



AUSTRALIAN WAR MEMORIAL

DIVERSITY AND
INCLUSION STRATEGY
2022-2025



ACKNOWLEDGEMENT OF TRADITIONAL CUSTODIANS

The Australian War Memorial acknowledges the traditional custodians of country throughout Australia. We recognise their continuing connection to land, sea and waters. We pay our respects to elders past and present.

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Images

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Introduction

This Diversity and Inclusion Strategy aims to ensure that we promote and integrate workforce diversity and inclusion into all aspects of the Memorial's work and have a workforce that reflects the diversity of the Australian community.

We recognise that a diverse and inclusive workforce helps us to foster an innovative, collaborative and high energy work environment which assists us to better serve and understand our broad stakeholders.



Our Strategy and Commitment

Through our strategy we aim to implement initiatives to promote an inclusive workplace culture where all employees are valued and recognised for their individual qualities, ideas and perspectives.

To fulfil our commitment to diversity and inclusion the Memorial will:

- 1

Promote and value Diversity and Inclusion in the workplace.
- 2

Continue to review our policies, services and programs to better serve our diverse stakeholders and workforce.
- 3

Broaden and build the diversity of our workforce through the implementation of relevant recruitment and retention strategies targeted to specific audiences.
- 4

Foster a positive and inclusive workplace culture by embedding the Memorial's Values and Behaviours launched in April 2022:
 - **Authentic:** we are genuine in our dealings with ourselves and others
 - **Caring:** We care about each other, the work we do and those we connect with
 - **Resourceful:** We value and invest in our people, and encourage ingenuity
 - **Collaborative:** We listen, seek to understand and work together to optimise outcomes
 - **Forward Looking:** We respect and learn from history, take pride in our work, and focus on the future.



Roles and Responsibilities

The Memorial recognises that employees have a responsibility to explore, understand and appreciate the value and importance of a diverse workforce and an inclusive workplace culture. It is therefore essential that all employees understand their role in ensuring the Memorial's diversity and inclusion outcomes are achieved.

Our People

Senior Executives will:

- Champion diversity, disability and the Reconciliation Action Plan to drive cultural change
- Actively support and drive diversity and inclusion initiatives through relevant committees
- Exemplify inclusive behaviours and set the tone from the top
- Actively pursue opportunities to increase diversity and inclusion in the workforce and decision-making processes through internships and secondments
- Continue to include Equal Employment Opportunity training in Induction and Annual Refreshers to educate staff to foster an inclusive workplace culture
- Reward and recognise inclusive behaviours and share good news stories.

Managers will:

- Set a positive example for teams by demonstrating inclusive behaviours
- Provide recognition when staff go above and beyond, demonstrating inclusive behaviours
- Identify and address individual and team skills gaps in relation to Diversity and Inclusion by providing recommendations for inclusion in the Memorial's Annual Learning and Development Plan
- Take action to address behaviour that is not in line with APS and Memorial's Values, Employment Principles and Code of Conduct
- Support staff in actively contributing to inclusion across the Memorial - for example, encouraging participation in employee networks
- Support flexible work arrangements where practical.

Staff will:

- Support colleagues by being inclusive and report, or constructively challenge, non-inclusive behaviour
- Participate in learning opportunities to build an understanding and capability relating to diversity and inclusion
- Consider opportunities in advisory or support networks: Workplace Relations Committee, Health and Safety Representative, Harassment Contact Officer, Disability Contact Officer
- Share stories and experiences to contribute to diversity and inclusion in the Memorial.

Our Processes, Systems and Working Environment

Focus areas	Actions
Recruitment, selection and retention	<p>We will implement strategies to improve the attraction, recruitment and retention of a diverse workforce by:</p> <ul style="list-style-type: none">• Undertaking recruitment actions to employ and advance people from diverse groups, specifically Aboriginal and Torres Strait Islander Peoples, people with disability and veterans• Continue to promote RecruitAbility to assist with successfully employing people with disability• Promoting opportunities to participate in our Legacy Youth Development Program and internship programs• Educating our selection panels on diversity principles and striving to achieve gender balance on all panels• Educating external recruitment agencies about the importance of diversity when recommending staff to the Memorial• Implementing a Disability Contact Officer network to provide employees with disability, their managers and colleagues with a knowledgeable point of contact to navigate systems and access supports• Promote the Memorial as an inclusive and diverse workplace with flexible working arrangements included in recruitment material.
Work/life Balance	<p>We will encourage work life balance practices by:</p> <ul style="list-style-type: none">• Encouraging all employees to regularly take lunch breaks away from their workstations• Providing all employees who require it, the means to access flexible working arrangements, for example:<ul style="list-style-type: none">• Flexible Working Arrangements Policy• Purchased Leave Policy• Domestic and Family Violence Policy.
Working Environment	<p>We will foster an inclusive workplace culture by:</p> <ul style="list-style-type: none">• Tracking diversity demographics by providing monthly metric reports to the Executive to identify areas for improvement and potential initiatives for implementation• Ensuring workplace adjustment requirements are embedded in our procedures and are actioned appropriately• Promoting and providing access via Employment Self Service for staff to self-manage their diversity details to better understand our workforce and tailor support.
Communication and education	<p>We will raise awareness for diversity and inclusion through education and communication by:</p> <ul style="list-style-type: none">• Promoting and celebrating days/events of cultural significance, for example:<ul style="list-style-type: none">• National Reconciliation Week and NAIDOC Week• International Women’s Day• Harmony Day• Providing training and awareness programs for all staff and volunteers including the Indigenous Cultural Appreciation Program• Promoting online access to events such as the Last Post Ceremony, ANZAC Day and Remembrance Day for greater access and inclusion• Adding subtitles to all video training programs developed in house• Working in partnership with Video Interpreting Service (VIS) to increase inclusivity and access.

Success Measures

To ensure accountability and measuring success of the actions within our strategy we will review and appraise our initiatives by:

- providing regular diversity data reports to keep the executive and managers updated and informed
- attending APS and other agency networks, conferences and forums, and providing feedback, updates and action items to the relevant stakeholder groups
- monitoring results from the APS State of the Service and APS Employee Census to further refine and inform actions
- taking on board feedback from entry and exit interviews to inform actions to improve retention
- achieving 100% staff completion of the Equal Employment Opportunity module for Induction and Annual Refreshers
- providing annual Cultural Appreciation training to staff and volunteers and
- embedding our values in Staff Induction and Annual Refresher training and the Achievement and Development Plan process.

