



Australian Government
Australian Maritime Safety Authority

Diversity and Inclusion Plan



2019–2022



Australian Government
Australian Maritime Safety Authority

Diversity and Inclusion Plan

2019–2022

Table of contents

Table of contents	2
Chief Executive Officer's foreword	3
Diversity and inclusion at AMSA	4
AMSA's diversity profile	5
Our focus	6
1. Increase representation of key diversity groups	7
Women and women in leadership	8
Aboriginal and Torres Strait Islander people	9
Other diversity groups	10
2. Retain emerging talent and job knowledge	11
3. Ensure an inclusive and flexible culture	13
AMSA's commitment to action	15

Chief Executive Officer's foreword

I am pleased to present the *Diversity and Inclusion Plan 2019–2022* that extends on the positive steps already taken by the Australian Maritime Safety Authority in relation to promoting diversity in our workplace under the plan that was introduced in 2014. The purpose of this plan is to expand our focus beyond harnessing the benefits of diversity alone, to building on our inclusive culture that AMSA is so proud of.

Last year AMSA made a significant operational transition as we took on service delivery of the National System. This transition was possible through harnessing the collective diversity of our people. This diversity underpins AMSA's culture of respect and empowering everyone to contribute to their full potential. As we continue to deliver services as part of the National System, it remains essential that we continue to promote a diverse and inclusive culture and workforce that reflects the members of the Australian and International community we serve.

This plan prepares AMSA for the future in alignment with the workforce planning initiatives identified in our *Strategic Workforce Plan 2018–2021*. By building on the positive steps AMSA has already taken, we will identify additional opportunities to improve our diversity and inclusion agenda.

AMSA has already done some great work and I am proud of what we have achieved. This plan acts as a reminder for leaders within AMSA to continue to keep diversity and inclusion front-and-centre as we build on the robust foundations of the inclusive and diverse culture AMSA already has today.



Mick Kinley
Chief Executive Officer
July 2019

Why diversity and inclusion?

The *Diversity and Inclusion Plan 2019–2022* is linked to the *Strategic Workforce Plan 2018–2021*. It supports AMSA's achievement of 'Theme 1—Ensuring we have an engaged, diverse and sustainable workforce'.

AMSA is committed to building diversity and inclusion into our everyday business. This *Diversity and Inclusion Plan 2019–2022* incorporates a focus on inclusion for the first time. Diversity and inclusion are essential for a workplace culture that supports AMSA's values. As an organisation with an inclusive culture, AMSA will focus on reviewing work practices that may present barriers to employees fully participating in the workplace and having equal access to opportunities. This process of review is important because it supports a culture where everyone feels valued, respected and is able to contribute.

Research shows that diverse and inclusive workplaces are higher performing than other workplaces. Employees are likely to be more engaged, creative and innovative, have higher levels of wellbeing, and less likely to take part in unacceptable behaviours such as bullying and harassment. Diverse and inclusive workplaces enable new and improved ways of doing things, and are better equipped to harness the benefits of technology to enhance the efficiency and quality of their services.

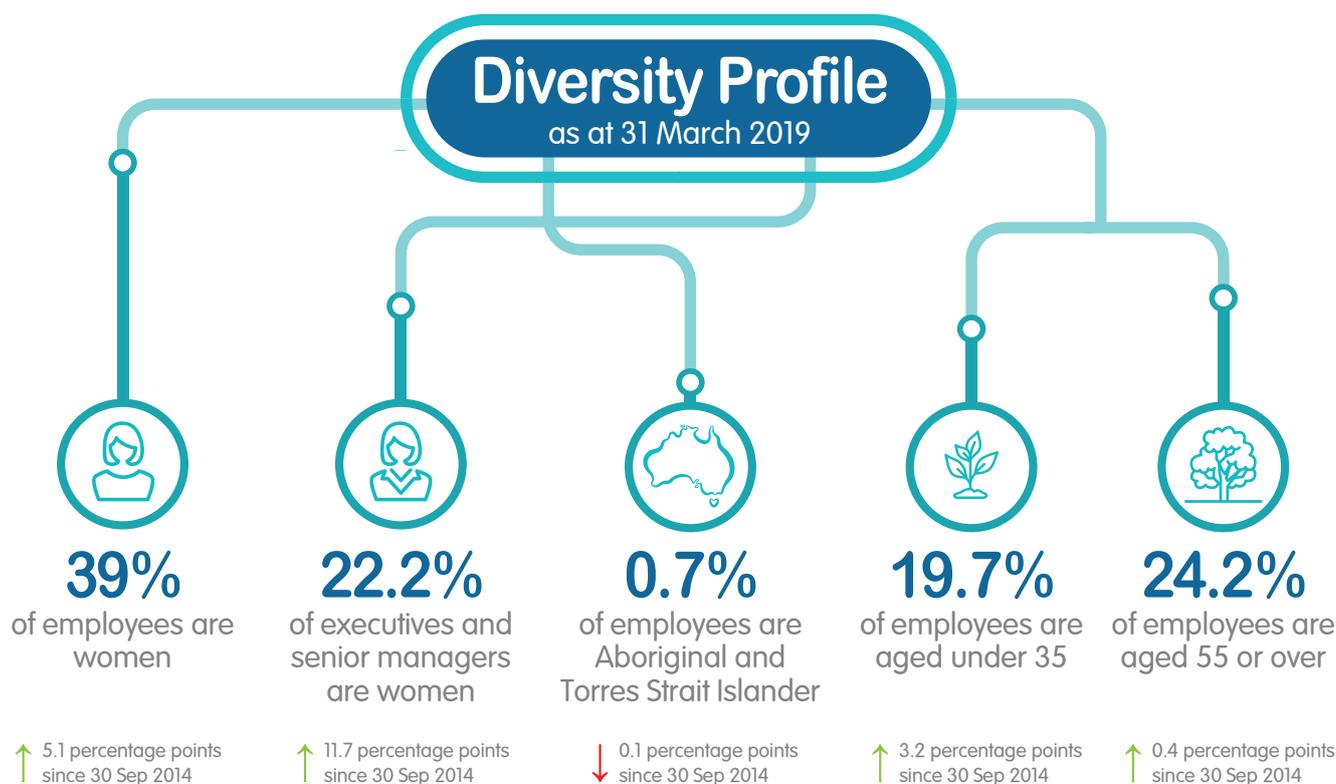
Through a variety of initiatives, this *Diversity and Inclusion Plan 2019–2022* aims to increase workplace representation of underrepresented groups, retain emerging talent and job knowledge, and ensure an inclusive work environment.

AMSA's diversity profile

The definition of diversity is broad and many employees identify across a number of diversity groups. This *Diversity and Inclusion Plan 2019–2022* integrates the principles of equal employment opportunity to include targeted initiatives for groups who are under-represented in our workforce. This includes, but is not limited to:

- women
- Aboriginal and Torres Strait Islander people
- intergenerational workforce
- people with disabilities
- people from culturally and linguistically diverse (CALD) backgrounds
- gay, lesbian, bisexual, transsexual, intersex, queer and asexual (LGBTIQA+) people.

AMSA has made some positive steps in terms of increasing the representation of women as well as younger and older people in our workforce under the *Diversity Plan 2014–2017*. AMSA's diversity profile as at 31 March 2019, compared with 30 September 2014, is as follows:



AMSA is also a proud employer of people from other diversity groups including people with disabilities, people from CALD backgrounds and LGBTIQA+ people. To improve our reporting requirements for these groups and continue to deliver effective services to our employees, it is essential that we build the capability of our human resources systems. In the second half of 2019 a new human resources system will be implemented that is reliable, contemporary, fit-for-purpose, and will better meet our future workforce requirements.

Our focus

The AMSA *Diversity and Inclusion Plan 2019–2022* covers three priorities:

1. increase representation of underrepresented groups
 - women and women in leadership
 - Aboriginal and Torres Strait Islander people
 - other diversity groups
2. retain emerging talent and job knowledge
3. ensure an inclusive and flexible culture.

Our approach to diversity and inclusion will use the following levers to create and sustain effective cultural change against each of our priorities.

<p>Building knowledge, skills, abilities and other characteristics</p> 	<p>System and process improvements</p> 	<p>Sharing, recognising and celebrating</p> 
<p>Provision of resources, training and development opportunities that enable our people to better support each other</p>	<p>Updates to systems and processes that enable improved outcomes for diversity and inclusion</p>	<p>Promoting our diversity, communicating our progress, recognising our achievements and celebrating our uniqueness</p>

1 Increase representation of key diversity groups

AMSA is committed to building a diverse workforce that consists of people from a range of diverse backgrounds so that our organisation is more reflective of the Australian and international community we serve.

AMSA's leadership team (executives and senior managers) has endorsed the following targets to continue to increase workplace representation of women and women in leadership:

- 50 per cent of employees are women by 2025
- 50 per cent of AMSA's leadership team are women by 2025.

AMSA's leadership team has also endorsed the following target to continue to increase workplace representation of Aboriginal and Torres Strait Islander people:

- 3.0 per cent of employees are Aboriginal and Torres Strait Islander by 2025.

This target is consistent with the *Commonwealth Aboriginal and Torres Strait Islander Employment Strategy*.

These targets tie in with items 1.6 and 1.7 in the *Strategic Workforce Plan 2018–2021*:

- 1.6 Build a diverse workforce that supports the implementation of initiatives included in AMSA's Diversity and Inclusion Plan 2019–2022
- 1.7 Ensure we have the right number of people in the right locations to deliver services successfully to our customers and stakeholders



Women and women in leadership

To increase our representation of women and women in leadership, AMSA has committed to the following initiatives:

Employee lifecycle stage	Initiative	Strategic lever		
				
Attraction	Share information on inspiring women at AMSA			
	Review recruitment advertising and language to encourage applications from all genders			
	Ensure all job advertisements promote our flexible work arrangements and other relevant employment benefits			
Recruitment and selection	Ensure that all recruitment panels include a balance of genders where possible			
	Train recruitment panel members on how to make assessment decisions that are free from bias			
On boarding	Introduce new employees to leaders (of any gender) at AMSA to promote networking and knowledge sharing			
Development	Provide resources and development opportunities for high performing women			
	Develop our reporting capability to monitor the gender profile of applicants and employees over the employment lifecycle			
Retention	Identify trends from analysis and remove barriers to workplace participation for women at AMSA			

These initiatives tie in with items 1.2, 1.3, 1.6 and 1.7 in the *Strategic Workforce Plan 2018–2021*:

- 1.2 Encourage leaders to take ownership and to better understand the impacts of their leadership style on employee engagement
- 1.3 Establish channels for improved communication and collaboration up, down and across AMSA
- 1.6 Build a diverse workforce that supports the implementation of initiatives included in AMSA's *Diversity and Inclusion Plan 2019–2022*
- 1.7 Ensure we have the right number of people in the right locations to deliver services successfully to our customers and stakeholders

Aboriginal and Torres Strait Islander people

To increase our representation of Aboriginal and Torres Strait Islander people, AMSA has committed to the following initiatives:

Employee lifecycle stage	Initiative	Strategic lever		
				
Attraction	Conduct presentations and tours of AMSA for interested groups from the Aboriginal and Torres Strait Islander community			
	Utilise diversity-specific job boards and recruitment providers to search for talented Aboriginal and Torres Strait Islander people			
	Ensure all job advertisements welcome Aboriginal and Torres Strait Islander applicants and explain why we value diversity and inclusion at AMSA			
Recruitment and selection	Create and maintain identified positions for Aboriginal and Torres Strait Islander people			
	Where possible, ensure that recruitment panels have appropriate representation of Aboriginal and Torres Strait Islander people			
	Train recruitment panel members on how to make assessment decisions that are free from bias			
	Ensure all applicants are asked whether they require any reasonable adjustments to selection methods			
On boarding	Introduce new employees to leaders at AMSA to promote networking and knowledge sharing			
Development	Provide resources and development opportunities for high performing Aboriginal and Torres Strait Islander people			
	Provide resources for managers to support Aboriginal and Torres Strait Islander people within their teams			
Retention	Identify trends from analysis and remove barriers to workplace participation for Aboriginal and Torres Strait Islander people at AMSA			
	Encourage an 'Acknowledgement of People and Country' and/or 'Welcome to Country' at AMSA events as appropriate			

These initiatives tie in with items 1.2, 1.3, 1.6 and 1.7 in the *Strategic Workforce Plan 2018–2021*:

- 1.2 Encourage leaders to take ownership and to better understand the impacts of their leadership style on employee engagement
- 1.3 Establish channels for improved communication and collaboration up, down and across AMSA
- 1.6 Build a diverse workforce that supports the implementation of initiatives included in AMSA's *Diversity and Inclusion Plan 2019–2022*
- 1.7 Ensure we have the right number of people in the right locations to deliver services successfully to our customers and stakeholders

Other diversity groups

To increase our representation of other diversity groups including people with a disability, CALD people, and LGBTIQ+ people, AMSA has committed to the following initiatives:

Employee lifecycle stage	Initiative	Strategic lever		
				
Attraction	Ensure all job advertisements welcome applicants from key diversity groups and explain why we value diversity and inclusion			
	Utilise LinkedIn and other diversity-specific job boards to search for talent within key diversity groups			
	Review AMSA buildings and facilities to ensure that they don't disadvantage or restrict access to people with disabilities			
Recruitment and selection	Create and maintain identified positions for people with disabilities			
	Train recruitment panel members on how to make assessment decisions that are free from bias			
	Ensure all applicants are asked whether they require any reasonable adjustments to selection methods			
	Ensure all job advertisements and selection methods are WCAG 2.1 compliant			
On boarding	Introduce new employees to leaders at AMSA to promote networking and knowledge sharing			
	Provide ergonomic workstation assessments as required to ensure that employees are able to perform their duties safely and effectively			
Development	Provide resources and development opportunities for high performing people			
	Provide resources for managers to support people from key diversity groups			
	Develop our reporting capability to monitor the diversity profile of applicants and employees over the employment lifecycle			
Retention	Identify trends from analysis and remove barriers to workplace participation for people from key diversity groups at AMSA			

These initiatives tie in with items 1.2, 1.3, 1.6 and 1.7 in the *Strategic Workforce Plan 2018–2021*:

- 1.2 Encourage leaders to take ownership and to better understand the impacts of their leadership style on employee engagement
- 1.3 Establish channels for improved communication and collaboration up, down and across AMSA
- 1.6 Build a diverse workforce that supports the implementation of initiatives included in AMSA's *Diversity and Inclusion Plan 2019–2022*
- 1.7 Ensure we have the right number of people in the right locations to deliver services successfully to our customers and stakeholders

2 Retain emerging talent and job knowledge

The age profile of our workforce is diverse and AMSA is committed to continuing to support all employees and build on the progress made in this area under the *Diversity Plan 2014–2017*.

The proportion of our workforce under the age of 35 has increased since 30 September 2013. However, there remains a high level of turnover for this age group compared to the rest of AMSA. In 2018 the separation rate for employees under the age of 35 was 20.1 per cent compared to 13.7 per cent for the rest of AMSA. These findings suggest there may be opportunities to further engage younger employees.

AMSA also has an ageing workforce, with almost one quarter of our workforce approaching retirement. This is particularly pertinent to Search and Rescue Officers, Port Marine Surveyors and AMSA's leadership team where the average age of employees is 47.6 years, 51.7 years and 50.7 years respectively, compared to 45.8 years for AMSA overall. This has impacts in terms of engagement and the retention of skills, expertise and specialist knowledge that many of our employees possess.

As mentioned in the *Strategic Workforce Plan 2018–2021*, workforce planning in these areas is required to ensure that the future of AMSA is sustainable. To retain emerging talent and job knowledge, AMSA has committed to the following initiatives:

Employee lifecycle stage	Initiative	Strategic lever		
				
On boarding	Introduce new employees to leaders at AMSA to promote networking and knowledge sharing			
Development	Include professional development opportunities as a key component of performance plans for all employees			
	Provide training for managers to equip them to support the professional development of their team and identify the right opportunities			
Retention	Formally and informally recognise and reward high performance			
	Recognise important service anniversary milestones for all employees			
	Host periodic lunchtime sessions between the CEO and younger employees to encourage knowledge sharing and promote engagement			
Separation	Establish processes to support transition to retirement and a sustainable workforce			
	Conduct exit interviews and document learnings to better understand the main reasons why employees leave			

These initiatives tie in with items 1.1, 1.2, 1.3 and 1.6 in the *Strategic Workforce Plan 2018–2021*:

- 1.1 Ensure that AMSA has a feedback culture that brings regular awareness to items that impact on employee engagement
- 1.2 Encourage leaders to take ownership and to better understand the impacts of their leadership style on employee engagement
- 1.3 Establish channels for improved communication and collaboration up, down and across AMSA
- 1.6 Build a diverse workforce that supports the implementation of initiatives included in AMSA's *Diversity and Inclusion Plan 2019–2022*

3 Ensure an inclusive and flexible culture

Inclusion is an important focus of this *Diversity and Inclusion Plan 2019–2022*. AMSA is committed to building an inclusive work environment as it ensures that everyone can fully participate and has equal access to opportunities. This is important because it supports a culture where everyone feels valued and respected and empowers people to contribute their skills and perspectives for the benefit of organisational performance and business outcomes.

To ensure an inclusive culture, AMSA has committed to the following initiatives:

Employee lifecycle stage	Initiative	Strategic lever		
				
Attraction	Ensure all job advertisements welcome applicants from key diversity groups and explain why we value diversity and inclusion			
	Ensure all job advertisements promote our flexible work arrangements and other relevant employment benefits			
Development	Educate employees on the value of a diverse and inclusive workplace			
	Improve cultural competence and educate employees on culturally appropriate workplace behaviours			
	Build the capability of managers to be supportive and sensitive in their approach to leading and managing team members			
Retention	Acknowledge and celebrate our diversity regularly including on cultural and religious awareness days			
	Conduct Diversity and Inclusion Working Group Meetings to provide employees with an opportunity and provide feedback			
	Formally recognise employees who champion diversity initiatives through the Diversity Champion Award			
	Establish flexible work principles to enable consistent consideration of flexible work requests			
	Coordinate AMSA's Healthy Lifestyle Program to support staff in developing and maintaining their fitness, health and wellbeing			
	Offer Religious/Cultural Leave and Special/Miscellaneous leave for all employees as required			
	Undertake regular employee engagement surveys and implement AMSA's Employee Engagement Initiatives			
	Respond appropriately and quickly to inappropriate behaviours if and when they occur			
	Share stories on people from key diversity groups at AMSA to breakdown stereotypes			

These initiatives tie in with items 1.1, 1.2, 1.3, 1.4, 1.5 and 1.6 in the *Strategic Workforce Plan 2018–2021*:

- 1.1 Ensure that AMSA has a feedback culture that brings regular awareness to items that impact on employee engagement
- 1.2 Encourage leaders to take ownership and to better understand the impacts of their leadership style on employee engagement
- 1.3 Establish channels for improved communication and collaboration up, down and across AMSA
- 1.4 Manage change at AMSA in a way that takes into account impacts on employee engagement
- 1.5 Build a customer service culture that brings awareness to the strong link between employee engagement and customer experience
- 1.6 Build a diverse workforce that supports the implementation of initiatives included in *AMSA's Diversity and Inclusion Plan 2019–2022*

AMSA's commitment to action

This plan builds on the foundations established by the *Strategic Workforce Plan 2018–2021* and is a key enabler of the engagement development and performance indicators included in the *Corporate Plan 2018–2019*. As many of the areas are dependent on people there is a strong alignment between these plans.

AMSA has committed to a range of initiatives designed to build diversity and inclusion in our everyday business. We will monitor progress against these initiatives and report regularly to the Staff Consultative Working Group and the Executive.

Human Resources and the Diversity and Inclusion Working Group holds responsibility for reviewing and tracking progress of the *Diversity and Inclusion Plan 2019–2022* and providing these updates.



