



Australian Government

Australian Security
Intelligence Organisation

Diversity and Inclusion Strategy

2018-20





Message from the Director-General

I am pleased to present ASIO's Diversity and Inclusion Strategy 2018–20.

ASIO is committed to creating a diverse and inclusive environment, where all staff are valued and respected, in order to build a highly capable, innovative and adaptive workforce to achieve our purpose.

In ASIO, we seek the very best of Australians. Harnessing and supporting clever, creative and committed people is essential to help ensure ASIO is well placed to undertake its critical work. Equally important, an organisation that is diverse and inclusive is more productive, engaged and innovative.

It is well understood that a diverse workforce is a key aspect of business success, especially in creative and productive terms. Embracing difference and fostering an environment of inclusion and regard for others is an important foundation for valuing the varied and unique input of individuals.

This strategy reflects our commitment to a diverse and inclusive culture. It builds on ASIO's existing values of excellence, accountability, integrity, respect and cooperation, and it also recognises the benefits associated with being a diverse and inclusive Organisation.

While the strategy provides the necessary framework to build our culture and practices of diversity and inclusion, it will be further supported by a number of action plans that will focus on more specific diversity components which will be developed over the next two years.

As the Director-General, I am extremely proud of ASIO and I firmly believe it is incumbent on me to continue to build ASIO's capability now and into the future. I expect all leaders in ASIO to commit to creating and promoting a diverse and inclusive culture, and to empower the people of ASIO to support and participate in the objectives of the strategy to achieve success.

I commend this strategy to you and look forward to working together to achieve our diversity and inclusion goals.

Duncan Lewis AO DSC CSC
Director-General of Security

Our commitment to diversity and inclusion

We are committed to creating a diverse and inclusive environment where all staff are valued and respected in order to build a highly capable, innovative and adaptive workforce to achieve our purpose.



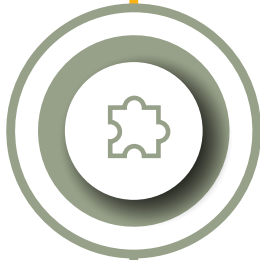
DRIVER

ASIO senior leadership



LEAD BY EXAMPLE

ASIO middle management



RESPONSIBILITY

All staff



FOUNDATION

Diversity and Inclusion Strategy 2018–20 and ASIO Diversity and Inclusion Committee

DIVERSITY

In ASIO, we believe that our people are our best asset and that our differences and individual perspectives bring value.

INCLUSION

In ASIO, our differences are valued rather than tolerated and we are able to bring our whole self to work.

Diversity and inclusion is everyone's right and responsibility.

We take actions and initiatives which demonstrate we are a diverse and inclusive employer of choice.

We take an open and proactive approach to addressing and minimising misconceptions of what an ASIO officer might look like or who should seek employment with us.

We apply a diversity and inclusion lens to our recruitment campaigns, processes and practices to reach as broad an audience as possible and remove any barriers to diverse employment.

We proactively look for opportunities to identify, recruit and foster talent from diverse sources.

We ensure candidates undergoing security vetting are treated impartially and consistently irrespective of gender, sexual orientation, ethnicity, religious affiliation, age or disability.

We analyse our separations and the reasons staff might choose to leave ASIO to address any diversity and inclusion-related issues and build better retention strategies.



We undertake diversity and inclusion actions and initiatives that contribute to staff engagement, satisfaction and work-life balance.

We offer support services to help our staff through difficult periods and to enable our staff to contribute effectively.

We continue to consult with and listen to our staff about what they want from the Diversity and Inclusion program.

We ensure our communications enable staff to feel included and informed throughout their employment with ASIO.

We acknowledge and recognise diverse and inclusive behaviour and eliminate inappropriate behaviour.

We ensure our policies, systems and practices reflect and support our diversity and inclusion goals.

We ensure our staff understand that security clearance maintenance processes focus on security risks and vulnerabilities rather than diversity characteristics.

We incorporate diversity and inclusion messages into initial induction training.

We clearly articulate expectations and standards of behaviour towards diversity and inclusion at the start of employment with ASIO.

We provide our staff and managers with relevant tools and information to empower them to build inclusive teams and harness diversity of thought.

We continue to provide diversity and inclusion opportunities to support personal and professional development.

We offer a training and mentoring program that fully integrates diversity and inclusion practices and messaging.

We incorporate diversity and inclusion considerations into our career management and performance management frameworks.

The case for diversity and inclusion

Diversity and inclusion is the key to achieving our strategic objectives and our purpose.

OUR PEOPLE

- ▶ It promotes equal opportunity for all staff.
- ▶ It supports our people to be their best.
- ▶ It supports the health and wellbeing of our staff.
- ▶ It ensures our staff are happy and engaged.
- ▶ It ensures our staff are valued and included.
- ▶ It ensures our staff are physically and psychologically safe.
- ▶ It increases staff satisfaction and retention.
- ▶ It is the right thing to do.
- ▶ It is socially responsible.

OUR PURPOSE

- ▶ Anticipate
- ▶ Predict
- ▶ Discover
- ▶ Investigate

OUR ENTERPRISE

- ▶ It fosters innovation and creativity.
- ▶ It increases productivity.
- ▶ It improves performance and outcomes.
- ▶ It builds the Organisation's reputation.
- ▶ It increases employee retention.
- ▶ It increases staff satisfaction and engagement.
- ▶ It provides better opportunities.
- ▶ It reduces legal risk.
- ▶ It helps us manage talent.
- ▶ It ensures safety and wellbeing.
- ▶ It develops better problem-solving abilities and decision-making.
- ▶ It ensures we are reflective of the Australian population.

The strategy

ASIO's Diversity and Inclusion Strategy aims to:

Objectives	Initiatives/actions
Promote broad awareness of the benefits of having a diverse and inclusive culture	<ul style="list-style-type: none"> ▶ Diversity and Inclusion Communication Strategy ▶ Staff engagement, presentations, guest speakers ▶ Sharing of success stories and acknowledging achievement ▶ Induction training
Create a diverse and inclusive culture	<ul style="list-style-type: none"> ▶ Staff-led diversity networks ▶ Reflection of inclusion in our values ▶ Inclusive language ▶ Leadership shadows and conversations ▶ Seeking of relevant accreditation and liaison partnerships ▶ Review of recruitment and vetting practices ▶ Bold Goals ▶ Male Champions of Change ▶ Communication with staff on long-term leave ▶ Australian Government initiatives and collaboration
Develop diverse and inclusive policies, practices and procedures	<ul style="list-style-type: none"> ▶ Development of specific action plans and goals ▶ Human Resources policies and practices ▶ Consultation and external engagement ▶ Reporting and accountability
Empower staff to build inclusive teams and harness diversity of thought	<ul style="list-style-type: none"> ▶ Provision of relevant training, including unconscious bias and inclusive leadership ▶ Ongoing communication and engagement with staff ▶ Senior officer statements that reflect diversity and inclusion priorities ▶ Leadership focus on empowering staff ▶ Mentoring
Build a safe and healthy work environment free from bullying and harassment	<ul style="list-style-type: none"> ▶ Harassment and Discrimination Advisor Network ▶ Provision of relevant training ▶ Accessibility of support from Human Resources and Internal Security ▶ Employee Assistance Program and staff services
Actively support flexible working arrangements and work-life balance	<ul style="list-style-type: none"> ▶ 'If not, why not' approach to flexible working ▶ Manager and staff toolkits ▶ Review of systems and policies

OUTCOMES

A positive and cohesive work environment

Increased workforce capability

An environment that encourages diversity of thought and innovation

Increased staff retention and recruitment

Staff feel valued and respected with access to equal opportunities

We are viewed as an attractive employer of choice









Diversity and inclusion influences broader strategic programs

Increased corporate citizenship—staff understand and actively engage with the Diversity and Inclusion Program

Inappropriate behaviour is eliminated

Our strategic priorities

Building an equitable, inclusive and psychologically safe environment and culture that enables:

-  access for persons with disability and support for carers;
-  increased representation and opportunity for women;
-  LGBTQI+ staff to feel safe and be themselves at work;
-  greater recognition of Aboriginal and Torres Strait Islander staff, communities and culture;
-  increased representation and recognition of cultural and linguistic diversity;
-  staff to contribute and harness diversity of thought;
-  people of all ages and life stages to contribute fully; and
-  full recognition of the value that people of diverse culture, religion, background, education, employment and perspective bring to ASIO.

