



Workplace diversity plan

2020–25

Contents

Purpose	2
What is an inclusive and diverse workplace?	3
What are the benefits of a diverse workplace?	4
What does the Tribunal aim to do for 2020–25?	4

Purpose

The Administrative Review Tribunal (the Tribunal) is committed to creating a workplace that values diversity. This workplace diversity plan was developed by the former Administrative Appeals Tribunal (AAT) and has been minimally updated with the commencement of the new Tribunal. It will be substantively reviewed in 2025.

At the Tribunal, we understand and actively support our lawful responsibilities under equal opportunity legislation. Beyond these lawful responsibilities, the Tribunal recognises that effective management of diversity in the workplace is sound business and people management practice. We are committed to fostering an inclusive workplace and a diverse workforce that more broadly reflects the Australian community and the clients and stakeholders we serve.

The Tribunal’s workplace diversity plan sets the foundation for building an organisation reflective of the diversity in the Australian community. This plan is intended to assist the Tribunal in promoting and maximising the opportunities and knowledge that can be gained from an inclusive and diverse workforce.

Workplace diversity is guided, in part, by the *Equal Employment Opportunity Act 1987* which promotes equal opportunity in employment for women and persons in designated groups. Furthermore, section 18 of the *Public Service Act 1999* requires an Agency head to establish a workplace diversity program to assist in giving effect to the Australian Public Service (APS) employment principles.

What is an inclusive and diverse workplace?

Our approach to diversity at work means:

- effectively accommodating and optimising the benefits of individual differences and similarities;
- treating everybody we come across during our time working with or for the Tribunal reasonably, fairly and with respect;
- creating and sustaining a work environment where every member, employee and non-APS employee can contribute to their full potential in meeting our business objectives and outcomes;
- exploring the unique contributions that individual people have to offer;
- drawing on the possible opportunities that those differences and similarities present.

Diversity in the workplace is an expansion of equal opportunity principles and refers to both methods of working and intangibles, such as ideas, attitudes and perceptions, in relation to the many ways that people are different (and similar), including:

- | | |
|------------------------------------|---------------------------------|
| • cultural/religious background | • religious or spiritual belief |
| • family/carer responsibilities | • communication styles |
| • mental or physical impairment | • personal characteristics |
| • socio economic background | • language/literacy |
| • learning styles | • age |
| • physical attributes | • ethnicity |
| • job function/skill level | • gender |
| • educational level/qualifications | • marital status |
| • geographic location | • sexual orientation |
| • work background or experience | • neurodiversity |
| | • life experience |

As of 30 June 2020, the APS employees at the former AAT were, or identified as being:

- 66.5% female (compared with 59.7% across the APS at 31 December 2019)
- 30.9% aged 50 years or older (compared with 33.1% across the APS at 31 December 2019)
- 1% Aboriginal or Torres Strait Islander (compared with 3.5% across the APS at 31 December 2019)
- 15.3% part time (compared with 14.6% across the APS at 31 December 2019)
- 2% with a disability (compared with 4% across the APS at 31 December 2019)

The average length of service at the AAT at 30 June 2020 was 7.2 years, compared with 12 years across the wider APS at the same time.

What are the benefits of a diverse workplace?

An inclusive and diverse workplace can lead to various benefits which can include:

- Improved employee engagement;
- Improved retention;
- Increased creativity and innovation;
- Diversity amongst decision makers.

What does the Tribunal aim to do for 2020–25?

For 2020–25, the Tribunal has set the following objectives:

- Promote and uphold the APS Values and Code of Conduct embedding the principles of diversity.
 - Provide Code of Conduct and APS values training to new starters and refresher training to all staff every two years.
 - Host an online suite of diversity related training courses on the Tribunal’s Learning Management System which will include awareness of culture, Aboriginal and Torres Strait Islanders and disability.
 - Recognise, promote and celebrate significant diversity days to acknowledge the diverse workforce of the Tribunal.
- Attract, retain and support staff from culturally and linguistically diverse backgrounds (CALD)
 - Ensure recruitment policy and practices provide members of the public with a reasonable opportunity to apply for the positions, including through reasonable adjustment.
 - Promote diversity and inclusion through the Tribunal’s mentoring program, including opening the program to staff at the APS3 and APS4 classifications.
 - Provide and support opportunities for career progression including training on resume writing and interview skills to help develop and retain staff.
 - Provide training in unconscious bias for supervisors and managers and those involved in recruitment and selection.
- Increase the recruitment and retention of Aboriginal and/or Torres Strait Islander employees.

As at 30 June 2020, the rate of Aboriginal and Torres Strait Islander employment in the Tribunal was just under 1%. The Tribunal’s minimum target for Aboriginal and Torres Strait Islanders employment is 2.5%. As per the [Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-2024](#), each portfolio should aim to achieve a stretch target of 3% Aboriginal and Torres Strait Islander representation at each classification level.

With this objective in mind, the Tribunal will:

- Continue to participate in the Australian Public Service Commission (APSC) Pathways Aboriginal and Torres Strait Islander graduate program, increasing the number of places offered in the 2020–2023 intakes. This includes expanding the program to include Aboriginal and Torres Strait Islander graduates with a non-legal background.
- Implement mentoring and training initiatives to continue to engage and retain existing Aboriginal and Torres Strait Islander employees and enhance career pathways.
- Work with the APSC and other APS entities to implement strategies aimed at increasing our Aboriginal and Torres Strait Islander representation in our workforce including actively participating in APSC events and programs.
- Support the Jawun six-week secondment program and seek executive level participation.
- Explore opportunities and other strategies to promote opportunities to work at the Tribunal including the Indigenous Employment Portal.
- Increase awareness of Aboriginal and Torres Strait Islander culture and improve cultural competence across the Tribunal with a focus on accessibility.
- Review our attraction and recruitment practices to ensure they are inclusive and encourage Aboriginal and Torres Strait Islander people to apply for our roles.
- Develop a Reconciliation Action Plan with Indigenous staff being part of the committee and by engaging with the Attorney-General's Department and other portfolio agencies to share ideas and initiatives.
- Either establish an Indigenous Employee Network (IEN) or look to partner with Attorney-General's Department to have Tribunal Indigenous staff able to join their IEN.
- Implement and support core strategies as outlined in the [Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-2024](#).
- Support gender equality and the advancement of women.
 - Implement the strategies as detailed in the NSW Law Society's Charter for the Advancement of Women in the Legal Profession, to which the Tribunal is a signatory.
 - Provide access to 'keep in touch' workdays for employees on maternity leave for staff to remain engaged.
 - Provide mentoring and training opportunities for parents returning to the workforce to support career progression,
 - Support return to work and flexible working arrangements for parents with the assumption that roles can be performed part-time unless proven otherwise.
- Provide an inclusive and flexible work environment for all staff.
 - Actively work to meet the guidelines contained in the [APS Disability Employment Strategy 2020-2025](#).
 - Ensure employees and managers are aware of, consider and support flexible leave and work arrangements, where operational requirements can still be met with reasonable adjustment.

- Promote the benefits of an intergenerational workforce, and a diverse workforce more broadly.
- Continue to monitor diversity representation of the Tribunal and implement strategies to ensure that our workforce more closely reflects the diversity of the Australian community.
- Participation in a range of diversity and inclusion forums to leverage, share and learn from APS agencies and external organisations.
- Obtain corporate membership of the Diversity Council of Australia.
- Explore options for increasing the diversity of our supplier base
 - Raise awareness across the Tribunal regarding the Indigenous Procurement Policy.
 - Investigate subscribing to [Supply Nation](#) the largest database of verified Aboriginal and Torres Strait Islander businesses.
 - Consult with the Tribunal's Procurement team regarding what measures can be implemented to increase the diversity of our supplier base.