior SES Responsibility	WGEA domain/s
32 Create a talent management strategy, consistent with gender strategy	Collect qualitative and quantitative data on how female and male talent is leveraged: recruitment, development, promotion. Analyse data to identify the underlying causes of gender-based inequalities in career opportunities and review talent processes / frameworks for gender bias.	1	Q2 2017	FAS, Infrastructure	Gender composition Measurement and reporting Talent pipeline Gender pay
	Analyse data and update action plan accordingly.	1	Q3 2017	FAS, Infrastructure	Gender composition Measurement and reporting Talent pipeline Gender pay
	Managers and leadership team to discuss individually targeted talent management strategies with appropriate staff, including access to mentoring, at OCDAs and take action to facilitate mentoring with senior officers as requested.	1	Q2 2017	FAS, Content	Leadership accountability Talent pipeline Gender inclusive culture
	Launch GEN mentoring programme	1	Q1 2017	SES Gender Equality Champion	Leadership accountability Talent pipeline Gender inclusive culture
36 Evaluate and improve leadership capability to respond to gender issues.	Update recruitment guidance to include suggestions on how to explore capacity and potential to support gender equality is selection processes.	2	Q2 2017	FAS, Strategy and Projects	Leader and manager capability Leadership accountability
	Introduce senior exchange programs for SES between agencies or areas affected by gender imbalance in a way that is sensitive to individuals' needs	2	Q1 2018	Dep Sec, Infrastructure and Consumer	Leader and manager capability Leadership accountability

Action Item	Sub actions	Priority	Timeframe to complete	Senior SES Responsibility	WGEA domain/s	
38	Develop and implement standard reporting mechanisms to monitor progress and assess whether culture is more responsive to gender needs	Develop standard reporting requirements for HR activities	2	Q1 2017	FAS, Strategy and Projects	Gender inclusive culture Measuring and reporting Strategy and business case Gender composition Stakeholder engagement
39		Finalise standard reporting requirements and implement processes to support these.	2	Q2 2017	FAS, Strategy and Projects	Gender inclusive culture Measuring and reporting Strategy and business case Gender composition Stakeholder engagement
40	Improve balance of gender composition a k units in the Department.	Identify work units where gender composition is skewed (including consideration of at what point under or overrepresentation may lead to compromised outcomes).	1	Q1 2017	FAS, Content	Gender composition Gender inclusive culture Talent pipeline
41		HR to work with relevant SES and/or managers to identify possible sources of the skew and develop action plans to address.	1	Q1 2017	FAs, Corporate	Gender composition Gender inclusive culture Talent pipeline Leadership accountability
42		Update recruitment guidance to include expectation that responsible officers consider gender and diversity composition of teams in finalising recruitment strategies.	2	Q1 2017	FAS, Strategy and Projects	Gender composition Measurement and reporting

Action Item	Sub actions	Priority	Timeframe to complete	Senior SES Responsibility	WGEA domain/s	
43	Provide leadership in gender equality across portfolio agencies, including through Board appointment processes	Work with the Office for Women to develop action plans	2	Q2 2017	SES Gender Equality Champion	Stakeholder engagement Leadership accountability
44		Secretary to write to Portfolio Agency Heads to provide update on Department's initiatives on Gender Equality and seek advice on state of action plans for each agency.	2	Q1 2017	Secretary	Stakeholder engagement Leadership accountability Measurement and Reporting
45		Develop plan for sharing resources with and between portfolio agencies and the Department.	2	Q2 2017	FAS, Arts	Stakeholder engagement Leadership accountability Measurement and Reporting
46		Implementation of Plan	2	Q4 2017	FAS, Arts	Stakeholder engagement Leadership accountability

Action Item	Sub actions	Priority	Timeframe to complete	Senior SES Responsibility	WGEA domain/s
47 Review and implement gender equitable recruitment processes	Participate in the BETA trials on recruitment, conduct internal trial removing diversity information from applications	1	Q2, 2017	FAS, Corporate	Policies and processes Supply chain Gender composition Talent pipeline
	Ensure interview panels include gender balance	1	Q1 2017	Dep Sec, Infrastructure and Consumer	Policies and processes Supply chain Gender composition Talent pipeline
	Include references to flexible work policy in all recruitment advertising.	1	Q1 2017	Dep Sec, Infrastructure and Consumer	Gender composition Gender inclusive culture Talent pipeline Strategy and business case Supply chain
	Require a statement that the Department is an Equal Opportunity Employer in all job advertisement.	1	Q1 2017	Dep Sec, Infrastructure and Consumer	Gender composition Gender inclusive culture Talent pipeline Strategy and business case Supply chain
	Update statement in recruitment guidance to reflect Departmental targets for gender equity in applicants and indicate responsible officers should (a) develop and implement strategies to encourage women to apply eg building on networks, (b) focus on having gender equity in shortlisting and interviewing processes and (c) if targets were not met, document why this is so and provide to Recruitment to inform future processes.	1	Q1 2017	FAS, Consumer	Gender composition Gender inclusive culture Talent pipeline Strategy and business case Supply chain

Action Item	Sub actions	Priority	Timeframe to complete	Senior SES Responsibility	WGEA domain/s	
52	Promote gender inclusive language	Create a Diversity Liaison Officer for recruitment processes as a confidential contact for applicants to discuss the Department's commitment to diversity and reasonable adjustments required for the application process	1	Q4 2017	FAS, Corporate	Gender composition Gender inclusive culture Talent pipeline Strategy and business case Supply chain
53		Develop gender inclusive language and communication protocols for the Department.	1	Q1 2017	SES Gender Equality Champion	Strategy and business case Stakeholder engagement Gender inclusive culture

## Success Indicators

Domain	Currently assessed as...	Aiming for next level of	Indicators that we have reached the next level	Action items
Stakeholder engagement	<p>Strategic</p> <p><i>A full range of gender equality stakeholders (male and female, internal and external) is identified during strategy development.</i></p>	<p>Integrated</p> <p><i>Key stakeholders (individuals and groups) are engaged in the gender equality agenda using a planned, proactive approach.</i></p>	<ol style="list-style-type: none"> <li>1. Improved engagement with and attendance at GEN sponsored events, particularly by senior leadership and men.</li> <li>2. Improved result on State of the Service questions about accepting towards people from diverse backgrounds (workgroup and supervisors) and on commitment to creating a diverse workforce (suggest over 95% positive).</li> </ol>	<p>13-14</p> <p>38-39</p> <p>43-46</p>
Strategy and business case	<p>Programmatic</p> <p><i>A business rationale may be prepared for discrete initiatives or programs but no overall gender strategy links them together.</i></p>	<p>Strategic</p> <p><i>The value of a gender strategy based on a credible business case has been recognised and developed.</i></p>	<ol style="list-style-type: none"> <li>1. All staff are aware of business case and strategy.</li> <li>2. Management and leadership (all SES and all staff with management responsibilities) are actively engaged with implementing the strategy.</li> </ol>	<p>16-17</p> <p>21</p> <p>23</p> <p>38-39</p> <p>49-52</p>

Domain	Currently assessed as...	Aiming for next level of	Indicators that we have reached the next level	Action items
Leadership accountability	<p>Programmatic</p> <p><i>Individual managers or leaders take, or are given, accountability for discrete gender equality projects or initiatives.</i></p>	<p>Strategic</p> <p><i>Senior leadership team recognises the need for gender equality action and actively communicates its role in driving progress against clear metrics.</i></p>	<ol style="list-style-type: none"> <li>1. Progress on gender equality is a regular agenda item on leadership meetings (ExCom, SLG, Divisional Leadership).</li> <li>2. Leaders of individual action items for the implementation of the strategy progress actions in a timely manner.</li> <li>3. Staff report greater engagement with and support for flexible work requirements and support to meet caring responsibilities.</li> </ol>	<p>12</p> <p>14</p> <p>15-23</p> <p>34-37</p> <p>41</p> <p>43-46</p>
Measurement and reporting	<p>Programmatic</p> <p><i>Gender data-gathering and reporting is limited to specific issues and needs when they arise; no defined leadership oversight.</i></p>	<p>Strategic</p> <p><i>Proactive data-gathering and reporting informs gender strategy design and implementation, of which there is oversight.</i></p>	<ol style="list-style-type: none"> <li>1. Available data allows the Diversity and Inclusion Committee to adapt strategy and action plan to respond to emerging trends more quickly.</li> </ol>	<p>21</p> <p>27-33</p> <p>38-39</p> <p>42</p> <p>44-45</p>
Policies and processes	<p>Strategic</p> <p><i>Specific gender equality policies and processes are introduced proactively to support gender strategy and objectives.</i></p>	<p>Integrated</p> <p><i>Policies and processes impacting gender equality are reviewed and refined holistically to ensure coherence and synergy.</i></p>	<ol style="list-style-type: none"> <li>1. A gender lens is visible (to a reasonably informed eye) in all policies and processes of the Department.</li> <li>2. Effective feedback loop on policy and process updates and their impact is implemented and acted on.</li> </ol>	<p>23</p> <p>25-26</p> <p>47-48</p>

Domain	Currently assessed as...	Aiming for next level of	Indicators that we have reached the next level	Action items
Supply chain	Compliant	Programmatic <i>Promotion of gender equality through procurement / supply chain practices is limited to specific vendor types (e.g. recruiters) and ad hoc tender responses.</i>	1. Key organisations in our usual supply chain are proactively meeting our requirements i.e. they know and respond to DoCA's gender equality requirements.	24-26 47-52
Gender composition	Programmatic <i>Selective monitoring of gender for high-need or high-profile groups / segments; data utilisation is reactive and tactical.</i>	Strategic <i>Team and overall workforce gender composition is monitored as are business and people process outcome by gender.</i>	1. Staff understand gender composition of workforce. 2. Gender composition of teams or units is routinely considered in assessing structural change, mobility, recruitment, talent management strategies.	24 27-33 38-42 47-52
Gender pay equity	Strategic <i>Gender pay equity is understood as a driver of overall equality and approaches are developed to regularly capture and act on data.</i>	Integrated <i>A comprehensive, integrated and proactive approach exists to address gender inequities in performance and pay practices.</i>	1. Clear and understood talent management strategy in the Department which is implemented. 2. Increased progression of talented people who would have otherwise found it difficult to progress (perhaps referenced by matters like greater access to flexible working arrangements at higher levels, increased capability to support teams working in different locations, etc.)	27-33 40-41
Flexibility	Programmatic <i>Flexible work and family-friendly policies / practices are provided to meet the needs of specific groups or individuals.</i>	Strategic <i>Flexible work and family-friendly policies / practices are designed and accessible to benefit all employees; the flexibility business case is established.</i>	1. Increased take up and support for flexible work arrangements. 2. Continuing high reports of direct supervisor support for staff (recognising that change often results in staff feeling less supported).	1-11 15 18 21-23

Domain	Currently assessed as...	Aiming for next level of	Indicators that we have reached the next level	Action items
Talent pipeline	Strategic <i>Female talent investment is linked to gender strategy, and leverages the different capabilities of both men and women.</i>	Integrated <i>Talent definition / identification, leadership capability models, and access to development are gender-equitable and bias-free.</i>	1. Access to talent development opportunities (be it work tasks, mentoring, development programs) is not impacted by flexible working requirements, caring responsibilities or other factors which are more likely to affect women.	1-12 15 24-26 32-35 40-41 47-52
Leader and manager capability	Programmatic <i>Individual development addresses specific gender equality needs as they arise and focuses on knowledge rather than skills.</i>	Strategic <i>Capabilities required to build and maintain gender equitable teams are recognised, and development resources are available.</i>	1. Leaders and managers have ownership of and invest time and effort in progressing gender equality actions aligned to the strategy. 2. Capacity and potential to support gender equity is tested in selection processes.	9-10 15-16 18-20 36-37
Gender inclusive culture	Strategic <i>Gender equality and the supporting values and behaviours form part of a defined and communicated aspirational culture.</i>	Integrated <i>Desired cultural norms, values and behaviours are actively influenced by integration into leadership and capability models.</i>	1. Qualitative feedback indicates culture is more responsive to gender needs and it is becoming the norm.	12 14-15 34-35 38-39 49-52

## Key Risk Areas

Risk number	Risk Outline	Related mitigation actions
1	With only 50% of women represented at APS1 (4 staff at this classification), APS3 (10 staff at this classification), EL2 (78 staff at this classification) and SESB1 (28 staff at this classification), capacity to retain (and, if necessary, recruit) women at these levels will be important to avoid falling below gender equity in these classification.	Actions 23, 25-31, 38-40, 45-50
2	Lack of visible leadership engagement with gender action plan results in complacency in staff.	Actions 17, 20, 35, 39, 53
3	Lack of capacity in responsible areas to progress actions in expected timeframes due to competing priorities.	Action 54

## Related documents

APS Gender Equality Strategy –

<http://www.apsc.gov.au/publications-and-media/current-publications/gender-equality-strategy>

Department of Communications and the Arts Diversity and Inclusion Strategy–

[http://ims.dept.gov.au/tccache28/5006428/DoCA%20Diversity%20and%20Inclusion%20Strategy%202016-19\\_FINAL.pdf](http://ims.dept.gov.au/tccache28/5006428/DoCA%20Diversity%20and%20Inclusion%20Strategy%202016-19_FINAL.pdf)

Workplace Gender Equality Agency's Diagnostic Tool –

[https://www.wgea.gov.au/sites/default/files/Gender\\_Strategy\\_Toolkit-V2.pdf](https://www.wgea.gov.au/sites/default/files/Gender_Strategy_Toolkit-V2.pdf)

Department of Communications and the Arts APS Census Results – 2016