

behaviours by being a visible and active ally, being aware of language and assumptions, being willing to address negative behaviour by following the 3 Cs (Context, Culture and Comfort level), having the ability to focus on and role model person-centred language, being willing to respect privacy and confidentiality, advocating for an inclusive, equitable and respectful workplace environment and knowing our internal policies such as the Gender Affirmation Policy and Guidelines. At the end of the training sessions, the Inclusion team contact all middle manager participants with a follow up email that contains the training slides and additional resources. The training sessions are promoted to middle managers through multiple internal corporate communications, such as the department's weekly Team Health message and Exec Connect, which can be found on the intranet which is accessible by all staff. Training sessions are also promoted through the EA/EO network, the department's learning calendar and Microsoft Teams chats.	File 7: Q18. Executive Promotion – part 3 File 8: Q18. Executive Promotion – part 4 File 9: Q18. EA and EO Network Promotion File 10: Q18. Learning Calendar Promotion File 11: Q18. Microsoft Teams Chat Promotion
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19. LGBTQ+ Training for Critical Functions		4 points
There are some roles within the organisation where it is essential that incumbents have a thorough understanding of the challenges that LGBTQ+ people face, and what they can do within their roles to minimise LGBTQ+-related challenges and roadblocks. We have: ☒ ensured that over the assessed year, people within at least one of the identified function critical roles have been adequately trained/skilled to provide a role-specific inclusive experience for LGBTQ+ people ☒ we have in place a process to identify new appointees within the above area to ensure that they are trained in role-specific LGBTQ+ inclusion as part of their onboarding	2 points for (a) role-specific LGBTQ+ training within one of the mentioned functions 2 points for (b) processes in place to ensure new appointees within these critical functions are trained as part of their onboarding	

Please provide:

- a) details regarding role-specific LGBTQ+ training within one of the mentioned functions
- b) evidence of processes in place to ensure new appointees within these critical functions are trained as part of their onboarding

Why this question? Some roles within an organisation are particularly critical to the LGBTQ+ employee experience. It is important that people within these roles are equipped with role-specific LGBTQ+ inclusion training, to ensure that their role and specific practices are inclusive of LGBTQ+ employees.

Function critical roles include HR, D&I and Recruitment.

Providing Evidence: To obtain points for this question, you will need to provide details for (a) and evidence for (b) above.

Answer:

a) The department's Inclusion Officers (D&I) have been adequately trained to provide a role-specific inclusive experience for LGBTQ+ people, and are provided as a point of contact as part of the department's Gender Affirmation Policy. The Inclusion Officers have completed the SBS Inclusion Program which includes the LGBTIQ+ course, Pride in Diversity's Ally Awareness Training and Pride in Diversity's Trans and Gender Diverse Awareness Training. The department's Inclusion Officers keep up to date with Pride in Diversity newsletters and communications and the APSC Diversity and Inclusion newsletter. One Inclusion Officer has also completed Pride in Diversity's Inclusive Management Training: Engaging and Supporting LGBTIQ+ Staff and Trans and Gender Diverse Awareness Training as a refresher in 2025. An Inclusion Officer, on top of work hours, continued their learning by watching the Netflix documentary Will and Harper in January 2025. Another Inclusion Officer completed the Pride in Diversity LGBTQ+ Inclusive Language Considerations training on June 19 2025. Both of the Inclusion Officers role-specific LGBTQ+ training and experience are listed on the department's LGBTIQ+ Workforce intranet page, which is accessible to all staff.

b) New Inclusion Officers are identified through either new team members that join the Inclusion team or via identified individuals in People Branch (HR) within the department. Once identified, they receive an Inclusion Officer Guide which ensures they are trained in role-specific LGBTQ+ inclusion as part of their onboarding. This guide includes all the role-specific LGBTQ+ training that is required as well as a checklist to help ensure all training is completed. Previous Inclusion Officers are also encouraged to speak to new Inclusion Officers about what LGBTQ+ training was beneficial and most helpful as someone from HR supporting LGBTQ+ staff.

Please see additional evidence under:

File 1: Q19. Inclusion Officers role-specific LGBTQ+ training – part 1

File 2: Q19. Inclusion Officers role-specific LGBTQ+ training – part 2

File 3: Q19. Inclusion Officers role-specific LGBTQ+ training – part 3

File 4: Q19. Inclusion Officers role-specific LGBTQ+ training – part 4
 File 5: Q19. Inclusion Officers role-specific LGBTQ+ training – part 5
 File 6: Q19. Inclusion Officer Guide

20. LGBTQ+ Content in Leadership Training		2 points
We have company specific internal management practices or leadership training that incorporate an LGBTQ+ component. <i>Please provide details of such leadership training.</i>		2 points for incorporating LGBTQ+ inclusion in professional development or internal leadership programs (over and above any work previously mentioned) There are no partial points to this question.
Why this question? Many organisations have professional development or leadership training/events that cover a broad array of topics. This question is about whether any of these events or activities have an LGBTQ+ inclusion component or built-in time to discuss and expand upon topics that relate to LGBTQ+ inclusion. Providing Evidence: Please provide details in a way that will allow markers to access the depth and breadth of any LGBTQ+ component within these activities.		
Answer: N/A		

21. Professional Development for LGBTQ+ Employees		2 points
Our organisation identifies high-performing employees for inclusion within talent programs, management training and/or organisational succession planning. We: a) have a process to identify and develop high performing LGBTQ+ employees		1 point for (a) an existing process to identify and develop LGBTQ+ employees 1 point for (b) describing how LGBTQ+ participation

b) an ability to report on LGBTQ+ participation within talent / leadership or succession programs <i>For full points, please provide an outline for both a) and b).</i>	rates can be extracted and/or reported on for these programs.
Why this question? Research shows that LGBTQ+ people, like many other diverse groups are under-represented within senior leadership roles. As a result, many LGBTQ+ people do not see themselves reflected in leadership positions. For this advanced question we are looking for organisations to acknowledge the importance of diversity in leadership through the creation of pathways to actively support the careers of high performing diverse employees. This question is about the inclusion of LGBTQ+ people within that targeted demographic. Providing Evidence: To obtain points for this question, you will need to outline both (a) and (b) above.	
Answer: a) The HPN actively identifies high performing LGBTQ+ employees through several avenues, including HPN meetings, HPN leadership meetings and discussions with organisational line areas where staff have openly identified as part of the LGBTQ+ community. A high performing LGBTQ+ employee is identified based on their regular, active attendance at HPN meetings, participation at days of significance events, visibly showing their support of LGBTQ+ inclusion, and their overall work performance. Once identified, the HPN offers developmental opportunities such as attending conferences, additional training sessions and seminars on behalf of the department. In 2025 the HPN sponsored staff attendance at the Women in Leadership Summit on 18-19 February, the She Leads Conference on 1 August, and the Pride in Practice Conference on 25-26 November. An Expression of Interest process was ran to identify suitable attendees. The HPN also encourages LGBTQ+ employees to participate in the department's Mentoring at Health program. The program is an important component for developing and sustaining satisfying professional careers of employees, including LGBTQ+ employees. When employees sign up to the program, they are presented with a questionnaire where mentees and mentors are able to put in any additional preferences such as connecting 'with someone that has a similar background, such as your culture, gender or other diversity dimension' in a comments section. This allows LGBTQ+ mentees to identify wanting to match specifically with LGBTQ+ mentors to support career development and mentoring opportunities. Through this program, LGBTQ+ employees can continue to develop and be high performing. All information on the Mentoring at Health program can be found on the intranet which is accessible to all staff.	

Please see additional evidence under:
 File 1: Q21. Pride in Practice EOI – part 1
 File 2: Q21. Pride in Practice EOI – part 2
 File 3: Q21. Mentoring at Health Program
 File 4: Q21. Mentoring at Health Program HPN

EXECUTIVE LEADERSHIP & ENGAGEMENT

Please note: This section refers to those in leadership positions at the executive level including; CEOs (and equivalent), Board Chairs, and other executives, directors or managers at the C-Suite level.

22. Internal Senior Executive Advocacy		3 points
Within the assessed year, our Senior Executive(s) have: a) visibly shown their support for LGBTQ+ inclusion internally b) explicitly communicated the organisation's continued (or increased) commitment to LGBTQ+ workplace inclusion or DEI more broadly as a direct response to the global backlash against LGBTQ+ inclusion initiatives to all staff <i>For full points, please provide an example of both a) and b).</i>		2 points for one example of how (a) Senior Executive(s) have visibly shown their support for LGBTQ+ inclusion internally 1 additional point for one example of how (b) Senior Executive/(s) have explicitly communicated their commitment to LGBTQ+ workplace inclusion to all staff Note: A Board Chair would count as an equivalent to CEO for this question.
Why this question? It is widely accepted that culture is led from the top so your Senior Executive support for diversity and inclusion speaks volumes to employees. In this question we ask how CEO (or equivalent) or Senior Executive(s) have shown their internal support for LGBTQ+ inclusion within the assessed year. Providing Evidence: Please provide sufficient information for markers to understand the depth or breath of support shown.		

Such examples for a) include but are not limited to:

- sharing their general support for LGBTQ+ inclusion to all employees via all-staff emails, all-staff forums or other all-staff communications
- attending internal LGBTQ+ inclusion events
- advocating for or spoken of your work in LGBTQ+ inclusion at the board level
- contributing to or advocated the professional growth, development, education of LGBTQ+ employee(s)

Such examples for (b) include but are not limited to communications that address:

- organisational or personal response to the current global backlash against LGBTQ+ workplace inclusion initiatives
- their awareness of the current state of DEI globally, and how this might impact Australia
- communicating an understanding of the impact and uncertainty this can negatively have on staff
- communicating an ongoing commitment to the work of Diversity and Inclusion despite these movements
- ensuring an ongoing commitment to LGBTQ+ inclusion or diversity, equity and inclusion more broadly

Note: Any communications used for (b) must explicitly reference the global backlash against LGBTQ+ workplace inclusion and the continuation of these initiatives.

Answer:

a) 2 Senior Executives visibly showed their support for LGBTQ+ inclusion internally for Wear it Purple Day 2025. The 2 Senior Executives who are also HPN Champions, [REDACTED]

[REDACTED] took part in a comprehensive departmental video message. This message was instrumental in enhancing the visibility of the HPN and underscoring the significance of Wear it Purple Day. They also emphasise their commitment to diversity and inclusion practices within the department, reinforcing our organisational dedication to fostering an inclusive and supportive work environment. Additionally, the department gained the support of [REDACTED]

[REDACTED] to participate in a purple photoshoot at Australian Parliament House. These pictures supported the department's wide messaging on the importance of Wear it Purple Day, and reaffirmed the department's position as a firm supporter of diversity and inclusion practices.

b) All 6 HPN Champions (Senior Executives) explicitly communicated their commitment to LGBTQ+ workplace inclusion to all staff at the 2025 IDAHOBIT event through a joint statement. The statement emphasised the importance of IDAHOBIT and their active dedication to advancing

File name/s as evidence for this question:

File 1: Q22. WIP Video - [REDACTED]

File 2: Q22. WIP Video - [REDACTED]

Please see additional evidence under:

File 3: Q22. WIP Ministers Support

File 4: Q22. IDAHOBIT – Joint HPN Champion Statement

File 5: Q22. IDAHOBIT – Joint HPN Champion Article

LGBTQ+ inclusion. Additionally, the HPN Champions led a departmental news item, disseminating details of the IDAHOBIT event to all staff. This initiative, typically managed by the department's internal communications team, was undertaken by the HPN Champions themselves to underscore their unwavering support for LGBTQ+ workplace inclusion. The HPN Champions are [REDACTED]

[REDACTED]
 [REDACTED]
 [REDACTED]

23. Internal CEO (or equivalent) Advocacy

3 points

Within the assessed year, our CEO (or equivalent) has:

- a) visibly shown their support for LGBTQ+ inclusion internally**
- b) explicitly communicated the organisation's continued (or increased) commitment to LGBTQ+ workplace inclusion or DEI more broadly as a direct response to the global backlash against LGBTQ+ inclusion initiatives to all staff**

For full points, please provide an example of both a) and b).

2 points for one example of how (a) your CEO (or equivalent) has visibly shown their support for LGBTQ+ inclusion internally

1 additional point for one example of how (b) your CEO (or equivalent) has explicitly communicated their commitment to LGBTQ+ workplace inclusion to all staff

Note: A Board Chair would count as an equivalent to CEO for this question.

Why this question? While senior leadership support is impactful, having that visible support from your most senior executive cannot be understated. In this question we ask how your CEO has visibly shown their support for LGBTQ+ inclusion internally within the assessed year.

Providing Evidence: Please provide sufficient information for markers to understand the depth or breath of support shown.

Such examples for (a) include but are not limited to:

- sharing their support for LGBTQ+ inclusion to all employees via all-staff emails, all-staff forums or other all-staff communications
- attending internal LGBTQ+ inclusion events

- advocating for or spoken of our work in LGBTQ+ inclusion at the board level
- contributing to or advocated for the professional growth, development, education or LGBTQ+ employee(s)

Such examples for (b) include but are not limited to communications that address:

- organisational or personal response to the current global backlash against LGBTQ+ workplace inclusion initiatives
- their awareness of the current state of DEI globally, and how this might impact Australia
- communicating an understanding of the impact and uncertainty this can negatively have on staff
- ensuring LGBTQ+ employees have an understanding of organisational avenues of support available; including the reporting of bullying/harassment, confidential contacts, and more
- ensuring an ongoing commitment to LGBTQ+ inclusion or diversity, equity and inclusion more broadly

Note: Any communications used for (b) must explicitly reference the global backlash against LGBTQ+ workplace inclusion and the continuation of these initiatives.

Answer:

a) The Secretary (CEO) of the department, has visibly supported LGBTQ+ inclusion internally by actively participating in the department's Wear It Purple Day celebrations. He was present at the department's big purple photoshoot, alongside [REDACTED]

Following this event, the Secretary conveyed the significance of Wear It Purple Day and reaffirmed his dedication and support to LGBTQ+ inclusion in his weekly all-staff message, Team Health. This communication, disseminated to all staff, underscored the importance of LGBTQ+ inclusion practices within the department, further emphasising the Secretary's unwavering support.

b) In March 2025, the Secretary engaged with the HPN leadership team to hear and address the current issues impacting LGBTQ+ staff. This crucial meeting was initiated following advocacy from our HPN Champions cohort who heard from the HPN committee about the concerns related to local and global backlash against LGBTQ+ inclusion initiatives. With the assistance of the HPN Champions, HPN were able to arrange a meeting with the Secretary. During this meeting, the Secretary reaffirmed his and the department's continued commitment and dedication to diversity and inclusion in the department, including supporting LGBTQ+ staff. Subsequently, the Secretary communicated the details of this meeting and reiterated his continued commitment to LGBTQ+ inclusion in his weekly all-staff message, Team Health.

File name/s as evidence for this question:

File 1: Q23. WIP Secretary Participation – part 1

File 2: Q23. WIP Secretary Participation – part 2

Please see additional evidence under:

File 3: Q23. WIP Secretary Communication – part 1

File 4: Q23. WIP Secretary Communication – part 2

File 5: Q23. WIP Secretary Communication – part 3

File 6: Q23. WIP Secretary Communication – part 4

File 7: Q23. Secretary Commitment – part 1

File 8: Q23. Secretary Commitment – part 2

24. External Senior Leadership Advocacy	3 points
Within the assessed year, our Senior Executive(s) have: a) visibly shown their support for LGBTQ+ inclusion externally b) explicitly communicated the organisation's continued (or increased) commitment to LGBTQ+ workplace inclusion or DEI more broadly as a direct response to the global backlash against LGBTQ+ inclusion initiatives to the public <i>For full points, please provide an example of both a) and b).</i>	2 points for one example how (a) Senior Executive(s) have visibly shown their support for LGBTQ+ inclusion externally 1 additional point for one example of how (b) Senior Executive(s) have explicitly communicated their commitment to LGBTQ+ workplace inclusion to the public Note: A Board Chair would count as an equivalent to CEO for this question.
Why this question? Senior Executive showing their support for LGBTQ+ inclusion externally sends a strong message of inclusion to potential employees, customers and other stakeholders, as well as LGBTQ+ people who may engage with your organisation. Providing Evidence: Please provide sufficient information for markers to understand the depth or breath of support shown. Such examples for a) include but are not limited to: - communicating support for LGBTQ+ inclusion in media interviews - attending external LGBTQ+ workplace inclusion events - speaking at external LGBTQ+ inclusion events regarding LGBTQ+ workplace inclusion - advocating for or spoken of your work in LGBTQ+ inclusion with CEOs/peers external to your organisation - participating in LGBTQ+ community events Such examples for (b) include but are not limited to communications that address: - organisational or personal response to the current global backlash against LGBTQ+ workplace inclusion initiatives and inclusion more broadly - their awareness of the current state of DEI globally, and how this might impact Australia - the impact and uncertainty this can negatively have on employees and clients	

- ensuring an ongoing commitment to LGBTQ+ inclusion or diversity, equity and inclusion more broadly

Note: Any communications used for (b) must explicitly reference the global backlash against LGBTQ+ workplace inclusion and the continuation of these initiatives.

Answer:

a) In November 2025, Senior Executives, [REDACTED] represented the department at the Pride in Practice conference, where they participated in a panel discussion on LGBTQ+ allyship in the public service. This marked the first time the department has presented at this national conference, providing a clear and public demonstration of executive-level support for LGBTQ+ inclusion. Senior Executives have also showed visible external support through their participation in community events. [REDACTED] joined the department's stall at the Canberra SpringOut Festival on 1 November 2025, engaging directly with community members and actively supporting LGBTQ+ inclusion.

b) [REDACTED] explicitly communicated his commitment to LGBTQ+ workplace inclusion to the public through a recorded video message that was played at the Pride in Diversity conference. This message emphasised the importance of LGBTQ+ allyship in the workplace and reaffirmed the department's commitment to ensuring LGBTQ+ staff feel safe, supported, and valued in the broader social and political environment.

File name/s as evidence for this question:

File 1: Q24. Senior Executive at Pride in Practice conference - part 1

File 2: Q24. Senior Executive at Pride in Practice conference - part 2

Please see additional evidence under:

File 3: Q24. Senior Executive at SpringOut Festival - part 1

File 4: Q24. Senior Executive at SpringOut Festival - part 2

File 5: Q24. Senior Executive Video at Pride in Diversity conference

25. Support for Senior Leadership

3 points

Our CEO (or equivalent) or Senior Executive(s) have engaged in external peer led LGBTQ+ inclusion support within the assessed calendar year, beyond general organisational training.

For full points, please provide up to two examples.

2 points for one example of a CEO (or equivalent) or Senior Executive(s) engaging in external peer led LGBTQ+ inclusion support, beyond general organisational training

1 additional point for a second example

	Note: A Board Chair would count as an equivalent to CEO for this question.
Why this question? AWEI Employee Survey data shows that an organisation's Senior Leadership teams are generally highly supportive of LGBTQ+ inclusion initiatives, however, the voice of members has repeatedly shown that often Executives can have little knowledge about LGBTQ+ populations and the barriers they face and may lack confidence when speaking about LGBTQ+ populations and LGBTQ+ inclusion. Just as it is important that organisations have access to external LGBTQ+ support/expertise, our feedback has been that it is incredibly valuable for your CEO and Senior Executive/s to have an external peer with whom they are able to speak confidentially, confide in or ask questions of, regarding LGBTQ+ inclusion work. Providing Evidence: This may include, but not be limited to: • Attending CEO LGBTQ+ focused events, roundtables, lunches, dinners (PID, Out Leadership, other such groups) • Participation in Pride in Diversity Executive or Executive Allies Forums • Engaging with Pride in Diversity's dedicated CEO support executive • Being mentored and checking in regularly with other CEO's who are experienced in this space • Building a support network of peers who engage in LGBTQ+ inclusion work with whom they can consult	
Answer: a) On 20 August 2025, [REDACTED] attended an external peer led Pride in Diversity Allies forum. b) On 13 November 2025, [REDACTED] attended an external peer led Pride in Diversity Allies forum. In both sessions, the Senior Executives received updates from Pride in Diversity and the Pride Pathways Program and connected with peers. Also discussed were topics such as tips and tricks for Pride Champions and the Pride in Practice conference. Our Senior Executives provided lessons learnt from the sessions to the HPN leadership team, other Senior Executives and the Inclusion team, increasing knowledge and capabilities in LGBTQ+ inclusion.	<i>File name/s as evidence for this question:</i> <i>File 1:</i> Q25. Pride in Diversity Allies Forum - [REDACTED] <i>File 2:</i> Q25. Pride in Diversity Allies Forum - [REDACTED]

DATA ANALYSIS

26. LGBTQ+ Employee Analysis		4 points
Within the assessed year (or year prior), we have reported on LGBTQ+ engagement/workplace experience data. Note: This may be utilising AWEI Survey data or any internal surveys. <i>Please provide details.</i>		2 points for details of this analysis 1 additional point if the analysis is reported on, over and above acknowledgement that it took place 1 additional point if the analysis is reported on to an executive(s), over and above acknowledgement that it took place
Why this question? This question looks at work your organisation has done to compare the engagement of LGBTQ+ people with the wider employee population or other diverse employee populations. This information can provide employers with valuable information in terms of the impact of your inclusion initiatives and can be a starting point in determining where focus needs to be channelled or celebrated. Providing Evidence: You must show that this data analysis has been not only collected but reported on within your organisation. The collection of survey results only will not suffice for this question.		
Answer: a) The Inclusion team reviewed and analysed the 2025 AWEI Survey data to help report on LGBTQ+ engagement and workplace experience. This included identifying trends against each of the questions over the years and key internal areas of focus. To report this data analysis, an Executive Summary was developed, outlining key information including an overview of AWEI, participation statistics, scorecards, key findings, and recommended next steps. b) The Executive Summary was acknowledged through a featured news article and by an Executive weekly all staff message, acknowledging that the survey results have been reviewed and reported. Additionally, the Executive Summary is available on the LGBTIQ+ Workforce intranet page for all staff to access. c) The Inclusion team also communicated directly with the HPN leadership team and Senior Executives via email, advising that the Executive Summary is finalised and available on the intranet. Additionally, the Inclusion team offered to go through the Executive Summary at a HPN committee meeting so HPN		

members could ask any questions and hear a verbal update. The Inclusion team also offered to share the raw data of the AWEI Survey to any of the HPN leadership team and Senior Executives if requested.

Please see additional evidence under:

File 1: Q26. AWEI Survey data

File 2: Q26. Executive Summary

File 3: Q26. Executive Summary Executive Promotion

File 4: Q26. Executive Summary News Article

File 5: Q26. LGBTIQA+ Workforce Intranet Page – part 1

File 6: Q26. LGBTIQA+ Workforce Intranet Page – part 2

File 7: Q26. Executive Summary and AWEI Survey data to HPN leadership team and Senior Executives

File 8: Q26. Inclusion offer for Executive Summary

27. LGBTQ+ Employee Data Review

4 points

Within the assessed year (or year prior), we have engaged in activities or work to determine whether our LGBTQ+ employees are disadvantaged in any area of employment.

2 points for details regarding activities or work done to determine potential disadvantages

Please provide details of any work in this area.

2 additional points for details regarding steps put into place to alleviate such disadvantages

Why this question? While analysing LGBTQ+ engagement data is becoming common practice for those employers who work in LGBTQ+ inclusion, the deep dive into areas over and above engagement that may lead to negative workplace experiences or career outcomes is not yet common practice; hence the advanced status of this question.

Research shows that gaps can exist in recruitment, career progression, employee retention, salaries, etc. These are important areas in which an employer can conduct analysis, to shed light on areas that can be further investigated.

Providing Evidence: Please provide a description of any work carried out in this area. Your description must be thorough enough for markers to determine the extent of work undertaken.

Answer:

a) The department participates in the annual Australian Public Service (APS) Employee Census, which gives staff the opportunity to share their views and experiences on the department's culture, inclusion, innovation, wellbeing and Executive leadership. Whilst analysing the overarching results, the department simultaneously conducted a data analysis for staff who identify from a diversity group, including LGBTQ+ employees. This analysis drew out potential disadvantages faced by our LGBTQ+ staff such as lack of communication during change and limited tools and resources to perform well. This analysis was reported and shared with the Inclusion team, Staff Diversity Networks (including HPN) and Diversity Champions (Senior Executive) at an intersectionality meeting. We also utilised the AWEI Survey data to determine additional challenges faced by our LGBTQ+ employees.

b) Insights gained from the APS Census results and diversity cohort analysis directly informed the development of the department's 2025 Census Action Plan. This Action Plan outlines commitments to improve the working environment for all employees, including LGBTQ+ staff. The Executive Summary utilising the AWEI Survey data also outlines recommended next steps to alleviate any challenges faced by our LGBTQ+ employees.

Please see additional evidence under:

File 1: Q27. APS Census Results

File 2: Q27. APS Census Results Summary

File 3: Q27. APS Census Results – Diversity Cohort Analysis

File 4: Q27. APS Census Results – Diversity Cohort Analysis Intersectionality Meeting Slides

File 5: Q27. APS Census Results – Diversity Cohort Analysis share with Inclusion

File 6: Q27. AWEI Survey data

File 7: Q27. APS Census Action Plan

File 8: Q27. Executive Summary

COMMUNITY ENGAGEMENT

28. Employer Branded Participation at Community Events		2 points
Within the assessed calendar year, we have participated in external LGBTQ+ community events with organisational branding.		2 points for organisational branding displayed at one such community event

This may include but is not limited to holding pride stalls or participating in pride parades under employer/company branding. Participating 'virtually' in events with prominent employer branding will also be accepted. Please note: This must be a targeted branding exercise, over and above an individual employee wearing corporate t-shirts to or speaking at an event. <i>Please provide evidence of organisational branding displayed at one such community event.</i>	There are no partial points to this question. Please note: • Having individual employees wearing t-shirts or marching independently at Pride events will not qualify for points within this question. • Sponsorship of events without employees actively participating will not qualify for points within this question but would qualify for points in <i>Support for LGBTQ+ Charities/Organisations (Q29)</i>.
Why this question? Prominent employer branding and participation at community events, regardless of whether they are held in person or online, sends a significant message of inclusion and event endorsement to those outside of your organisation. Providing Evidence: Provide evidence of significant organisational branding at one such community event. This may include banners, stalls, floats, etc. If evidence is of virtual participation, there must be prominent organisational branding in promotion of, or within the event itself. Watch this video for more guidance around virtual event branding in a post-Covid world.	
Answer: The department participated in a joint external APS stall at the SpringOut Canberra Fair Day on 4 November 2025. The stall provided a visible platform for LGBTQ+ public servants and was a 'come and talk to us style' stall where HPN members handed out resources and spoke to Fair Day attendees. The stall featured organisational branding through the department's HPN banner and was attended by HPN members and Senior Executives.	<i>File name/s as evidence for this question:</i> File 1: Q28. Organisational Branding at SpringOut Canberra Fair Day – part 1 Please see additional evidence under: File 2: Q28. Organisational Branding at SpringOut Canberra Fair Day – part 2 File 3: Q28. Organisational Branding at SpringOut Canberra Fair Day – part 3

29. Pro-Bono or Financial Support of LGBTQ+ Charities and Organisations		4 points
Within the assessed year, we have provided support to LGBTQ+ charities/community groups. This may include but is not limited to pro-bono work, fundraising, giving programs, volunteering, sponsorships, venue support and accommodation. <i>Please provide details of up to two such independent instances.</i>	2 points for details of one instance of support to LGBTQ+ charity/community group or cause 2 points for a second, independent instance of support to LGBTQ+ charity/community group or cause	
Why this question? Charities and LGBTQ+ organisations are typically run as not-for-profit organisations and they rely heavily on philanthropy, sponsorships and/or pro-bono support (venue support, in-kind services, provision of professional services) to continue their work.		
Providing Evidence: Please provide evidence for up to two LGBTQ+ charities / community groups supported within the assessed year.		
Answer: a) The HPN fundraised for Wear It Purple Day (WIP) on 28 August 2025. All staff were able to donate directly through a QR code link to a dedicated WIP fundraising portal on behalf of the HPN. The HPN raised \$483 and all funds went directly to WIP providing support and resources for schools, universities, Gender and Sexuality Alliances and youth organisations to assist them in creating inclusive experiences for rainbow young people. To promote the WIP fundraising, a link to the department's WIP fundraising portal was featured in a news article which was published on the intranet which is accessible by all staff. b) The HPN's Co-Deputy Chair, [REDACTED], volunteered to help pack up the Pride in Diversity stall at the Canberra SpringOut event in November 2025. He assisted [REDACTED] from Pride in Diversity and the department's volunteering was acknowledged in the Pride in Diversity November 2025 E-News.	<i>File name/s as evidence for this question:</i> <i>File 1:</i> Q29. WIP Fundraising <i>File 2</i> Q29. WIP Fundraising Promotion Please see additional evidence under: File 3: Q29. Canberra SpringOut Volunteer	

OPTIONAL SURVEY

30. AWEI Employee Survey Participation		4 points
☒ We are participating in the AWEI Employee Survey.		Points will not be obtained if no responses have been collected. <u>Medium Employers (501 – 2000 employees):</u> • 2 points if 50 or more Survey responses are collected • 4 points if 100 or more Survey responses are collected <u>Large Employers (2001 – 8000 employees):</u> • 2 points if 100 or more Survey responses are collected • 4 points if 200 or more Survey responses are collected <u>Significant Employers (8001 or more employees):</u> • 2 points if 200 or more Survey responses are collected • 4 points if 400 or more Survey responses are collected
Please note: • Points will not be obtained if no responses have been collected • Partial points will be obtained if 50% of the minimum response requirement has been met To obtain full points for AWEI Employee Survey participation, organisations must meet the following response requirements: • Medium Employers (501 – 2000 employees): 100 or more survey responses are collected • Large Employers (2001 – 8000 employees): 200 or more survey responses are collected • Significant Employers (8001 or more employees): 400 or more survey responses are collected		
Why this question? The AWEI Submission really focuses on your organisational policies, processes, and LGBTQ+ inclusion activity. While independent feedback and benchmarking on this work is invaluable, it is not holistic. Combining the AWEI Submission with the optional Employee Survey, you not only receive: • feedback on your policies and process • insight into the views, perceptions of your people when it comes to your LGBTQ+ inclusion initiatives • how your work is impacting your LGBTQ+ employees and their sense of an inclusive culture • an ability to benchmark high level survey results against national averages and often, industry groups.		

In completing the Survey, you will receive, along with your AWEI results, a high-level analysis of your survey results, providing numbers are sufficient to secure anonymity.

You may also request an Excel spreadsheet of the raw data (no individual identification is collected) to perform your own in-depth analysis of the findings.

Providing Evidence: Evidence is not required for this question.

We recommend that the survey goes out to as many people as you can – *not* just your LGBTQ+ demographic or network group as this data will not provide a balanced view.

Please note: the more respondents you have, the more substantial data you will receive. The purpose of the AWEI Employee Survey is to provide you with significant and meaningful feedback on the impact of your inclusion initiatives; and allow you to benchmark against the national dataset. This is difficult to do with low survey uptake.

No evidence required.

ADDITIONAL WORK

31. Additional Work

8 points

IMPORTANT: PLEASE COMBINE ALL **RELATED** INDEX WORK INTO ONE ROW. With a maximum of EIGHT ENTRIES, consider your best work and ensure that the additional work has not already been accommodated within the index questions.

Why this question? This section is intended to cover:

- work completed in a topic not covered within the AWEI
- work that you have undertaken here in Australia to contribute to LGBTQ+ workplace inclusion within one of your international offices
- active organisational participation in industry groups promoting the work of LGBTQ+ inclusion in that industry

Providing Evidence: When providing additional LGBTQ+ inclusion work within this section, please:

- do not overload evidence into this section of the submission
- only EIGHT entries will be accepted here – and any entries beyond the eight permitted will not be reviewed
- be sure to provide thorough information, details and support regarding your entries

Please note: Questions or topics covered within either the Foundation or Advanced Submission will not be eligible for “above and beyond” work within this section. Please do not include them below.

a	Video for Pride in Practice conference regarding Co-Design on Inclusive Language Training	Answer: In 2025, the department recorded and submitted a video outlining the process of assisting the development of the Inclusive Language Considerations training in 2024. This training launched in 2025 after ongoing collaboration between the HPN, Inclusion team and Pride in Diversity respectively. This video highlighted efforts and the process taken to develop the Inclusive Language Considerations training. This video was embedded into presentations used during the 2025 Pride in Practice conference.	<i>File name/s as evidence for this question:</i> <i>File 1:</i> Q31 a. Video - Co-Design on Inclusive Language Training - part 1 <i>File 2:</i> Q31 a. Video - Co-Design on Inclusive Language Training - part 2 Please see additional evidence under: File 3: Q31 a. Video - Co-Design on Inclusive Language Training - part 3 File 4: Q31 a. Video - Co-Design on Inclusive Language Training - part 4
b	Sharing the Pride	Answer: The HPN presents a monthly newsletter called ‘Sharing the Pride.’ This publication serves as our primary means of connecting with all HPN members who we do not engage with on a more frequent basis. ‘Sharing the Pride’ encompasses a comprehensive range of information, including: - Updates from our HPN leadership team detailing current work priorities and any changes to the Committee, Executive, or Champions cohort. - Highlights of any initiatives requiring HPN member consultation. - Sending messages of support in particularly difficult times.	<i>File name/s as evidence for this question:</i> <i>File 1:</i> Q31 b. Sharing the Pride Newsletter - April <i>File 2:</i> Q31 b. Sharing the Pride Newsletter - May June Please see additional evidence under: File 3: Q31 b. Sharing the Pride Newsletter - September File 4: Q31 b. Sharing the Pride Newsletter – November December

		- Opportunities of interest for HPN members, such as tickets to conferences, webinars, and other relevant events. - Information about days of significance and important milestones throughout the year. - Supportive resources available to all members, should they need assistance. - Directions on how to access further information on the HPN community site. We use every opportunity to encourage people to join the HPN to receive the monthly newsletter and to become more engaged with LGBTQ+ inclusion activities within the department.	
c	SAP chosen name update	Answer: In 2025, the department updated our internal IT process to ensure staff's chosen name were being used across all internal automated communications. The department currently allows staff to update their name, including their preferred name, in our internal HR administration software. Previously, automated emails would still pull data from the first and last name fields, resulting in a staff's legal names being used, instead of their preferred name. The HPN initiated collaboration with relevant teams to amend this feature. Now, the IT system pulls data from a preferred name field instead, resulting in automated emails using the correct names for all staff.	<i>File name/s as evidence for this question:</i> <i>File 1:</i> Q31 c. SAP chosen name request <i>File 2:</i> Q31 c. SAP chosen name solution
d	Cross APS Pride Collaboration	Answer: To support and promote inclusion work across the public sector, the HPN has met with a range of public entities throughout 2025 to provide advice and guidance to agencies on how to	<i>File name/s as evidence for this question:</i> <i>File 1:</i> Q31 d. HPN and Department of Home Affairs and Australian Border Force meeting

		strengthen LGBTQ+ inclusion in their organisations, and to build relationships with other agencies who also invest in inclusion work. In 2025, the HPN met with the Department of Home Affairs and the Australian Border Force, the Australian Taxation Office, and the ACT Health Directorate to engage on LGBTQ+ inclusion activities. In addition to those separate meetings, the HPN also participated in several APS Pride+ Community of Practice meetings, which are biannual meetings of government agencies which provide a platform for lesson sharing and engagement across the sector. These opportunities to engage with other agencies have highlighted the maturity of the department's inclusion efforts, and demonstrate the department's proactive engagement with other entities to drive LGBTQ+ inclusion across the public sector.	<i>File 2:</i> Q31 d. HPN and Australian Tax Office meeting
e	Trans and Gender Diverse Working Group	Answer: In 2025, the HPN established the Trans and Gender Diverse (TGD) Working Group. The primary objective of this group was to develop meaningful and inclusive strategies that address the needs and experiences of our TGD staff at the department. The initiative was co-led by [REDACTED] and a Committee member. The team convened to define the group's purpose, identify potential barriers, and determine the most effective areas for our contributions. It was unanimously agreed that directly engaging with our TGD staff, including allies, was crucial for our success	<i>File name/s as evidence for this question:</i> <i>File 1:</i> Q31 e. TGD Working Group – part 1 <i>File 2:</i> Q31 e. TGD Working Group – part 2 Please see additional evidence under: File 3: Q31 e. TGD Working Group – part 3 File 4: Q31 e. TGD Working Group – part 4

		and for identifying the types of initiatives that would be most impactful. Including allies in these discussions was deemed essential to promote active allyship and to ensure that the responsibility did not solely rest on identifying individuals. To facilitate this engagement, the team organised two separate meetings to hear directly from TGD colleagues and allies. During these sessions, the team received numerous valuable suggestions on how to better support TGD staff at the department and also listened to many personal stories from TGD-identifying staff members. Looking ahead to 2026, we plan to advance to the next stages of the working group. This includes concluding items from the 2025 sessions and implementing the initial support measures proposed during the working group discussions.	
f	Health Design Lab presentation: Understanding stigma and discrimination in LGBTIQ+ healthcare	Answer: In May 2025, the department delivered a Health Design Lab project showcase titled Understanding Stigma and Discrimination in LGBTIQ+ Health Care, presented to all staff via Microsoft Teams. The session outlined findings from a Health Design Lab project undertaken in partnership with the Health Equity Branch, which explored the nature and drivers of stigma and discrimination experienced by LGBTIQ+ people in healthcare settings. This presentation was promoted through an Executive weekly message to all staff. The project applied a human-centred design methodology and included primary research with general practitioners and allied health professionals,	<i>File name/s as evidence for this question:</i> <i>File 1:</i> Q31 f. Health Design Lab Showcase Understanding Stigma and Discrimination in LGBTIQ+ Health Care <i>File 2:</i> Q31 f. LGBTIQ+ Safe Healthcare Case study Please see additional evidence under: <i>File 3:</i> Q31 f. Health Design Lab Showcase Understanding Stigma and Discrimination in LGBTIQ+ Health Care Promotion

		as well as internal interviews and desktop research. Findings identified how both overt and subtle forms of stigma can shape care-seeking behaviours and health outcomes for LGBTIQ+ people, and highlighted opportunities to improve safety, appropriateness and inclusion within primary healthcare. Insights from this work informed the development of the National Action Plan for the Health and Wellbeing of LGBTIQ+ People 2025–2035, supporting broader organisational understanding of LGBTIQ+ health inequities and the role of inclusive policy and system design. The showcase contributed to workforce awareness by sharing evidence-based insights and practical considerations that can be applied across programs and policy areas impacted by stigma.	
g	Inclusive meeting room naming: Oxford Street and Pride-aligned room names	In 2025, the department implemented an inclusive and collaborative meeting room naming initiative at the new Parramatta office as part of the New Ways of Working program. All staff diversity networks, including HPN, were given the opportunity to nominate a range of meeting room names aimed at embedding visible representation of inclusion in the physical workplace. Following a staff-led voting process, meeting room names were decided. One meeting room name that was chosen was Oxford Street in recognition of the HPN. Oxford	<i>File name/s as evidence for this question:</i> <i>File 1:</i> Q31 g. Parramatta Office meeting room names <i>File 2:</i> Q31 g. HPN notified on Parramatta Office meeting room name Please see additional evidence under: File 3: Q31 g. Paramatta Office meeting room name consultation File 4: Q31 g. Paramatta Office HPN meeting room name options File 5: Q31 g. Brisbane Office Pride meeting room name

		Street was selected to acknowledge its historical and cultural significance as a focal point for LGBTQ+ activism, community connection and the origins of Sydney Mardi Gras. The decision reflects staff engagement with LGBTQ+ history and the importance of visible LGBTQ+ inclusion in everyday work environments. Additionally, one of the meeting room names in the Brisbane office is called 'Pride' which underwent a similar consultation and decision naming process with staff. This initiative demonstrates how the department integrates diversity and inclusion principles into workplace design, reinforcing organisational values through staff-informed decisions and symbolic recognition of LGBTQ+ communities.	
<i>h</i>	Portfolio agency access to HPN systems	Answer: In 2025, the department expanded HPN access to include staff from portfolio and external agencies, addressing barriers to participation linked to ICT and system access limitations. Following Executive agreement and consultation with ICT and legal areas, portfolio agency committee and network members were granted appropriate access to HPN digital platforms, including SharePoint resources and Microsoft Teams functionality where applicable. A governance-led approach was developed to manage external access securely and consistently, including privacy considerations, classification settings, onboarding, and off-boarding processes.	<i>File name/s as evidence for this question:</i> <i>File 1:</i> Q31 h. Portfolio agency access to HPN systems <i>File 2:</i> Q31 h. Portfolio agency access to HPN systems - notification

		Portfolio agency members were provided with access to newsletters, days of significance resources, and network materials, supporting inclusion beyond the department's immediate workforce. This initiative strengthened cross-agency collaboration and ensured LGBTQ+ inclusion activities through the HPN are accessible to staff across the broader Health portfolio. It reflects mature, systems-based inclusion practice by extending network participation while maintaining appropriate information security and governance standards.	
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From: [REDACTED]
To: [REDACTED]
Subject: Message from Team Health – 27 March 2025 [SEC=OFFICIAL]
Date: Thursday, 27 March 2025 3:47:15 PM
Attachments: [image001.png](#)

Click on the link for my latest message.



[Message from Team Health - 27 March 2025](#)

[REDACTED] thanks everyone who contributed to the Budget process and reminds us of some of the key priorities for Health and Aged Care. He empowers everyone to have open conversations about priorities to make sure we have the right people, working on the right tasks, at the right time. He also discusses his meeting with the Pride Network Executive to understand their focus and concerns.

From: s47E(d)
To: [REDACTED]
Subject: Message of support from the Health Pride Network Executive [SEC=OFFICIAL]
Date: Monday, 10 February 2025 5:27:36 PM
Attachments: [image002.png](#)

Dear Pride Network,

We know that many in the LGBTQIA+ community are facing a difficult time right now, locally and internationally. Whenever LGBTQIA+ rights are debated, it is profoundly personal for our communities and can be deeply challenging.

The Pride Network is here to support all LGBTQIA+ staff, our allies and our wider LGBTQIA+ community. We are a community of people who are committed to diversity and inclusion and ensuring the Department is a safe and inclusive workplace for all staff. So if you need help and support – please don't hesitate to reach out. Any one of our Executive members is happy to have a chat with you, or guide you to further supports where needed. Our contact details are:

- [REDACTED] (co-chair) at [REDACTED]
- [REDACTED] (co-chair) at [REDACTED]
- [REDACTED] (deputy-chair) at [REDACTED]
- [REDACTED] (deputy co-chair) at [REDACTED]
- [REDACTED] (secretariat) at [REDACTED]
- [REDACTED] (secretariat) at [REDACTED]

We also remind staff that the Department remains committed to creating inclusive environments, free from discrimination, where all employees who would like to affirm their gender are supported to do so. These commitments are spelled out in the Department's [Gender Affirmation Policy](#) and [Gender Affirmation Guidelines](#) and we encourage you to use this policy and guideline as needed. The Guideline includes help for all staff on how to become a trans ally and ensure use of inclusive language as a powerful tool at work to support trans and gender diverse staff at work.

Look after yourself

There are also a range of other supports out there – which we have listed below but are also listed in every issue of Sharing the Pride. These are great LGBTQIA+ services that can provide further help if you need.

Please know that it is ok to not be ok and there is help out there. We're here for you and so are these organisations and helplines.

Our **Employee Assistance Program (EAP)** has a dedicated LGBTQIA+ phone line with support from qualified and experienced EAP consultants who specialise in LGBTQIA+ issues: call **1300 542 874**

- **Qlife** provides Australia-wide anonymous LGBTQIA+ peer support and referrals with a phone and webchat service for people wanting to talk about issues including sexuality, identity, gender, bodies, feelings or relationships: qlife.org.au/contact-us
- **Head to Health** is the Government's digital gateway into some of Australia's most trusted mental health organisations, bringing together apps, online programs, online forums, phone services and a range of digital information resources: www.headtohealth.gov.au/
- Go to **Beyond Blue** to talk to a counsellor, visit a forum, get a mental health coach or find a mental health professional: beyondblue.org.au

- Call **Lifeline** on **13 11 14** for immediate support and advice
- Call **13YARN** on **13 92 76** (24 hours/7 days) and talk with an Aboriginal or Torres Strait Islander Crisis Supporter
- **Kids Helpline** offers support for young people going through a tough time – for kids aged 5 to 12, teens aged 13 to 17, young adults aged 18 to 25, as well as parents, carers, schools and teachers: call **1800 55 1800**
- Call the **Suicide Call Back Service** if you are concerned about suicide, living with someone who is considering suicide or bereaved by suicide: **1300 659 467** or www.suicidecallbackservice.org.au
- Rainbow Door: [Rainbow Door](#)
- **InterLink** (+61 7 3017 1724) – brings people together to talk about living with innate variations of sex characteristics with the support of trained counsellors and intersex peer workers.

Above all, we as the HPN Executive are committed to continuing to champion an environment of respect, kindness and belonging.

With pride,



The Department of Health and Aged Care acknowledges First Nations peoples as the Traditional Owners of Country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to all Elders both past and present.

News

News from the Executive

TEAM HEALTH

Message from Team Health - 27 March 2025

2 min read



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 - [From our Ministers](#)
 - [Across the Service](#)
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About this page

Content owner

Published

27 March 2025

Enquiries

s22

also discusses his meeting with the Pride Network Executive to understand their focus and concerns.



Transcript – Message from the Team – 27 March 2025

Welcome to Team Health, day after the budget, we had just had an all staff meeting on video. We had, over 4000 people tuned in to have. [REDACTED] talk about the budget. I thought it was, And I was really interested to hear the questions coming back and to look at all the things in that, presentation. Huge budget for health. Lots of Medicare investment, urgent care clinics, women's health, among other things, that have got funding in this budget. And I just want to call out again, I did it on the video with, 4000 people. But to the people who made that happen.

Obviously, it spreads across a whole part of the department when we get to putting a budget together. But budget branch does play a central role in making that happen. So, congratulations to the branch. Thanks to Arianna and the team for really pulling that together. And, she might smile because she's here, but thanks to Adeline too for running the comms and setting everything up for the all-staff. A few technical glitches, but we got through with a high degree of professionalism. At the end of that, what I really encourage you to do now is engage in your local teams, with your branch heads, with your directors, etc. The clear message out of that thing, when I was the last question, I was asked, it was a great question is how are we going to do prioritisation across the department?

And I made it really clear that that prioritisation is got to be bottom up as well as top down. Those closest to the coalface are the ones that really know where we're under the pump and where we have the possibility to release some resources to help out everyone else across the department. So, I really encourage you in your teams to have a conversation about the year ahead. Talk to your teams about what we can really do, and let's make sure the prioritisation is right. So, we have people doing the right thing at the right time with the right level of resources. That's absolutely critical. Have that conversation.

One conversation I had last week, was we had the pride executive came and had a chat for about half an hour. It was really good just to listen to them, hear their concerns, about across the department what's really their focus? One of the key focus they had is the pressure that some people in the transgender community feel under. And I think that was something that was worth hearing from them. And I was really, really well proud of the way that they may play a support role to people in the community within the department. We want a department that welcomes everyone, and it was great to catch up with the with the Pride network. My plan going forward over the next year is to catch up with all the networks that we have, and to make sure I understand their perspective directly feeding into our thinking, my thinking on how the department is run.

The other thing that the network really stressed with me is, the intersectionality of what we do now. I use the word intersectionality. We've just signed off on a diversity inclusion framework for the department. The biggest debate among executive committee is whether we should use the phrase intersectional. Because it was what is it broadly understood. But I think for a lot of people, they do understand it's the fact that, different types of disadvantage or different things that you might be in a network for. They're not partitioned. They overlap like an intersect as well, in a way that compounds either feelings of exclusion. If

we're not careful or disadvantage. So, this morning we had the budget presentation after the budget last night, was really good conversation with the pride network.

Last week, and tonight I'm going to do something a little bit different. Tonight, I'm going to do something tonight. It's, Ben Elton at the Canberra Theater. So, I'm looking forward to that. I mean, obviously the budgets light relief, but this will be a different sort of light relief, potentially with a bit of political and social commentary. So big, big, big budget prepared at short notice. And I hope you have a great time and see you next week on Team Health

.



Gender Affirmation Guidelines



Contents

Guidelines for employees affirming their gender.....	4
How the Department can help you	4
Developing a Workplace Plan	4
Employee Assistance Program – LGBTIQA+ specialist line.....	5
Things to think about	5
Letting people know	5
Dress code.....	5
Facilities	5
Education	5
Updating details	6
Guidelines for managers.....	9
Key principles.....	9
Confidentiality and privacy.....	9
Sensitivity and respect.....	9
Language and pronouns.....	9
Involvement in the development of a workplace plan	10
Communication.....	10
Addressing questions and concerns	10
Leave entitlements.....	11
Name and gender changes	11
Guidelines for colleagues and all staff.....	11
Sensitivity and respect.....	12
Inclusive language	12
Become a trans ally	12
Appendix 1: Consent form	13
Nominated Support Person Consent Form	13
When to use this form.....	13
Appendix 2: Workplace Plan	15
Appendix 3: Example communications.....	16

Appendix 4: Terminology.....18

Appendix 5: Resources.....20

The information in these Guidelines is supported by the Department of Health and Aged Care’s [Gender Affirmation Policy](#).

Guidelines for employees affirming their gender

As an individual affirming your gender in the workplace, you have the right to openly be who you are and to express your gender authentically. This means you may express your gender identity, characteristics, or expression without fear of consequences.

The Department of Health and Aged Care (the Department) recognises each gender affirmation experience is different, and how you wish to undertake this process is your choice. You may choose to do this without assistance; however, several supports are available for those who would prefer assistance with affirming their gender in the workplace.

To ensure the right kind of support for you, one of the first steps will be identifying key personnel with whom you feel safe, comfortable, and respected. This will facilitate open and honest communication where expectations can be outlined to ensure your affirmation is a positive, successful experience.

As outlined in the Gender Affirmation Policy, your first point of contact may be:

- your immediate supervisor or Director.
- an [Inclusion Officer](#).
- a member of the [Health Pride Network](#).
- a trusted colleague, friend, or family member.

These people can become part of your support team and assist with accessing information and supports to affirm your gender in the workplace. If you ask a support person to seek information on your behalf, you will need to complete a consent form ([see Appendix 1](#)) and provide a copy to the support person/s and relevant business areas. The Department will ensure it has your consent before discussing your specific needs with any of your support team.

How the Department can help you

The Department recognises each person's gender affirmation is unique and will strive to work closely with you to provide personalised support. The Department will ensure each workplace affirmation takes place in a respectful and collaborative way. Those involved will have access to guidance and support from our [Inclusion Officers](#), the [Health Pride Network](#), and where appropriate our external partner, [Pride in Diversity](#), or another suitable provider.

Developing a Workplace Plan

You may wish to develop a workplace plan to support your gender affirmation in the workplace (template at [Appendix 2](#)). Should you choose, the workplace plan can be developed with assistance and support from your manager and/or an [Inclusion Officer](#). A workplace plan may include key milestones such as, but not limited to:

- proposed leave plans (if/as required).
- creation of a support team (if/as required).
- how the change will be communicated to relevant employees (if/as required).
- recommended training and who this could be delivered to.
- updating personal details (such as gender and name).
- workplace adjustments (if/as required).

A workplace plan is not mandatory but may be helpful to support your gender affirmation in the workplace.

matters to managers and employees. Specifically, the department funds a special LGBTIQA+ EAP service, with consultants who specialise in LGBTIQA+ issues with an in-depth understanding of sensitivities and required approaches. Departmental employees can contact EAP by phoning 1300 542 874.

While we hope the entire experience of someone affirming their gender would be incredibly supportive and respectful, there may be instances of people who struggle with the change. Negative behaviour, destructive gossip, and deliberate attempts to isolate or make a person uncomfortable are not to be tolerated and need to be handled quickly.

You should remind all employees that behaviours including bullying, victimisation, exclusion, deliberate misuse of pronouns or names, or innuendo are not acceptable at the Department. You should refer and report any incidences through [My Self-Service Portal](#) via the *Report Bullying, Harassment or Discrimination* option.

Leave entitlements

Under the Enterprise Agreement (EA), employees who are affirming their gender can access various types of leave. This includes personal, long service or annual leave as well as apply for discretionary miscellaneous leave with or without pay.

Paid miscellaneous leave requires approval by the Assistant Secretary, People Branch. Applications can be made by emailing the [Workplace Relations Section](#).

Your request should include sufficient information for the delegate to consider the number of days requested.

As guideline, the delegate may approve:

- up to days paid miscellaneous leave, which counts as service.
- up to 12 months unpaid miscellaneous leave, which does not count as service.

Leave may be taken for reasons that include, but are not limited to:

- attending medical and legal appointments.
- adopting the presentation of the affirmed gender.
- implementing other aspects of the employee's workplace plan.

Satisfactory evidence requirements specified in the EA and [Personal/Carer's Leave Policy](#) apply and may be requested to support applications for paid or unpaid miscellaneous leave. Refer to the [Miscellaneous Leave Policy](#) for more information.

Name and gender changes

Legal name and gender "marker" (i.e., "M" or "F" on legal identity documents) changes can sometimes take months or even years to get updated depending on the circumstances. Until then, every effort should be made to use the employees preferred name and gender marker on all documentation (e.g., email, phone directory, company identification card or access badge, name plate, etc.). The new name and pronouns should be used when the individual is ready.

Guidelines for colleagues and all staff

If an individual approaches you and tells you they are intending to affirm their gender, your support is critical. Below are some of the key areas your assistance is required in this process.



Gender Affirmation Policy



Contents

1. Purpose.....	2
2. Responsibilities.....	3
All employees.....	3
Employee (affirming their gender)	3
Manager	3
Inclusion Officers and the Health Pride Network.....	4
People Branch.....	4
3. Gender Affirmation.....	4
Privacy.....	5
4. Available Support.....	5
Accessing support.....	6
Inclusion Officers	6
Health Pride Network.....	6
Manager	6
Trusted colleague, friend, or family member	6
Pride in Diversity.....	6
5. Leave under the EA.....	7
6. Workplace Adjustment, Dress Code, Facilities	7
Workplace adjustments.....	7
Dress Code	7
Facilities.....	7
7. Bullying and Harassment.....	7
8. Further assistance	8
9. Definitions	8
10. Delegations.....	9
11. Legislation.....	9
12. Related Topics, References and Forms.....	9
13. Version control.....	9

1. Purpose

- 1.1. The Department of Health and Aged Care (the Department) is committed to ensuring its people feel safe and empowered to be their true selves at work.

- contacting relevant business areas should this be required and appropriate, ensuring employee consent has been attained.

Inclusion Officers and the Health Pride Network

2.4. Responsibilities include:

- maintaining employee confidentiality.
- providing information and support to employees who are affirming their gender and assisting in the development of a workplace plan (when requested).
- helping to communicate with managers and colleagues about the employee's gender affirmation (where requested).
- assisting with the co-ordination of relevant training and provision of resources (Inclusion Officers only).
- providing guidance and support to managers and teams to support employees affirming their gender (Inclusion Officers only).

People Branch

2.5. Responsibilities include:

- providing guidance to staff on resources and processes relating to gender affirmation.
- helping employees who are affirming their gender to develop a workplace plan (if requested) which clearly sets out a proposed timetable and actions to affirm the person's gender in the workplace.
- providing guidance on system changes, such as updating personal information.
- advising on relevant health and wellbeing services and support, including access to the Employee Assistance Program (EAP).
- working with the Health Pride Network to ensure that our workplace is safe, supportive and inclusive of lesbian, gay, bisexual, transgender or gender diverse, intersex, queer or questioning, asexual and all people with diverse sexualities and genders (LGBTIQA+) people.
- ensuring all employees in the Department are aware of appropriate expectations and etiquette in the workplace.
- helping to communicate with managers and colleagues about the employee's gender affirmation.
- coordinating reasonable adjustments to working arrangements to provide support during, and after, an employee's gender affirmation.
- promptly investigating any allegations of bullying, discrimination, or harassment based on someone's gender identity.

3. Gender Affirmation

3.1. Gender affirmation refers to a range of actions a person might go through to live as their affirmed gender or genders, based on what is right for them.

3.2. Gender is part of a person's social and personal identity. It refers to each person's deeply felt internal and individual identity, and the way a person presents and is recognised within the community. Gender affirmation refers to the personal journey a person takes to confirm the gender they identify with and may include:

- social steps, such as publicly changing their name, pronouns and/or appearance.
- medical steps, such as hormone treatment and/or surgery.
- legal steps, such as changing their legal sex and name in official documents.

3.3. Everyone has the right to be themselves and feel safe at work. If an employee has decided it is time to affirm their gender in the workplace, the Department supports that decision and will assist the employee as needed with their gender affirmation journey.

3.4. The decision to affirm is very personal and everyone's experience will be different and unique. Affirming one's gender identity is not a linear process of male to female or vice versa – people may affirm their gender multiple times, as part of their gender journey. It is important that employees who affirm their gender have a positive experience, without fear or harassment.

3.5. It is unlawful to discriminate against a person based on their sexual orientation, gender identity or intersex status. For more information see the [Bullying, harassment and discrimination](#) intranet page.

Privacy

3.6. Employees including managers are reminded of the need to maintain confidentiality and privacy of personal information.

3.7. Personal or sensitive information provided by an employee for accessing provisions provided under the [Enterprise Agreement](#) (EA) and this Policy must be handled in accordance with the [Privacy Act 1988](#), the [department's Privacy Policy](#) and Regulation 9.2 of the [Public Service Regulations 1999](#).

3.8. Further detail in relation to privacy can be found in the Guidelines.

4. Available Support

4.1. Employees may choose to affirm without assistance however, several supports are available for those who would prefer assistance with affirming their gender in the workplace.

4.2. Each person's journey is unique to them. The Department will strive to work closely with the employee affirming their gender to provide personalised support. This support may include:

- assistance to develop a workplace plan that clearly sets out the proposed timetable of actions for affirming the employee's gender in the workplace.
- assistance with updating personal information.
- advice on relevant health and wellbeing services and support, including access to the EAP.
- access to flexible work arrangements and/or leave to assist employees to affirm their gender, and
- help to communicate with managers and colleagues about the employee's gender affirmation.

4.3. Regardless of the steps taken, or services accessed, employees who are affirming their gender will be supported and their preferences for how they want to affirm their gender will be respected.

5. Leave under the EA

- 5.1. Under the EA, employees who are affirming their gender can access various types of leave. This includes personal, long service and annual leave as well as apply for discretionary miscellaneous leave with or without pay.
- 5.2. Paid miscellaneous leave requires approval by the Assistant Secretary, People Branch. Applications can be made by emailing the Workplace Relations Section [REDACTED].
- 5.3. As a guideline, the delegate may approve the following miscellaneous leave:
- up to 5 days paid miscellaneous leave, which counts as service.
 - up to 12 months unpaid miscellaneous leave, which does not count as service.
- 5.4. Leave may be taken for reasons that include, but are not limited to:
- attending medical and legal appointments.
 - adopting the presentation of the affirmed gender.
 - implementing other aspects of the employee's workplace plan.
- 5.5. Satisfactory evidence requirements specified in the EA and Personal/Carer's Leave Policy apply and may be requested to support applications for paid or unpaid miscellaneous leave. Refer to the [Miscellaneous Leave Policy](#) for more information.

6. Workplace Adjustment, Dress Code, Facilities

Workplace adjustments

- 6.1. The Department will apply the principle of workplace adjustment to break down barriers to facilitate full participation in all aspects of employment and enable an employee to perform the inherent or essential requirements of their job in a safe manner.
- 6.2. A workplace adjustment may be in place because of a conversation between a manager and employee and may be included in the workplace plan. For more information see the [Workplace Adjustment Policy](#).

Dress Code

- 6.3. Departmental employee appearance and standard of dress should be in accordance with the [APS Values and Code of Conduct](#). Transgender diverse (including non-binary) employees are supported to present as their gender identity.

Facilities

- 6.4. Bathroom facilities are available at all Departmental sites and are inclusive to all staff. Transgender and gender diverse people can use the toilet of their affirmed gender.

7. Bullying and Harassment

- 7.1. As with other forms of inappropriate behaviour or misconduct, the Department has a zero-tolerance approach to homophobia, biphobia, transphobia or intersexphobia/interphobia behaviour.



Miscellaneous Leave Policy



Contents

1. Purpose/Principles	3
2. Responsibilities	3
Employee.....	3
Manager	3
3. Miscellaneous leave with pay	4
Studybank leave.....	5
International sporting events.....	5
Moving house	5
Local government purposes.....	6
Short term volunteer leave	6
Injury management	7
Aboriginal and/or Torres Strait Islander employees' ceremonial and cultural activities	8
Cultural leave	8
Fair Work Commission hearings.....	9
Leave to attend proceedings (witness leave)	9
Leave for exceptional circumstances.....	9
Family and domestic violence support.....	10
Matters resulting from sexual violence	11
Additional bereavement leave.....	12
4. Miscellaneous leave without pay	13
Private purposes	15
Personal and development training	15
Accompanying partner on a posting	15
Non-APS employment in the interests of the department.....	16
Long term volunteer leave	17
Public safety purposes.....	17
5. Further assistance.....	17
6. Delegations.....	17
7. Version control	17

1. Purpose/Principles

- 1.1. This policy supports the miscellaneous leave entitlement provided in the [Enterprise Agreement](#) (EA) and informs employees of its application at the Department of Health and Aged Care.
- 1.2. The EA provides flexibility to access miscellaneous leave in circumstances not covered by other more specific leave provisions.
- 1.3. While having regard to the relevant work area's operational needs, paid or unpaid miscellaneous leave may be granted for a variety of purposes to assist employees to balance work and other personal priorities.

2. Responsibilities

Employee

2.1. Responsibilities include:

- follow this policy when considering applying for leave;
- provide reasonable notice when planning to take long periods of leave;
- contribute to forward planning, including leave within the team;
- submit leave applications in a timely manner and gain approval before taking leave;
- where necessary, provide evidence to establish that an activity was or will be undertaken;
- discuss with your manager arrangements for keeping in touch during periods of extended leave and making contact prior to return; and
- manage in advance any real or potential conflict of interest associated with leave. This includes raising any potential conflicts of interest with your manager. See [Conflict of Interest Policy](#).

Manager

2.2. Responsibilities include:

- take account of this policy and its relationship to the EA when considering the merits of an application for miscellaneous leave (and exercising their [HR Delegations appropriately in these respects](#));
- develop forward plans or calendars to consider leave proposals for all members of the team to ensure appropriate staffing coverage;
- develop work programs and backfilling arrangements that cater for the expected absence of employees on leave;
- accommodate leave proposals while ensuring that operational requirements are met;
- manage any real or potential conflict of interest associated with the leave. See [Conflict of Interest Policy](#);
- receive, consider and (where appropriate) promptly approve leave applications in SAP ESS; and

- give specific reasons in writing where the leave application is not approved and discuss alternative options.

3. Miscellaneous leave with pay

3.1. Miscellaneous leave may be granted by the [delegate](#), having regard to the operational needs of the department, including for purposes that the delegate considers to be in the interests of the department.

3.2. Leave may be granted:

- for the period requested or for another period;
- with or without pay; and
- subject to conditions.

3.3. Where exceptional circumstances affect an employee, the delegate will consider granting paid leave. These circumstances may include, but are not limited to, emergency situations such as bushfires, floods, cyclones and earthquakes.

3.4. Miscellaneous leave with pay will count as service for all purposes. There is no entitlement under the EA to take miscellaneous leave at half pay.

3.5. Miscellaneous leave with pay may be granted by the delegate in, but not limited to the following circumstances:

- Studybank
- International sporting events
- Moving house
- Local government purposes
- Short term volunteer leave
- Injury management
- Aboriginal and/or Torres Strait Islander employees' ceremonial and cultural activities
- Cultural Leave
- Fair Work Commission hearings
- Leave to attend industrial and/or legal proceedings (witness leave)
- Leave for exceptional circumstances
- Family and domestic violence support, as defined in the EA
- Matters resulting from sexual violence
- Additional bereavement leave
- Attendance at a co-worker's funeral.
- **Gender Affirmation**
- Leave for reproductive systems healthcare eg. Abortions, long term birth control. Fertility treatments and testing, menopause treatment.

3.6. More information on these circumstances of miscellaneous leave with pay is provided below.

Gender Affirmation

3.93. Under the EA, employees who are affirming their gender can access various types of leave. This includes personal, long service or annual leave as well as apply for discretionary miscellaneous leave with or without pay.

3.94. Paid miscellaneous leave requires approval by the Director, Workplace Relations. Applications can be made by emailing the [Workplace Relations Section](#)

([REDACTED])

3.95. As a guideline, the delegate may approve:

- up to 5 days paid miscellaneous leave which counts as service; and/or
- up to 12 months unpaid miscellaneous leave, which does not count as service.

3.96. Further information can be found in the department's [Gender Affirmation Policy](#).

4. Miscellaneous leave without pay

4.1. Miscellaneous leave without pay may be granted by the [delegate](#) in, but not limited to the following circumstances:

- private purposes;
- personal and development training;
- accompanying a partner on a posting;
- non-APS employment in the interests of the department;
- long-term volunteer leave; and
- public safety purposes.

4.2. Miscellaneous leave without pay will not count for service for any purpose, except as required by legislation, with the following exceptions:

- a. leave for personal and development training in the interests of the department; and
- b. leave for non-APS employment in the interests of the department.

4.3. For a. and b. to count as service, an employee must return to work in the APS at the completion of the miscellaneous leave without pay period.

4.4. Service for the purposes of long service leave is provided for by the [Long Service Leave \(Commonwealth Employees\) Act 1976](#).

4.5. Leave accrued while on miscellaneous leave without pay to count as service will be reduced by any relevant leave entitlements received in non-APS employment.

4.6. Employees should [submit an online payroll enquiry](#) or call (02) 6289 8888 for payroll advice.

4.7. As outlined above, miscellaneous leave without pay can be taken for a number of purposes, and applications for periods of less than 12 months will be considered by the relevant delegate and approved in SAP ESS by that delegate.

4.8. Employees applying for periods of miscellaneous leave without pay in excess of 12 months will need to complete the [miscellaneous leave without pay application](#) and gain their First Assistant Secretary's approval. The following steps outline the process:



**Inclusive
Accessible
Toilet RH**





Inclusive
Toilet LH
Shower

• 1111111111 1111111111
1111111111 1111111111





All Gender
Toilet

• 111 800 800 800

Attracting and selecting the right person for the job

[Start Course](#)[Recommend](#)[Assign to Me](#)[Bookmark](#)

Course Information

Type: Online

Duration: 1.00 hours

Average Rating



(4.50 out of 5 stars from 41 ratings)

[Course Details](#)[Online Content](#)

Description

This course provides all staff participating in a non-SES recruitment process an overview of each step, best practice and tips for success.

At the end of this course, you will be better able to:

- conduct a well structured and planned merit-based recruitment process
- create a position description that attracts a diverse pool of high-calibre candidates who are interested in, understand, and are suited to the role
- understand different application and assessment methodologies
- identify and combat bias
- identify and mitigate any real or apparent conflict of interest
- effectively and efficiently assess and interview candidates
- validate assessments through effective referee checks
- fairly evaluate candidates, providing sound evidence for the delegate to make an informed decision
- make an employment offer to successful candidates and provide feedback.

This course does not cover engagement of non-APS staff such as contractors, labour hire or consultants.

Please ensure you are using Google Chrome or Microsoft Edge before you start the course.

Duration: 45-60 minutes.

What do I need to do to complete this course?

You need to view at least 80% of the course content to be marked complete.

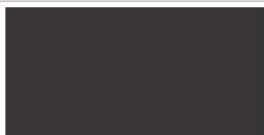
Where can I find help?

[less](#)

Related Topics

[Leadership and Management](#)[People and Teams](#)

▼ Course Information



Inclusion Framework Action Plan 2025-26





Objective 1: Ongoing commitment to Diversity and Inclusion – 2025-26 actions

Inclusion Framework Action	Deliverable number	Deliverable	Who will action?
1.1 - Enable all staff to build awareness of diversity and ways they can contribute to our inclusive culture	1.1	Identify opportunities to highlight intersectionality at diversity and inclusion events and via internal communication.	Staff Diversity Networks Corporate Comms
1.1 - Enable all staff to build awareness of diversity and ways they can contribute to our inclusive culture	1.2	Use personal stories to increase awareness of diversity and relevant departmental initiatives, such as: • different cultures, including culturally and linguistically diverse (CALD) • living with disability • ableism and its impacts • being neurodivergent • rainbow stories • share good-news diversity and inclusion stories • promoting participation in Staff Diversity Network events (as paid time).	Corporate Comms Staff Diversity Networks
1.2 - Promote diversity and inclusion training, mentoring and learning opportunities to all staff	1.3	Continue to offer diversity and inclusion training, including: • neurodiversity training for staff and managers • disability training for staff and managers • Pride in Diversity training • opportunities for additional LGBTIQ+ learning • unconscious bias training • cultural awareness training • Indigenous cultural capability.	People Branch
1.2 - Promote diversity and inclusion training, mentoring and learning opportunities to all staff	1.4	Roll out Hidden Disabilities membership and training. When we have 80% training completion, promote the department as being a Hidden Disabilities welcoming workplace.	People Branch Corporate Comms Staff Diversity Networks SES cohort



Objective 1: Ongoing commitment to Diversity and Inclusion – 2025-26 actions continued...

Inclusion Framework Action	Deliverable number	Deliverable	Who will action?
<i>1.3 - Adopt a proactive approach to address inclusion and diversity barriers in the workplace and uplift support for staff from diverse backgrounds</i>	1.5	Consult with neurodivergent staff and staff living with disability to identify barriers they are experiencing in our workplace. Use this guidance to identify how we can improve.	Inclusion Team with support from Workplace and Change Branch
<i>1.3 - Adopt a proactive approach to address inclusion and diversity barriers in the workplace and uplift support for staff from diverse backgrounds</i>	1.6	Finalise our response to the APS CALD Employment Strategy and Action Plan.	People Branch CALD Network
<i>1.4 - Support our diverse workforce through continued investment in our six Staff Diversity Networks</i>	1.7	Remind managers of the significant contributions to organisational culture made by Staff Diversity Network committee members to improve local manager support for staff performing these roles.	Inclusion Team
<i>1.4 - Support our diverse workforce through continued investment in our six Staff Diversity Networks</i>	1.8	Submit an advanced submission for the 2025 Australian Workplace Equality Index, aiming for the third 'gold' outcome.	Inclusion Team Health Pride Network



Objective 2: Diverse and Inclusive Leaders – 2025-26 actions

Inclusion Framework Action	Deliverable number	Deliverable	Who will action?
2.1 - Exemplify inclusive behaviours and language and hold peers to account	2.1	Our diverse SES cohort will share their lived experience and model behaviours that build positive dialogue. This action delivery will look different for each leader. We will encourage SES to consider what feels right for them when considering how to share or promote lived experience. Some examples could include (noting this list is in no-way exhaustive): • sharing an adjustment that has worked well to support their role. • sharing a lesson learned from a recent event relative to diversity and inclusion. • discussing the candidate experience in the use of RecruitAbility and affirmative measures processes. • discussing the benefits of using merit pools from affirmative measures processes. • seeking an experienced peer to speak at a Branch/Divisional meeting around their expertise in diversity and inclusion. • arranging Branch/Division events for days of significance. • sharing articles with the Branch/Division related to positive diversity and inclusion culture.	SES Champions all SES cohort





Objective 2: Diverse and Inclusive Leaders – 2025-26 actions continued...

Inclusion Framework Action	Deliverable number	Deliverable	Who will action?
2.2 - Engage with diversity and inclusion initiatives regularly	2.2	Add diversity and inclusion examples to the SES Performance in Action guide to encourage inclusion in SES Performance Development Agreements. For example: • attending diversity and inclusion events and sharing what they learned • confirm support for staff to attend these events during work time • promoting Staff Diversity Networks • highlighting intersectionality of diversity • encouraging training opportunities • normalising adjustments in the workplace and seeking to make our workplaces inclusive by design • use MyWorkforce and survey data to understand the diversity within and experience of their workforce and identify areas for improvement. • meet the cultural capability targets set in the Reconciliation Action Plan (RAP) 2025-2028.	SES Champions/all SES in consultation with People Branch





Objective 3: Inclusive Recruitment – 2025-26 actions

Inclusion Framework Action	Deliverable number	Deliverable	Who will action?
<i>3.1 - Update recruitment processes to embed diversity and inclusion throughout the recruitment lifecycle (as distinct from employment lifecycle)</i>	3.1	a. Review existing mechanisms (such as new starter surveys) to gather feedback from new starters on whether the recruitment process was inclusive. b. Identify options for seeking feedback from all candidates, not just those offered roles, to ensure we understand the experience of non-employee candidates.	Inclusion Team Recruitment Team HR Surveys Team
<i>3.1 - Update recruitment processes to embed diversity and inclusion throughout the recruitment lifecycle (as distinct from employment lifecycle)</i>	3.2	Develop/revise mechanisms to promote diversity in panels including: a) consult with other agencies on better practice approaches to diversity on panels b) update online 'attracting and selecting the right candidate' training so it is more concise, then promote the updated training c) consider a mechanism for staff to self-identify to volunteer to be on recruitment panels including the ability to identify as a member of a diversity group to support panel diversity d) require panel members to complete online recruitment training prior to participating in any recruitment activities.	a) Recruitment Team b) Learning and Development Team and Recruitment Team c) Inclusion Team d) Recruitment Team, Learning and Development Team, Inclusion Team
<i>3.1 - Update recruitment processes to embed diversity and inclusion throughout the recruitment lifecycle (as distinct from employment lifecycle)</i>	3.3	Connect candidates and panel members to information about review mechanisms in APS recruitment including the role of the Merit Protection Commissioner.	Recruitment Team Inclusion Team
<i>3.1 - Update recruitment processes to embed diversity and inclusion throughout the recruitment lifecycle (as distinct from employment lifecycle)</i>	3.4	Engage Staff Diversity Networks in 2-way working level discussions about recruitment requirements and improvements to embed diversity and inclusion in the recruitment lifecycle.	People Branch Recruitment Team Inclusion Team Staff Diversity Networks



Objective 3: Inclusive Recruitment – 2025-26 actions continued....

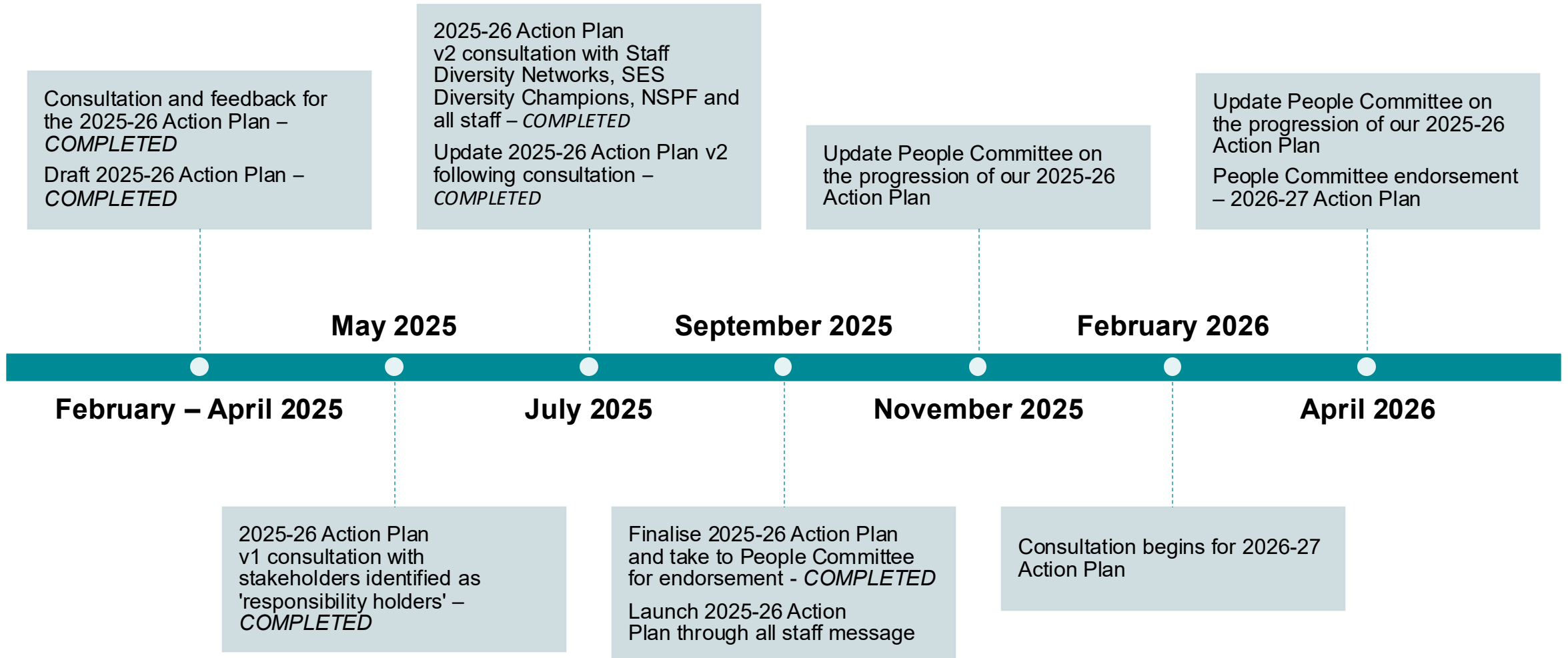
Inclusion Framework Action	Deliverable number	Deliverable	Who will action?
3.2 - Equip hiring managers to incorporate diversity and inclusion in their recruitment planning	3.5	Support a departmental best practice approach of reasonable adjustments as the norm, setting up candidates to succeed by: - incorporating clear guidance on best practice approaches to panels to conduct inclusive recruitment practices (such as interview questions/work sample tests one day in advance). - reminding panels of their obligation to offer all candidates reasonable adjustments – including in guidance materials such as the <i>selection methods assessment guide</i> and <i>selection panel help guide</i>.	Recruitment Team
3.3 - Provide training and support for panels to ensure recruitment processes are inclusive	3.6	Update guidance about the importance of diversity in recruitment panels, and promote through existing communication channels, including to SES as recruitment delegates.	Recruitment Team with support from Inclusion Team and SES Support Unit
3.4 - Increase targeted recruitment processes and programs to attract and retain diverse employees	3.7	Ask the APSC expand the eligibility requirements for RecruitAbility to include people who are neurodivergent. <i>Many Neurodivergent people do not identify as being disabled; however, their symptoms can be disabling, specifically during assessment steps.</i>	Inclusion Team Recruitment Team
3.4 - Increase targeted recruitment processes and programs to attract and retain diverse employees	3.8	Continue to list all vacant departmental roles under RecruitAbility.	People Branch



Objective 4: Diverse and Inclusive Data, Systems and Governance – 2025-26 actions

Inclusion Framework Action	Deliverable number	Deliverable	Who will action?
<i>4.1 - Review departmental processes and systems to incorporate inclusion and accessibility considerations</i>	4.1	When stock photos are used, ensure they are inclusive, diverse and representative of all staff and/or Australians. Capture images of our staff and workspaces that can be used internally.	People Branch Corporate Comms
<i>4.1 - Review departmental processes and systems to incorporate inclusion and accessibility considerations</i>	4.2	Annually review the APS Census results, and other data sources, to assess progress against the Inclusion Framework and Action Plan and inform future action.	People Branch
<i>4.1 - Review departmental processes and systems to incorporate inclusion and accessibility considerations</i>	4.3	Consider publishing the department's Gender Affirmation Policy on the department's website.	People Branch
<i>4.2 - Explore best practice approaches to diversity data collection methods and outcomes</i>	4.4	Make de-identified diversity and inclusion data available to staff on the intranet.	People Branch
<i>4.4 - Continue to consult and collaborate with staff from diverse backgrounds on policies, programs and initiatives</i>	4.5	Communicate that the department's best practice approach when consulting involves avenues for anonymous feedback.	People Branch EA/EO Network

Our journey so far and next steps



Inclusive Recruitment

Start Course

Recommend

Assign to Me

Bookmark



Course Information

Type: Online
Duration: 0.75 hours
Target Audience: All staff

Average Rating



(5.00 out of 5 stars from 2 ratings)

Overview

Course Details

Online Content

Description

The benefits of including people from a range of different backgrounds and life experiences in organisations are clear: they include having access to a larger recruitment pool, improved efficiency and effectiveness, better retention, improved access to diverse markets, increased innovation and ultimately improved business outcomes.

This course is designed to help organisations build a flexible and supportive hiring process that respects individual needs, and to help attract and secure talent from a variety of backgrounds.

It explains the concept of inclusive recruitment and details some important considerations when creating an inclusive recruitment process. Discrimination in recruitment is explored, including how to target specific groups of people who may be protected under anti-discrimination legislation.

It explains how the recruitment process can be designed to make it more inclusive, including removing bias where possible. The process for recruiting a new employee is then broken down into key stages, including job advertising, interviews and the selection process.

Learning objectives:

- Describe 4 main areas for consideration when creating an inclusive recruitment process.
- Explain the term 'special measures' and how it relates to lawful discrimination in the area of recruitment.
- Summarise the procedure to follow if intending to recruit from a specific cohort who may be protected under anti-discrimination legislation.
- Describe what is meant by the 'inherent requirements' of a job role.
- Give 3 examples of how unconscious bias can be reduced or prevented in the recruitment process.
- Outline 4 best practise tips for writing a job advertisement.
- List several measures that can be put in place to make the candidate assessment process as inclusive and fair as possible.

Please note: An accessible Word transcript is available in the Introduction lesson within the course.

[less](#)

Inclusive recruitment support

The Indigenous, Diversity and Inclusion team plays a crucial role in promoting affirmative measures and managing recruitment for identified positions. The team focuses on 2 key areas:

1. Disability recruitment: Affirmative measures for recruiting people with disabilities aim to improve representation and ensure equal employment opportunities. This includes identifying vacancies open only to people with disabilities, providing necessary support, and ensuring a fair selection process.
2. Aboriginal and Torres Strait Islander recruitment: Affirmative measures for Aboriginal and Torres Strait Islander staff are designed to address under-representation in the workforce. These measures allow certain positions to be open exclusively to Aboriginal and Torres Strait Islander applicants, promoting equality and non-discrimination in employment.

For more detailed information or to get in touch with the team, email [REDACTED] and speak with one of our Indigenous Liaison Officers or an Inclusion Officer.

Inclusive recruitment resources

We have [memberships](#) to the Australian Disability Network (ADN), Diversity Council Australia (DCA) and Pride in Diversity (PiD).

Access these recommended resources when considering inclusive recruitment:

Diversity Council Australia

- [DCA inclusive recruitment checklist](#).
- [DCA inclusive interviewing tips](#).

Australian HR Institute

- [AHRI checklist](#).

Australian Human Rights Commission

- [Australian Human Rights Commission recruitment guide](#).

Pride in Diversity

- [Trans and gender diverse recruitment fact sheet](#).

Inclusive language

If you have a job ad ready, check for [subtly 'gender-coded' language](#).

See more:

- Australian Government Style Manual [inclusive language](#).
- [Style guide](#).

Related news

[See all](#)



NEWS

Our 2025 Australian Workplace Equality Survey results

Celebrating our progress and...
48 minutes ago



Learning calendar

[See all](#)

+ Add event



No upcoming events

No upcoming events are scheduled. Check back again later.

You may also be interested in



Recruitment lifecycle



Employment conditions



APS work level standards



Enterprise Agreement



[Intranet home](#) > [Employee info](#) > [Recruitment](#) > [Recruitment lifecycle](#) > Recruitment lifecycle: plan

Recruitment lifecycle: plan

On this page

[Training and support](#)

[Applicant kit](#)

[Defining the role](#)

[Affirmative measures in recruiting](#)

[Assessment methods](#)

[Job advertisement options](#)

[Next steps](#)

Early planning results in a faster recruitment exercise, benefiting business and candidates' needs. Planning includes preparing the applicant kit, selecting the panel, considering job advertisement options and candidate assessments.

The [recruitment timeline planner](#) can assist in planning and scheduling assessment activities including shortlisting, advertising and interview dates.

Training and support

Panel members and delegates should complete the [attracting and selecting the right person for the job](#) eLearning, which provides an overview of each step in the non-SES recruitment lifecycle.

For more information, contact your assigned recruitment officer or the recruitment team on



Australian Government

Department of Health, Disability and Ageing

SES Performance and Development Agreement

Employee name	██████ ██████
████████████████████	████████████████
██	██ ██
██	████████████████

Additional behavioural expectations can be included here.

- Model and promote a culture of psychological safety and staff wellbeing.
- Continue to contribute to inclusion and diversity initiatives in the Department as part of the Health Pride Network, including as Deputy Co-Chair, and continue to support the creation of a safe, respectful, and supportive workplace for LGBTIQ+ staff and allies.
- Champion initiatives that normalise inclusive behaviours and enhance LGBTIQ+ visibility, and promote intersectional collaboration with other staff networks.
- Lead and participate in high-profile events such as Wear It Purple Day and the Network's 10th anniversary celebrations, fostering education and allyship across the organisation.

- Mentor colleagues, advocate for policy improvements, and inspire others to lead inclusively, contributing to measurable results and lasting cultural change in the department

- [REDACTED]

- [REDACTED]

Development plan

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- Extend Aboriginal and Torres Strait Islander cultural capability and reflect on personal cultural perspectives, including through cultural capability training and supporting NAIDOC week activities with NATSISN and the Pride Network.

- [REDACTED]

2025/26 PDS Agreement for [REDACTED]

Employee Information

First Name:

[REDACTED]

Lead the Gender & Sexuality mental health team across both policy and program spaces.

Goal Details

Category:

Measures:

Start Date:

Due Date:

4/11

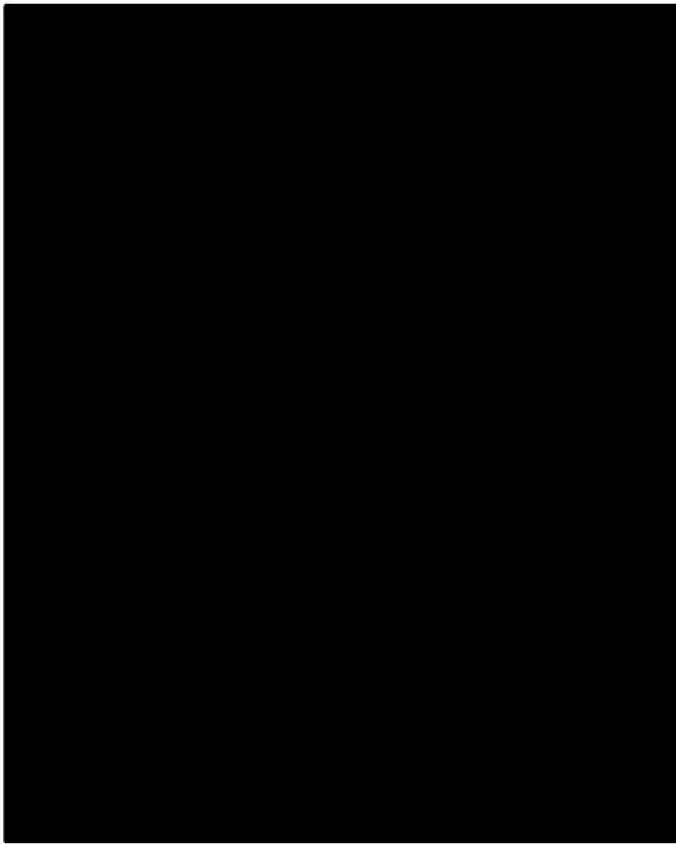
Business Processes and
Innovation

- Lead the ongoing policy
work of the Gender &
Sexuality team (including
men's, women's and
LGBTIQA+ mental
health)

01/07/2025

31/07/2026

- Lead the ongoing
program work of the
Gender & Sexuality
team, including existing
grant agreements with
MATES in Construction,
The Mens Table, Parent's
Beyond Breakup,
LGBTIQ+ Health
Australia and Jesuit
Social Services.



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Goal Details

Category:

Business Processes and
Innovation

Measures:

- Dedicate at least 5 hours to the HPN per week, on meetings, activities, training or deliverables relevant.
- Continue to lead activities that achieve stronger Australian Workplace Equality Index results.
- Continue to represent the HPN on the National Staff Participation Forum.
- Deliver presentations on the Network, as requested.
- Act as a conduit between the Network and the Department on LGBTIQA+ issues relevant to staff.
- Act as a conduit between the Network and the HPN Champions.
- Work collaboratively to deliver on network goals and identify where new initiatives will contribute to a more inclusive and safe workplace for LGBTIQA+ staff and allies.
- Provide guidance, mentoring and advice to junior staff through the HPN to upskill and create a succession pipeline for the network.
- Participate in LGBTIQA+ training opportunities, where possible.

Start Date:

01/07/2025

Due Date:

31/07/2026

Status:

On Track

Milestones

No Data



Terms of Reference

Health Pride Network



Contents

Background	3
Health Pride Network	3
Purpose	3
Composition	3
Membership and Structure	4
Committee Structure	4
Leadership representation across locations	5
Decision making	5
Quorum	5
Deliverables	5
Meetings	6
Reporting and Evaluation Mechanisms	6
Succession Plan	6

Background

The Department of Health, Disability and Ageing (the department) supports staff diversity networks (Networks), representing some of its core diverse workforces. Networks are governed by the [Network Charter](#), which details the functions and responsibilities of all Networks and contributes to the development of inclusive departmental policies and procedures through:

- Meaningful contribution to the department's diversity and inclusion goals, as set out in various strategies and action plans.
- Bringing together staff who have a shared interest in building a diverse and inclusive workplace.
- Providing guidance and support to staff, consistent with departmental employment guidelines and representation at departmental forums on diversity and inclusion issues.

Health Pride Network

The department's Health Pride Network (HPN) was established in 2014, with the view to support lesbian, gay, bisexual, transgender or gender diverse, intersex, queer or questioning, asexual and all people with diverse sexualities and genders (LGBTIQA+) staff to bring their whole selves to work. The HPN is open to all staff and welcomes people who identify as LGBTIQA+, have family or friends who are LGBTIQA+ identifying, allies and anyone who believes in making our workplace welcoming to all staff.

The HPN's vision is to give LGBTIQA+ staff and allies a safe, respectful and supportive workplace culture.

Purpose

At a high level, the purpose of the HPN is to:

- provide support and representation for LGBTIQA+ diversity dimension and those who identify, including connecting staff with appropriate support mechanisms as required
- provide a space for like-minded employees to meet and make connections across the portfolio,
- plan events and activities to promote LGBTIQA+ acceptance, and
- provide input to the department on policies and practices that have an impact on LGBTIQA+ staff.

Composition

All staff can join the HPN as a Network or Committee member. Staff do not need to identify as LGBTIQA+ to join or participate in the HPN. All staff are encouraged to be involved in HPN activities. Employees can request to become a HPN member by completing the [membership form](#).

Membership and Structure

The HPN Committee is the working body responsible for progressing key work items, monitoring outcomes and promoting the HPN objectives.

The HPN Executive team play a leadership role in guiding the Committee to achieve HPN outcomes. The HPN Executive team are the conduit between the HPN Champions, HPN Committee and the HPN, and are often the first point of contact for confidential discussions.

Committee Structure

The minimum specified roles for the HPN Committee are outlined below. The structure can change in-line with HPN Committee numbers and HPN priorities. This can be varied at the discretion of the HPN Co-Chairs or depending on capacity and workload.

HPN Executive team structure	
Champion/s	More than one Champion, nominated via Indigenous, Diversity and Inclusion Team (Inclusion Team).
Co-Chairs	Two Co-Chairs to lead the function of the HPN.
Co-Deputy Chairs	Two Co-Deputy Chairs to support in leading the function of the HPN.
Co-Secretaries	Two Co-Secretaries to support administrative functions of the HPN.
HPN Committee structure	
National Staff Participation Forum (NSPF) Representative	One HPN spokesperson to represent the HPN at NSPF meetings.
State and Territory Office (STO) Representatives	One HPN member at each STO to represent that regional office and lead on local approaches.
General Committee members	Self-appointed committee members to contribute to HPN outcomes, attend HPN meetings and participate in HPN business on an ongoing basis.
Other Committee positions	Additional positions may be elected as decided by the HPN Committee if required.

Leadership representation across locations

The department's workforce is primarily based in the ACT, however, has a smaller footprint in each STO. To ensure HPN leadership is spread across offices, and not just in the ACT sites, where possible, leadership appointments will be prioritised to be spread across all sites.

Where possible, at least one HPN Champion, one HPN Co-Chair and one HPN Deputy Co-Chair will be filled from a STO outside of ACT. This is to encourage a diverse group of leaders who understand the unique challenges and perspectives of the STOs, outside of the ACT. Where insufficient leaders are available in regional offices, the HPN will look to fill positions from any office, including the ACT offices, to ensure workflow continues.

As outlined above, each STO will have at least one HPN representative appointed to lead site specific responses, events and liaise with other regional offices.

Decision making

Major decisions (e.g. changes to the Terms of Reference outside of the formal review) impacting HPN will be voted upon at a meeting, via email, or via secret ballot facilitated by the Inclusion Team. Objections to a decision may be noted. If a vote becomes deadlocked, HPN Champions will resolve the deadlock with a collective deciding vote.

The HPN Committee will make decisions on behalf of HPN members. These decisions will be recorded in the HPN Committee meeting minutes.

Decisions concerning minor, non-urgent matters (i.e. queries pertaining to processes and administrative tasks) do not need to be subjected to the operating principles for decisions, however, consultation with the HPN Committee and/or HPN Chair(s) and HPN Deputy Chair(s) is to take place.

Quorum

Quorum is met when more than five committee members are in attendance.

Deliverables

The HPN Committee will:

- develop a workplan with the Inclusion Team. The HPN will review the current plan in the first quarter of each year to ensure its relevance for the incoming year.
- conduct a review of the Terms of Reference, in conjunction with the Inclusion Team, at least every 24 months.

Any significant changes to the Terms of Reference must be agreed to by a majority vote of members at a general HPN meeting.

The workplan may contribute to the Inclusion Team's preparation and planning including resourcing and budget support. The Inclusion Team will also assist the HPN to monitor the budget and expenditure in-line with targets identified in the workplan.

Meetings

HPN Committee meetings will be held monthly and will include virtual attendance options. All HPN Committee members are welcome and encouraged to attend meetings.

Reporting and Evaluation Mechanisms

To track progress against HPN's workplan and acknowledge achievements, the HPN Committee will prepare an annual progress report. The report will provide an update against the actions in the workplan. It will also include any recommendations for the following year's activities to progress HPN business.

Reports will be provided to:

- HPN Champions
- Inclusion Team Executive

The reports may be used by the Inclusion Team for external reporting requirements.

Succession Plan

In the event the HPN Committee no longer has the minimum structure to operate, the following actions will be taken:

- The Inclusion Team will manage the day-to-day functions of the HPN.
- The Inclusion Team will run an election process to fill minimum roles and support the HPN Committee until such time the HPN Committee is functioning once again.
- If the minimum roles are not filled, the Inclusion Team will continue to support the HPN until such time the HPN Committee is able to be filled.

When members of the HPN Committee step down from their roles, they are to notify the HPN Committee by emailing [REDACTED]. The HPN Committee will then conduct an Expressions of Interest process to fill that role.

Revision tracker

Date	Version	Changes made	Author
November 2024	V1.0	New Terms of Reference	HPN
December 2025	V2.0	Departmental name changes	Inclusion

Health, Disability and Ageing is an inclusive workplace where we acknowledge and respect diversity. Find out how our inclusion framework encourages diversity.

On this page

[Our inclusion framework](#)

[Aboriginal and Torres Strait Islander employment and career development](#)

[More information](#)

We are committed to being inclusive, culturally aware, and responsive to the needs of individuals in our policies and practices. Program initiatives have been developed and continue to be implemented to broaden diversity and inclusion in our workplace, supporting a wide range of diversity dimensions including gender, age, disability, LGBTQIA+, Aboriginal and Torres Strait Islander, cultural diversity and neurodiversity.

Our inclusion framework



[Inclusion Framework 2025–30](#)

Our inclusion framework demonstrates our commitment to fostering a diverse and inclusive workforce that reflects the community we serve. By embracing diverse identities and perspectives, we enrich our organisation and create a culturally safe, accessible, inclusive and respectful workplace.

Champions promoting diversity

Our senior executives play an important role as champions, providing leadership that creates a positive and inclusive workplace.

Our champions include:

- First Nations Champions
- Disability and Carers Champions
- Gender Equality Champions
- Health Pride Champions
- Culturally and Linguistically Diverse Champions
- Neurodiversity Champions.

About us

The Australian health system

What we do



Who we are



Work with us



What we offer



← Diversity and inclusion

← Salaries and benefits

Current vacancies

How to apply

Selection process

Indigenous Internship Program

Graduate program



100 years of Health

Art in the Yaradhang building

Corporate reporting



Contact us



Staff networks

We give staff a voice and encourage action on diversity issues. Our networks include:

- National Aboriginal and Torres Strait Islander Staff Network, including a Friends of the Network for non-Indigenous staff
- Disability and Carers Network
- Gender Equality Network
- Health Pride Network
- Culturally and Linguistically Diverse Network
- Neurodiversity Network

We encourage all staff to join a network.

Who we work with

We are members of:

- [Australian Breastfeeding Association](#) – Health is a best-practice accredited Breastfeeding Friendly Workplace and continues to provide a workplace that supports a family friendly environment which enables employees to balance breastfeeding and work responsibilities.
- [Australian Disability Network](#) – a national organisation that helps employers to welcome people with disability in all aspects of business.
- [Diversity Council of Australia](#) – an independent not-for-profit peak body leading diversity and inclusion in the workplace.
- [Pride in Diversity](#) – an employer support program for all aspects of LGBTQ workplace inclusion. Health has achieved Gold Employer status through the [Australian Workplace Equality Index](#), a national benchmarking tool on LGBTQ workplace inclusion.
- [Reconciliation Australia](#) – a support organisation that promotes and facilitates respect, trust and positive relationships between Aboriginal and Torres Strait Islander peoples and the wider Australian community
- [IPAA](#) – an independent not-for-profit peak body leading diversity and inclusion in the workplace.





Inclusion Framework 2025–30

Our inclusion framework demonstrates our commitment to fostering a diverse and inclusive workforce that reflects the community we serve. By embracing diverse identities and perspectives, we enrich our organisation and create a culturally safe, accessible, inclusive and respectful workplace.



[Inclusion Framework 2025–30 \[PDF - 995 KB\]](#)

[Inclusion Framework 2025–30 \[Word - 3 MB\]](#)

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