

WIL>>>



Australian Government

Department of Foreign Affairs and Trade

WIL
REFRESH



WIL REFRESH

WHY DO WE NEED A WIL REFRESH?

2020 HAS BEEN TRANSFORMATIVE – BOTH PERSONALLY AND PROFESSIONALLY.

DFAT has faced an uncertain operating environment and unprecedented challenges. Our leadership and usual ways of working have been tested. This period has presented opportunities to strengthen DFAT's leadership and culture, building on the positive gains from the Women in Leadership (WIL) Strategy, and uniting the department in support of diversity and inclusion (D&I).

This WIL Refresh aims to reach every corner of DFAT. My expectation is that every post and every person in DFAT will experience the benefits of a gender equal workforce. The WIL Refresh places the highest priority on DFAT's people. It recognises that D&I is central to DFAT's efforts to forge an innovative culture where healthy debate is encouraged and all opinions are valued. These are attributes of a strong, resilient and more inclusive department.

The WIL Strategy, launched in 2015, catalysed positive change – increasing the number of senior female leaders, changing attitudes towards flexible work and providing practical tools for staff to champion gender equality at all levels. I firmly believe that our agility and resilience in adapting to new ways of working as part of our response to COVID-19 has been in large part due to cultural changes led by the WIL Strategy.

Many changes first introduced under the 2015 WIL Strategy are accelerating. We now have a cohort of staff, at all levels, with experience working remotely, working flexible hours and balancing caring responsibilities. We have an opportunity to embed these positive changes in our culture.

2020 has been transformative. Integrating WIL in this change will be key to everyone experiencing the benefits of a gender equal DFAT.

Frances Adamson
Secretary



HOW FAR HAVE WE COME?

THE FIRST WOMEN IN LEADERSHIP STRATEGY (2015) ANSWERED A BURNING QUESTION – WHY WAS THERE SUCH A LARGE DISPARITY IN THE NUMBER OF MALE AND FEMALE LEADERS?

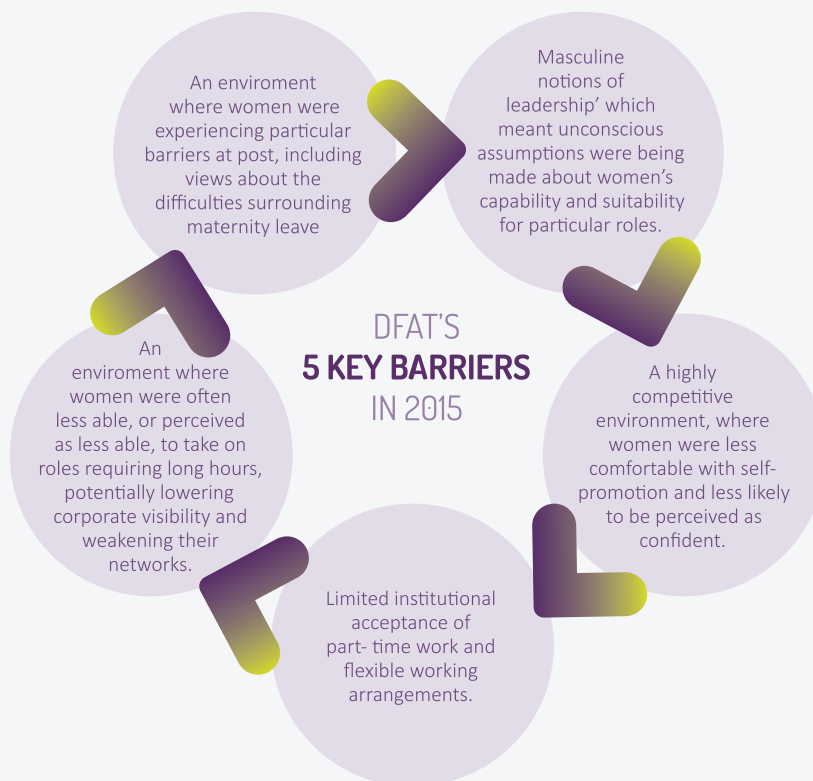
DFAT investigated the data in 2015 and it exposed a glaring gap – there were systemic barriers to women's career progression at DFAT:

- Women had been entering DFAT in roughly equal numbers to men since the mid-1980s.
- Women were performing as well as, **if not better than**, men – yet women were still less likely to apply for a promotion or put themselves forward for a Head of Mission/Head of Post (HOM/HOP) role.
- DFAT had **roughly equal numbers of men and women** at every Australian Public Service (APS) and Executive Level (EL) work level standard, but only 36 per cent women at the Senior Executive Service (SES) Band 1 level and 27 per cent women at the SES Band 2 level.
- Women represented just **25 per cent** of Heads of Mission or Post (HOMs/HOPs).

We needed to understand the nature of these barriers and how to dismantle them.

Then Secretary, Peter Varghese, commissioned a review (*May Review*, 2015).

The review found five key barriers to women's advancement at DFAT.



Following extensive staff consultations, DFAT launched the WIL Strategy in November 2015.

The WIL Strategy set ambitious targets for female leaders and 25 key actions. It focused on four pillars: (1) leadership and culture (2) accountability and inclusion (3) embedding substantive equality (4) mainstreaming flexible work.

THE WIL STRATEGY WORKED

Under the leadership of Peter Varghese, and then Frances Adamson from 2016, we:

- **Reached our senior executive leadership targets:** as at 31 July 2020, DFAT had reached its end-2020 target of 40 per cent women at the SES Band 2 level (48.4 per cent) and was close to reaching its end-2020 target of 43 per cent women at the SES Band 1 level (42.0 per cent).
- **Achieved an unprecedented level of senior female leaders as HOMs/HOPs:** as at 31 July 2020, women represented 43.6 per cent of career-appointed HOMs/HOPs and 50.0 per cent of thematic ambassadors.
- **Implemented an ‘if not, why not?’ approach to flexible work where flexibility is the default:** this helped large numbers of staff transition to working flexibly during the COVID-19 pandemic.
- **Developed practical resources for staff to champion gender equality at all levels:** including the ‘Calling Out Everyday Sexism’ cards and guidelines for accompanied travel/other supports for breastfeeding staff (both the first of their kind in the APS); a New and Expectant Parents Guide; and a Best Practice Leadership Guide.

DFAT received recognition for our WIL Strategy, winning the 2017 Australian Public Service Gender Equality Award.

By increasing the gender diversity of DFAT’s leadership, the WIL Strategy helped illuminate the value of diverse teams, as championed by DFAT’s staff diversity networks.

Best practice tells us organisations succeed when they harness the diversity of their staff – embracing new models of leadership, contestability and flexible work practices. Benefits arise because diverse leaders can challenge prevailing approaches by injecting new identities, priorities and foreign policy perspectives.

Through storytelling, surveys and the Secretary’s Listen and Learn series, we know the WIL Strategy changed the conversation about culture at DFAT:

- Selection panels now strive for an equal gender balance where equality is the default. Any deviation must answer *if not, why not?*
- Managers ask *what flexibility is needed to do your job?*
- Colleagues call out inappropriate behaviour.
- Measuring outcomes (not inputs) is more common than not.

We know WIL is a valuable diplomatic tool.

A strong internal commitment to WIL can strengthen DFAT’s global advocacy as seen through posts’ soft diplomacy efforts and through opportunities to engage internationally. It provides a clear example of Australia’s leadership on gender equality issues where DFAT’s internal actions back up our actions globally. The WIL Refresh is a valuable platform for mutual learning on gender equality issues that embraces local insights and engages respectfully with local cultural contexts.

HOLDING OURSELVES TO ACCOUNT

DFAT IS GETTING BETTER AT COLLECTING AND USING GENDER EQUALITY DATA.

Building a strong evidence base is vital for refining our strategy and ensuring we are on track to meet our targets. Reporting on WIL is regular and transparent. It uses an evidence base of qualitative and quantitative data drawn from across the department. Our reporting includes monthly updates to DFAT's Departmental Executive and a six-month update (including the *Women in DFAT* data paper) available on DFAT's intranet.

AREN'T WE DONE YET?

NO. THERE IS MORE TO DO AND PERSISTENT CULTURAL CHALLENGES REMAIN.

A 2019 review of the WIL Strategy (the *mwah Review*¹) and our internal surveys revealed gaps:

- **We need to see diversity as a strategic advantage**, embracing a culture of inclusive and contested leadership that values diversity of thought.
- **We need to ensure WIL's impact is felt in every corner of DFAT, with an emphasis on posts**, recognising that WIL's reach has much further to go for Australia-based (A-based) and locally engaged staff (LES).
- **DFAT needs to do more to ensure WIL's impact is felt consistently**, moving from an agenda driven by advocates to one integrated into our core people processes. This includes working closely with People Division's Leadership Project², the HR Modernisation Program, posts and divisions.
- **We need to ensure a refreshed WIL Strategy addresses DFAT's staff in all their diversity**, recognising that gender discrimination can be compounded by discrimination based on age, cultural and linguistic background, sexuality, sexual and gender diversity, Indigeneity or disability.
- **We need to embrace an inclusive vision of gender equality** that values staff equally and recognises the unique experiences of sexual and gender diverse people.
- **We need to ensure WIL is fit-for-purpose in DFAT's COVID-19 recovery and beyond**, ensuring we respond to COVID-19's gendered challenges to emerge from the pandemic stronger and more resilient.
- **We need a refreshed WIL Strategy with an ambitious set of targets** if we want to remain one of the leading APS agencies on gender equality. We need to work closely with our APS colleagues on a shared vision of gender equality and will adopt any additional actions arising from the revised APS Gender Equality Strategy.

COVID-19 has amplified both the advances and the remaining challenges for DFAT's diverse workforce. This is a further reason why our work here is not done.



COVID-19: TURNING UNCERTAINTY INTO OPPORTUNITY

COVID-19 is exposing vulnerabilities from the professional to the personal, sparking a radical shift in how we work.

While COVID-19 has tested our usual ways of working, we have also accelerated our uptake of flexible, agile and inclusive work practices. Real time monitoring and evaluation tells us of genuine efforts to adapt management practices, to communicate clearly and frequently, and to prioritise staff welfare. The strength of DFAT's COVID-19 response is a testament to DFAT's many pre-existing flexible work practices and its commitment to embrace inclusive leadership.

Working from home has proved that flexible workers are equally productive and that DFAT can adapt quickly to make our work more flexible and inclusive. These are valuable lessons and opportunities to harness through a refreshed WIL Strategy that unites the department in support of D&I.

The WIL Strategy Refresh will continue to build a picture of how colleagues experience COVID-19 differently to inform lessons learnt on how we adapt our responses.

TARGETING OUR FOCUS

Data and internal surveys show us that challenges remain. WIL has further to go in reaching LES, older women, women from culturally and linguistically diverse backgrounds, Indigenous women, women with disabilities, as well as sexual and gender diverse people. We must target our focus to ensure the benefits of gender equality are shared equitably, including in areas such as flexible work where men and sexual and gender diverse people have not seen the same benefits as women. We must also harness lessons learned from COVID-19 to ensure we emerge a stronger and more inclusive department that continues to embrace diversity.

DATA SNAPSHOT: OPPORTUNITIES AND CHALLENGES



As at October 2019, women comprised **61 per cent** of all DFAT employees in Australia.

Yet, men still outnumbered women **2 to 1** in DFAT's Senior Executive Service Band 2 cohort in Australia.



As at May 2020, LES comprised **37 per cent** of all DFAT employees across our network.

57 per cent were women.



As at August 2019, **27 per cent** of DFAT staff in Australia (702 people) had flexible work arrangements.

73 per cent were women.



In 2019, **46 per cent** of DFAT staff had caring responsibilities.

We do not have gender or D&I disaggregated data about those with caring responsibilities, revealing a gap.



In 2019, only **50 per cent** of DFAT staff believed flexible workers could progress their careers at the same rate as non-flexible workers.



COVID-19 has occasioned shifts in our flexible work arrangements. As at April 2020, **5467** staff had remote access tokens (**3101 in Canberra** and **2366 across 109 locations**). Users comprised **58 per cent** women, **41 per cent** men and 1 per cent other users.

We can, and should, harness this opportunity to embed this new balance in our culture.



As at 31 January 2019, DFAT women on average earned **89.7 per cent** of that earned by DFAT's men. This figure represents the grand total in a gender comparison of the hourly rate by both actual and substantive classification.



In the 2019 APS census, more of DFAT's women (**13 per cent**) than men (**10 per cent**) reported experiencing discrimination in the past 12 months.

Gender and **age** were consistently cited as a basis for discrimination.



According to a 2019 internal survey, DFAT's staff experience WIL differently.

While A-based staff see WIL's benefit in encouraging **flexibility (92 per cent)** and **inclusive leadership (51 per cent)**, they have not seen the same benefit in increased **career opportunities (38 per cent)**.

Fewer LES staff have seen the benefit of **flexibility (59 per cent)** and believe one of WIL's clearest benefits relates to **leave entitlements (53 per cent)**.

WHAT NOW?

THE WIL REFRESH WILL TAKE US FORWARD TO 2025.

In line with the APS Gender Equality Strategy, DFAT's refresh will build on key achievements and what we know works. It will reflect our commitments, while also responding to current opportunities and challenges. This includes embedding WIL in our COVID-19 response and supporting the development and implementation of a refreshed APS Gender Equality Strategy. The WIL Refresh captures lessons learned in the past five years and integrates WIL into DFAT's broader D&I agenda.

WHAT WE HAVE LEARNT



LEADERSHIP IS KEY

Leadership at all levels will continue to be the cornerstone of WIL's success, but we need strategies to ensure this leadership is delivered consistently and with accountability mechanisms. Leadership on WIL is most visible from key people and groups in DFAT, including the Secretary, the WIL Champion (Deputy Secretary Penny Williams), a network of over 100 WIL Advocates (including at post) and the Workplace Gender Equality Network (WGEN), all supported by the WIL Team. Managers and colleagues from across the network have also embraced the WIL agenda, supported by DFAT's Best Practice Leadership Guide and leadership shadow workshops. There is more we can do to bring everyone along to both embed and role model inclusive, constructive and supportive leadership as the norm.



DATA DRIVES ACTION

Sex-disaggregated data has been essential to understanding WIL's impact and its focus. Moving from manual, labour-intensive data collection to interactive dashboards will continue to improve the efficiency, accuracy and transparency of WIL data. A refreshed WIL Strategy calls for gender equality data standards to facilitate more comprehensive data collection, reporting and analysis. This includes data that captures the experience of women for whom gender discrimination may be compounded by discrimination based on age, cultural and linguistic background, sexuality, sexual and gender diversity, Indigeneity or disability.



WIL LEADERSHIP CAN COME FROM ANYWHERE

Everyone at DFAT has an important role to play in a gender equal workforce. Every person needs to feel safe, respected and valued in bringing their whole selves to work. DFAT's annual Gender Equality Awards (first held in 2019) have highlighted the diversity and depth of initiatives promoting gender equality across our network. Gender equality is being driven by individuals, teams, divisions and posts who are adapting WIL to their local contexts. The WIL Strategy Refresh cannot be one-size-fits-all. To achieve a gender equal workplace, we need to respond to the diverse needs of DFAT's women, men, and sexual and gender diverse colleagues.



DIVERSITY IS INTEGRAL TO DFAT'S CORE BUSINESS

Diversity is one of our country's greatest strengths and a professional asset for DFAT. We need to harness the diverse voices of DFAT's women through a refreshed strategy that supports our broader D&I agenda:

- As a department that represents Australia to the world, we have a responsibility to show Australia at its best – a vibrant, multicultural country that values gender equality in our internal and external actions.
- Building deep and trusted relationships is central to DFAT's work. In order to leverage these strong relationships to deliver outcomes for Australia, it is key that we recognise women's diverse insights and their knowledge.
- Gender diverse cross-cultural knowledge is vital to addressing global challenges, injecting new perspectives and innovative thinking.



WIL COMPLEMENTS AND CONSOLIDATES A SHARED D&I AGENDA

Strengthening DFAT's leadership and culture is a top organisational priority. It is vital WIL is embedded in DFAT's corporate reforms through a model that is inclusive by design and extends WIL to all posts. Through the HR Modernisation Program, D&I principles will be embedded in all policy and policy guidance for recruitment, internal movements and posting processes. In practice, this includes identifying opportunities to amplify the WIL-related actions we know work and to apply them to benefit other diversity groups. This can be achieved by working together on data standards, developing practical tools and resources for posts, consolidating the Faces of Flexibility intranet series and working together to expand the 'Calling Out Everyday' isms' cards.

DEEP DIVE: WIL AT POST

The WIL Refresh focuses particularly on post, ensuring that every person and every post experiences the benefits of a gender-equal DFAT. We know many posts across the network have made significant progress in advancing gender equality, both within their mission and through their external advocacy. External advocacy at post has been creative and diverse, including soft diplomacy with host governments and partner organisations, as well as mutually reinforcing efforts through in-country policies and programs.

The WIL Refresh asks every post to take action. A practical framework will be developed, outlining a suite of options for implementing WIL at post. This includes practical tools and strategies that can be tailored depending on a post's stage of progress, as well as its ambition, size and local context. Engaging LES and local experts in this process will be vital to ensure everyone feels engaged in the WIL Strategy Refresh and so the strategy respects and responds creatively to local customs, values and leadership styles.

Everyone has an important role to play in fostering a culture that is respectful, safe and where all views are valued. The ultimate responsibility for setting this tone, and visibly demonstrating inclusive leadership, rests with the Head of Mission and Deputy Head of Mission.

Below is a snapshot of ideas, opportunities and challenges, common to many posts, which will serve as a starting point for the practical framework for implementing WIL at post.

WHAT HAS WORKED? PRACTICAL EXAMPLES

- ✓ Role modelling WIL at local meetings and events by swapping out a male Ambassador for a senior female representative
- ✓ Understanding the locally engaged staffing profile at post and actively recruiting for gender balance in specific roles, for example, drivers, property, security, functions/hospitality
- ✓ Ensuring invitation lists for events at post are gender balanced (40-40-20)
- ✓ Raising awareness by discussing the country's key gender indicators, for example, women in parliament, female ministers, women in business
- ✓ Making sure diplomatic functions support inclusive work practices for those with caring responsibilities, avoiding always hosting early morning or evening functions
- ✓ Committing to the Panel Pledge which aims to encourage event organisers to strive for gender balance on panels
- ✓ Reviewing job descriptions and reporting lines so women have a greater role in post leadership and build their experience in managing staff
- ✓ Organising events to recognise key dates including International Women's Day, the International Day for the Elimination of Violence Against Women and 16 Days of Activism
- ✓ Hosting events, speakers' series or dialogues on gender equality issues, which include the private sector and civil society groups
- ✓ Including WIL and D&I as standing agenda items for all-staff meetings
- ✓ Committing to 3-5 meaningful actions per year (starting small and building on progress)
- ✓ Including attached agencies in conversations about WIL, learning from agencies that are more advanced
- ✓ Discussing the 'if not, why not' flexible work policy and how it applies to post, trialling different options and reviewing their success

WIL AT POST

OPPORTUNITIES



Working with local gender advocates/DFAT gender focal points to ensure WIL respects and responds to opportunities and challenges in the local cultural context.



Considering a regional approach to tackle some gender equality issues through communities of best practice. This includes showcasing examples where posts have successfully linked their internal WIL agenda to outward facing advocacy and influence.



Ensuring WIL consolidates and complements other diversity priorities (for example, in addition to having a gender lens, also consider diversity in terms of age, cultural and linguistic background, sexual and gender identity, Indigeneity and disability).



Tracking the career pathways of our new cohort of female HOMs to see if women are advancing from leading smaller to bigger posts.



Reviewing how we prepare both people and posts. This could be strengthening pre-posting training on responding to gender-based sexual harassment or better preparing posts for the arrival of a first-female HOM.



Engaging men at post using COVID-19 as a hook. Posts' experience of COVID-19 has been eye-opening for some men in terms of experiencing the mental load. How can DFAT empower men to make different choices?



Translating external advocacy to a focus on internal culture. Bridging the A-based/LES gap through a shared D&I agenda.

CHALLENGES



Limited career development opportunities for LES at some posts due to their size and flat structures. Opportunities to look for alternative options to promotion, such as training, speaking opportunities and utilising skill in new ways.



Keeping partners and spouses engaged while supporting a HOM/HOP partner. We know this is a barrier for women putting their hands up for HOM/HOP roles.



Responding sensitively where beliefs and/or values are deeply ingrained and are potentially reflected in cultural norms/gender stereotypes. This involves accepting where progress might be incremental.



Responding sensitively to the prevalence of sexual harassment and domestic and family violence in some contexts, acknowledging Australia's own challenges.



Ensuring WIL at post does not become a 'tick the box' exercise. Provide incentives for all leaders, men, women and sexual and gender diverse colleagues to engage with WIL and to implement meaningful actions on gender equality.

KEY PILLARS

The WIL Refresh will prioritise actions across three pillars³:



INCLUSIVE BY DESIGN

DFAT NEEDS TO MAINTAIN AND EMBED GAINS IN ITS LEADERSHIP AND CULTURE.

This means moving from an agenda driven by individuals, and discrete initiatives, to one integrated into our core people processes. The WIL Strategy Refresh will help catalyse change in priority areas, working as a strong collaborator and connector across DFAT – including at post – to ensure our core people processes are inclusive by design. This includes recognising and responding to gender-based discrimination that can be compounded by discrimination based on age, cultural and linguistic background, sexuality, sexual and gender diversity, Indigeneity or disability.



ACCOUNTABLE, INCLUSIVE LEADERSHIP

GENDER EQUALITY IS THE RESPONSIBILITY OF EVERY DFAT LEADER.

We need to ensure gender equality leadership is demonstrated consistently and with accountability mechanisms. By aligning with, and complementing, Leadership@DFAT and the Diplomatic Academy's leadership programs, the WIL Refresh will play a critical role in making accountable and inclusive leadership the norm. This includes measures to ensure all DFAT leaders see gender diversity as a strategic advantage. We also seek to create gender equality data standards for corporate reporting (with efforts to embed D&I variables such as age, cultural and linguistic background, sexuality, sexual and gender diversity, Indigeneity and disability) to build an accountability evidence base and leadership action.



WIL AT POST

WE NEED TO WORK TOGETHER TO EXTEND AND ADAPT WIL TO POST.

This means embracing flexibility and working together to adapt to local contexts. While overseas posts may face additional challenges – such as limited flexible work options, local labour laws and complex cultural contexts, including those with a heightened exposure to gender-based discrimination and violence – posts are also a source of nuanced insights and innovations. We expect all posts to have a WIL action plan⁴ so that all staff can experience the benefits of a gender equal workforce. This includes translating innovations at post to actions in Canberra.



PILLAR 1: INCLUSIVE BY DESIGN

ACTION	KEY PARTNERS	WHAT DOES SUCCESS LOOK LIKE?	M&E MECHANISM
TARGET: 40/40/20 ⁵ gender balance at division level and at posts	Divisions People Operations Branch	Divisions and posts monitor gender balance and report on progress as part of business and post review processes Divisions and posts with large disparities work with key partners on targeted strategies (such as through recruitment or posting strategies)	Bi-annual reporting on WIL Refresh progress (WIL Team) Division and Post Business Reviews
TARGET: 40/40/20 gender balanced flexible work uptake (Canberra-based) <i>[Consider the lessons learnt during the pandemic. Adjust policy settings accordingly. Potentially include a flexi-shift work approach]</i>	Senior leadership team Division heads	Senior leadership team deliver targeted messaging on flexible work in our COVID-19 recovery and beyond Divisions monitor and report progress via business planning reviews	Bi-annual reporting on WIL Refresh progress (WIL Team) Division and Post Business Reviews
TARGET: Maintain SES and HOM/HOP 40/40/20 gender balance ⁶	People Operations Branch	40/40/20 is maintained for SES Band 1, Band 2 and career-appointed HOMs/HOPs <i>[noting appointment decisions are outside DFAT's control]</i>	Monthly reporting to DFAT Executive (WIL Team)
Understand what drives DFAT's gender pay gap ⁷ and take targeted actions to address these challenges	People Branches Workplace Gender Equality Agency (WGEA) (external)	The Workplace Gender Equality Agency works with DFAT's People Branches to devise targeted strategies to reduce DFAT's gender pay gap over time DFAT's gender pay gap is reduced	Bi-annual reporting on WIL Refresh progress (WIL Team)
TARGET: 40/40/20 gender balance for Executive Assistants (EAs) <i>[This action seeks to encourage more male EAs and to address a highly feminised job family⁸]</i>	People Branches Groups Posts	Target is reached and maintained at the DFAT group level	Bi-annual reporting on WIL Refresh progress (WIL Team) Division and Post Business Reviews



PILLAR 1: INCLUSIVE BY DESIGN (CONTINUED)

ACTION	KEY PARTNERS	WHAT DOES SUCCESS LOOK LIKE?	M&E MECHANISM
Clarify policies around workplace support for people with caring responsibilities ensuring they are inclusive of all types of caring <i>[This includes a review of emergency childcare provisions as well as continued advocacy for equitable parental leave entitlements including for men, same sex couples, and surrogate parents both within DFAT and across the APS]</i>	People Branches	<p>Policies are reviewed and clarified</p> <p>Policies are easily accessible for all staff</p> <p>The New and Expectant Parents Guide includes a section clarifying entitlements for parental leave</p> <p>Opportunities for advocacy (for equitable parental leave and a review of the Maternity Leave Act 1973) are identified and actioned</p> <p>Minimum standards set, working with leaders to promote best practice</p>	Bi-annual reporting on WIL Refresh progress (WIL Team)
<p>Working with the People Strategies & Policies Branch and in consultation with staff diversity networks:</p> <p>Design inclusive HR processes for areas such as postings, recruitment and internal movements</p>	<p>People Strategies & Policies Branch</p> <p>People Division's D&I Team</p> <p>Staff diversity networks</p>	<p>The new HR model enhances core D&I values and does not have unintended consequences for all genders and diversity groups. Strategies could include ensuring gender-neutral language in position descriptions and the ability to pursue a flexible arrangement by default</p>	<p>A D&I lens is applied to all aspects of the HR Modernisation Program's implementation</p> <p>D&I disaggregated data for postings, recruitment and internal movements</p>
<p>Set a target of zero discrimination</p> <ul style="list-style-type: none"> Understand and tackle perceptions of gender-based discrimination in positive, practical ways Have clear accountability mechanisms when these standards are not met 	<p>People Division's D&I Team</p> <p>People Branches</p> <p>Divisions</p> <p>Posts</p>	<p>Practical actions are informed by a good understanding of barriers and perceptions of gender-based discrimination at DFAT</p> <p>Perceptions of gender-based discrimination are progressively reduced</p>	APS Census (existing questions)
Step-up approach to support staff experiencing domestic and family violence (D&FV) ⁹ including a policy for perpetrators	People Branches	DFAT's approach to supporting staff, and training managers, incorporates best practice from leading and like-minded organisations (for example, Male Champions of Change)	Bi-annual reporting on WIL Refresh progress (WIL Team)



PILLAR 2: ACCOUNTABLE, INCLUSIVE LEADERSHIP

ACTION	KEY PARTNERS	WHAT DOES SUCCESS LOOK LIKE?	M&E MECHANISM
<p>Working with the Leadership@DFAT team, set minimum expectations and training. This includes:</p> <ul style="list-style-type: none"> • Leadership Pledge • Divisional targets • Inclusive meetings • Flexible work and leadership on flexibility • Reasonable adjustment 	People Branches	<p>All DFAT leaders are clear about expectations, as well as how they will be measured and held accountable for inclusive leadership behaviour</p> <p>All DFAT leaders are motivated to increase their leadership capability</p>	<p>APS Census results (existing leadership questions)</p> <p>Performance management system</p>
<p>Working with the Leadership@DFAT team:</p> <p>All EL2 (and above) undertake an assessment of their <i>leadership shadow</i> with career progression linked to completing unconscious bias training, and on demonstrating self-awareness and actions on personal leadership</p>	People Branches	<p>A range of mechanisms assessing leadership impact are available for EL2 and above (such as 360-degree feedback, nominating a shadow for a week, upwards appraisals, emotional intelligence [EQ] assessment)</p> <p>All DFAT leaders have good self-awareness about their impact/are taking steps to improve or develop</p> <p>Career progression in DFAT (through the HR Modernisation Program) and WIL are linked</p>	<p>APS Census results (existing leadership questions)</p> <p>Performance management system</p>
<p>Refresh the SES WIL Advocates group and their role <i>[Recognising that visible SES advocacy and an active dialogue with staff remain key to effective change]</i></p>	WIL Team	<p>An active, visible and diverse group of SES WIL Advocates in Canberra and at posts champion WIL and D&I more broadly. They are the first point of call for staff to seek advice on issues (for example harassment/bullying) and to elevate issues (in consultation with staff) as appropriate</p> <p>SES Advocates lead staff forums (for example on difficult elements of WIL) to stimulate discussion and ensure a range of views are heard</p>	<p>Bi-annual reporting on WIL Refresh progress (WIL Team)</p>



PILLAR 2: ACCOUNTABLE, INCLUSIVE LEADERSHIP (CONTINUED)

ACTION	KEY PARTNERS	WHAT DOES SUCCESS LOOK LIKE?	M&E MECHANISM
DFAT's Gender Equality Training (introduction) is <i>strongly encouraged</i> and undertaken by a majority of DFAT staff	Gender Equality Branch Diplomatic Academy	70 per cent of all DFAT colleagues undertake DFAT's Gender Equality training (introduction course as a minimum over next three years)	PeopleSoft training records
Set gender equality data standards across corporate reporting (including for age, cultural and linguistic background, sexuality, sexual and gender diversity, Indigeneity and disability where possible)	People Branches IMD	All corporate data is gender disaggregated by design and gender equality standards are set for corporate planning and reporting processes D&I data standards are developed and implemented	Bi-annual reporting on WIL Refresh progress (WIL Team)



PILLAR 3: WIL AT POST

ACTION	KEY PARTNERS	WHAT DOES SUCCESS LOOK LIKE?	M&E MECHANISM
Develop a practical toolkit to assist all posts in advancing WIL in their local context	People Branches	<p>Posts use the practical toolkit and engage the WIL Team in developing their action plan</p> <p>All HOMs/HOPs can demonstrate how they are leading gender equality at post (internally focussed actions)</p>	HOM/HOP to report on progress during mid-term consultations and annual Post Business Reviews
All posts develop a WIL action plan ¹⁰	Posts	<p>All posts have a WIL action plan</p> <p>Posts engage LES on what meaningful, practical and implementable actions could be taken to advance WIL, with a D&I lens, for both their professional development and the mission as a whole</p>	HOM/HOP to report on progress during mid-term consultations and annual Post Business Reviews
Implement a minimum set of gender equality expectations (for example checking every meeting that all voices are heard, gender balance at key meetings, Panel Pledge)	Post senior leadership	<p>Outgoing HOMs/HOPs briefed on WIL Refresh in pre-posting consultations</p> <p>Posts embrace WIL strategies such as always checking the gender/D&I balance at meetings, and that all staff are adopting the Panel Pledge</p>	Post Business Reviews (or other suitable mechanism determined by post)
All senior leaders commit to advancing gender equality at post	Post senior leadership People Branches	<p>WIL-related KPI for all post senior leadership, adapted to local context</p> <p>Gender equality embedded in Leadership@DFAT actions and reporting</p>	Leadership Project reporting HOM/HOP to report on progress during mid-term consultations and annual Post Business Reviews

MANAGING OUR RISKS

THE CONTEXT OF OUR STRATEGY HAS FUNDAMENTALLY CHANGED SINCE 2015.

We know that many DFAT staff are willing to engage with the WIL agenda, but this raises questions about consolidating and building on our gains. The COVID-19 pandemic is likely to change how DFAT staff view remote and flexible work – attitudes that can be harnessed to WIL's benefit. Our COVID-19 response will also require a reorientation of DFAT's strategies and resources, with the risk that this will create new strains on the organisation.

THIS MEANS WE WILL NEED TO MANAGE A NUMBER OF RISKS TO REALISE THE REFRESHED WIL STRATEGY.

As with any cultural change, the WIL Refresh provides a basis for how we operate and interact in the workplace. Many of our risks stem from how our staff engage with the WIL Refresh. While the WIL Refresh presents a large number of opportunities for DFAT, if not managed carefully it may disrupt the morale of our staff and our performance as a department.

The following table sets out the key risks that we need to manage in delivering the WIL Refresh and the ways we will manage them.

RISK AND MANAGEMENT STRATEGIES

RISK	MANAGEMENT STRATEGIES
We are unable to demonstrate the WIL Refresh's continued relevance and value to our staff, leading to diminished staff engagement.	<ul style="list-style-type: none"> • A clear narrative that is well communicated and can be articulated by staff. • A regular demonstration of progress through data and other all-staff updates.
We are unable to engage men and sexual and gender diverse staff members on the WIL Refresh, reducing its implementation.	<ul style="list-style-type: none"> • A sustained focus on how gender equality benefits all staff. • A refreshed SES Advocates group, with a diverse composition of staff, to support the WIL agenda.
We do not effectively engage overseas staff (A-based and LES) on the WIL Refresh, leading to a refreshed strategy that does not adequately reflect the unique opportunities and challenges at post.	<ul style="list-style-type: none"> • Regional WebEx consultations with posts for feedback on the WIL Refresh. • Targeted engagement with LES on the WIL Refresh. • A post engagement plan that includes a network of Advocates (A-based and LES) at every post. This group will play a key role in adapting WIL to post.
We do not coordinate and collaborate effectively with other D&I programs, leading to a WIL Refresh that does not complement, and could possibly undermine, a shared D&I agenda.	<ul style="list-style-type: none"> • Continued work to align WIL with the broader D&I Framework. • A continuation of the close working relations, and regular meetings, between the WIL and D&I teams, as well as between WGEN and the staff diversity networks. • A continuation of our work looking for opportunities to amplify common issues, for example, jointly hosting internal events.
We are unable to allocate sufficient attention and resources to WIL programs as a result of our COVID-19 recovery. We are therefore unable to meet our targets, a key achievement of the WIL Refresh.	<ul style="list-style-type: none"> • Less reliance on the WIL team and staff diversity networks to deliver programs and more emphasis on being 'inclusive by design' (such as embedding WIL in core people processes). • Continued advocacy for dedicated resource/s to ensure gains are not lost.
Staff and managers perceive and approach flexible/remote work differently based on their experiences of COVID-19.	<ul style="list-style-type: none"> • Work with staff and managers to carefully consider the lessons learnt. Adjust the policy settings accordingly. • If needed, revise the flexible work narrative and embed it in leadership messaging and training.

TRANSLATING AMBITION INTO ACTION

We will work together with key stakeholders to devise an implementation plan than aligns with DFAT's wider leadership, culture and D&I projects. The implementation plan will cover implementation timelines, resourcing and budgets, stakeholders, a monitoring and evaluation plan and a communications strategy.

Strong communication will be vital to ensuring staff engage in a renewed conversation about gender equality at DFAT. Proposed products include: an innovative virtual launch, a 'plan on a page', a 'WIL in box' framework for implementing WIL at posts, cables, refreshed intranet content, op-eds and social media.

The WIL Refresh will also continue to use robust feedback mechanisms such as the WIL Team inbox (WILSecretariat@dfat.gov.au), WIL Advocates meetings, and WGEN's active work in promoting gender equality issues.

HOW WILL WE KNOW WE HAVE HAD AN IMPACT?

DFAT IS COMMITTED TO STRONG AND TRANSPARENT MONITORING, EVALUATION AND REVIEW.

A robust evidence base is important to track progress and inform decision making. We will consolidate and strengthen our existing reporting mechanisms with a focus on increasing data about the experience of DFAT's diverse women. This includes data about how gender discrimination can be compounded by discrimination based on age, cultural and linguistic background, sexuality, sexual and gender diversity, Indigeneity or disability.

Existing reporting mechanisms include: a monthly WIL data report to DFAT's Departmental Executive; a bi-annual *Women in DFAT* data paper, published on DFAT's intranet; and an annual external report to the Male Champions of Change group, of which the Secretary is a part.

We will seek to set gender equality data standards in our corporate reporting and to use these new measures to track progress, including the following:

- Data measuring WIL's progress towards achieving its 40/40/20 targets
- Increased diversity data (spanning gender, age, cultural and linguistic background, sexuality, sexual and gender diversity, Indigeneity and disability) collected for:
 - Recruitment
 - Internal movements
 - Postings
 - Short-term missions
 - Department Liaison Officer positions
 - Retention
 - Exit
 - Bullying, Harassment and Discrimination
 - LES
- Data tracing program measures such as:
 - Flexible work uptake – where, who and how
 - Parental leave uptake by gender
 - Carer's leave uptake, disaggregated by D&I variables
 - Flexible work/parental leave – impacts on career progression (for example, through disaggregated data on recruitment, internal movements, postings and short-term missions for those who have taken these opportunities)

CULTURE AND BEHAVIOUR – UNDERSTANDING THE LIVED EXPERIENCE

WIL will:

- Use the APS Census and/or equivalent survey data to gauge employee participation and perceptions
- Continue senior leadership Listen and Learn sessions.

ANNUAL REVIEW – MAKING TARGETED ADJUSTMENTS

WIL will complete:

- An **annual review** as part of reporting progress to the Strategic Policy Committee to determine any targeted strategy adjustments.

APPENDIX: WIL'S SUCCESS AT A GLANCE

PILLAR 1: LEADERSHIP & CULTURE

Concrete steps to enhance DFAT's leadership and culture:



'Calling Out Everyday Sexism' cards
A first in the APS



Accredited as **Breastfeeding Friendly Workplace** with 12-month travel trial



Best Practice **Leadership Guide**



Gender Equality Awards launched in 2019 with 50 nominations in 2020



New and Expectant Parents Guide



WIL a key pillar in the new **D&I Framework**

PILLAR 2: ACCOUNTABILITY & INCLUSION



DFAT has **already reached** its end-2020 target of **40% women at SES Band 2**
48.4% women (July 2020)



DFAT has **almost reached** its end-2020 target of **43% women at SES Band 1**
42.0% women (July 2020)



Unprecedented female leadership at post (July 2020)

43.6% female career HOMs/HOPs
50.0% female thematic ambassadors

PILLAR 3: EMBEDDING SUBSTANTIVE EQUALITY



Unconscious bias training
for DFAT staff



Australian Passports Office WIL Shadow Program

On-the-job learning, career and leadership development program for women



Information Management Division (IMD) Women in IMD program

Toolkit/actions to increase number of women and to create a safe, supportive culture for them to thrive

PILLAR 4: MAINSTREAMING FLEXIBLE WORK



Implemented flexible work through 'if not, why not' approach



27% of staff working flexibly in 2019
(excluding overseas)



Flexible workers
comprise
73% women,
27% men

CATALYSING ACTION ACROSS OUR INTERNATIONAL NETWORK...

Belgrade Post has developed its first Gender Action Plan, targeting and streamlining its gender equality actions. It has organised gender equality training for all staff across the three Australian Government agencies at post and is working to review its policies on sexual harassment.



Tokyo Post has created a nursing/feeding room for use by consular clients, even volunteering part of its own workspace.



The Family and Sexual Violence Policy (2015) at **Port Moresby Post** is providing enhanced support to staff.

At **Vientiane Post**, unconscious bias training is now mandatory for all staff, available in both English and Lao. **Vientiane Post** is also challenging gender stereotypes, hiring its first female security guards.



Dili Post continues to prioritise Women in Leadership. Initiatives include: a breastfeeding room; unconscious bias training; mechanisms for LES to access high-quality family planning/reproductive and sexual health services; as well as a Women in Leadership group that unites women in the diplomatic corps, UN agencies and Timor-Leste's department of foreign affairs.

ENDNOTES

1. In 2019, DFAT engaged *mwah* (making work absolutely human) to review the strengths of the original WIL Strategy and to identify areas to improve. The review is available on the WIL page on DFAT's intranet.
2. The aim of this project is to ensure all DFAT leaders understand what is expected of them, including how they will be measured and held accountable.
3. The first two pillars are cross-cutting and apply equally to Canberra and posts.
4. What is a WIL action plan? Designed to be flexible in order to suit the post, a WIL action plan contains meaningful actions designed to address an issue or achieve a goal. A WIL action plan could be as simple as three actions on a page. Alternatively, it could be a suite of actions designed to address D&I more broadly. Some posts integrate WIL actions (internally focused) as part of the post Gender Equality Action Plan (externally focussed). Another idea is to combine WIL actions as part of a post's Mental Health Charter, with a focus on staff well-being. It is up to posts to decide how best to represent their commitments to advance the WIL agenda.
5. A 40/40/20 target comprises 40 per cent men, 40 per cent women, and 20 per cent all genders, with a focus on including our sexual and gender diverse colleagues. Guidance will be developed as part of the HR Modernisation Program to assist divisions and posts realise these targets.
6. This applies to SES Band 1 and Band 2. Given the small size of the SES Band 3 cohort, a formal target has not been set.
7. Australia's gender pay gap (GPG) is measured as the difference between women's and men's **average weekly full-time equivalent earnings**, expressed as a percentage of men's earnings. It is a measure of women's overall position in the paid workforce and **does not compare like roles**.

The gender pay gap is influenced by a number of factors, including:

- women's disproportionate share of unpaid caring and domestic work;
- lack of workplace flexibility to accommodate caring and other responsibilities, especially in senior roles; and
- women's greater time out of the workforce impacting career progression and opportunities.

8. Divisions and posts could consider addressing the gender imbalance in other job families, implementing targeted recruitment strategies for roles such as security, property, hospitality/functions.

9. This action seeks to ensure DFAT's approach to supporting staff experiencing D&FV, including our LES, is leading-practice. This would involve a desk-top review of policies across the APS, international counterparts and post-specific guidance to determine how we can strengthen our overall approach. Preparing colleagues for postings to countries where D&FV is prevalent, including ways to assist colleagues who may be impacted, will be an important component.

10. What is a WIL action plan? Designed to be flexible in order to suit the post, a WIL action plan contains meaningful actions designed to address an issue or achieve a goal. A WIL action plan could be as simple as three actions on a page. Alternatively, it could be a suite of actions designed to address D&I more broadly. Some posts integrate WIL actions (internally focused) as part of the post Gender Equality Action Plan (externally focussed). Another idea is to combine WIL actions as part of a post's Mental Health Charter, with a focus on staff well-being. It is up to posts to decide how best to represent their commitments to advance the WIL agenda.



Australian Government

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