



Australian Government
Civil Aviation Safety Authority



INCLUSION

strategy
2019–2023

Diversity Champions' commitment message

We were pleased and honoured to be appointed Diversity Champions this year and are very proud to launch our first Inclusion Strategy to guide our efforts over the next four years.

We each committed to these roles because we believe that a CASA where all of our staff feel valued, included and welcome, and have the opportunity to contribute and succeed, will be a better and stronger CASA. While all areas of diversity are important, we have had personal and professional experiences that have drawn us to champion different areas.

Chris Monahan

Gender Champion

I'm committed to creating an equitable workplace at CASA, for all staff, so CASA can be a place where they can achieve at work, care for loved ones and pursue balanced and healthy lifestyles. My mother shaped my beliefs about gender as my first powerful female role model, and she became the first female vice president of Texas Instruments, breaking the glass ceiling. That's why I believe in supporting science and technology events for girls and young women so they can meet inspirational women working in aviation to show the career pathways open to them.

Jonathan Aleck

Aboriginal and Torres Strait Islander Champion

My family has a long history of supporting civil rights, so it felt natural for me to get involved. I see acceptance and equality as incredibly important values, which makes space for the significant benefits that flow from diversity and inclusion at home, at work and within our wider communities. As an organisation, we need to invest in our workforce to achieve CASA's objectives and to contribute to the creation of a better society. Our Strategy is about what CASA is seeking to achieve and why. We still have a long way to go to meet our goals, but this Strategy is an important step towards ensuring that CASA truly embraces diversity, enabling CASA to be a better regulator and all of us to be better citizens.

Graeme Crawford

Disability Champion

Both of my sons have worked for disability support organisations, so I appreciate the challenges, achievements and potential of people with disabilities. I see a great opportunity for individuals with disabilities and CASA by focusing on and leveraging their abilities in the workplace. At CASA we will need to adapt our workplace environment and behaviours to ensure that we are more inclusive. We are looking for people with a passion for aviation safety and welcome them to contribute to CASA by using their abilities to influence civil aviation safety in Australia.

Together, we look forward to implementing the initiatives set out in this Strategy to grow the diversity of our workforce. Harnessing everyone's different experiences, knowledge and capabilities will improve our performance and result in better decision-making, which will not only be good for CASA, but also for society. This Strategy will be a key instrument for our continuing growth in attracting and recruiting, developing and retaining, and growing and leading our staff across these areas.



Chief Executive Officer's foreword

I am pleased to present our 2019–2023 Inclusion Strategy.

CASA is committed to creating an inclusive environment which values, respects and draws on the diverse backgrounds, experiences, knowledge and skills of our people.

Everyone within CASA has a role to play in creating an inclusive environment. We must encourage and promote diversity at every level, every day. Through diversity we gain the varied perspectives needed to tackle complex problems and come up with innovative solutions.

Our day to day activities must promote a fair, equitable, supportive and inclusive working environment that enables all CASA employees to bring their 'whole self to work' and encourages them to build a long-term career at CASA.

To create an organisation that embraces and capitalises on our differences, we will:

- recognise and understand that true inclusiveness does not mean treating everyone the same way all of the time
- accommodate the needs of different people as they move through various life and career stages
- apply creative, targeted human resources solutions to achieve the benefits that diversity brings to all levels of our organisation.

All leaders in CASA will champion diversity. To do this we will:

- advocate the important role of diversity in helping to increase organisational performance
- be an exemplar of positive and visible change by acting as a role model for all staff regarding diversity
- regularly communicate the benefits of diversity and the role of diversity and inclusion in organisational success
- support initiatives that increase the representation and career pathways of diversity groups in CASA
- assist in identifying and implementing targeted diversity initiatives.

I acknowledge our achievements so far, but there is more we can do. This strategy is a call to action for all of us at CASA to pave the way for diversity and inclusion and to ensure CASA is a place for everyone.

Shane Carmody

Chief Executive Officer and
Director of Aviation Safety

About the strategy

The Inclusion Strategy 2019–2023 (the strategy) aims to enhance the diversity of our workforce so it better reflects the broader Australian community and builds respect and inclusiveness into all that we do.

The CASA Workforce Strategy 2019–2023 identifies diversity and inclusion as key to ensuring we have the capability and capacity to meet the current and emerging challenges in aviation safety regulation and modern workplaces. As one of the three priority areas of focus for our culture, the workforce strategy states: *We value workplace diversity and inclusion, and harness the benefits such as higher employee engagement, improved performance, greater innovation, retention of talent, improved employee wellbeing and reduced unlawful behaviour such as harassment and discrimination.*

Workplace diversity and inclusion is about harnessing the diverse skills and perspectives that people bring to the workplace because of their gender, age, language, ethnicity, cultural background, disability, religious belief, sexual orientation, educational level, professional skills, work and life experiences, socio-economic background, geographical location and family responsibilities. It's about creating a workplace

environment that achieves more by engaging and celebrating the differences that all people bring to the workplace and recognising and valuing these differences.

Our inclusion strategy recognises that embedding and embracing inclusive behaviours is a CASA-wide responsibility. The plan of activities that support the strategy will be undertaken over the coming four years and will be reviewed annually to reflect changes in CASA's political, legislative or work environment and to track our progress and success. Fostering diversity in the workplace is required by the *Equal Employment Opportunity (Commonwealth Authorities) Act 1987*. This strategy has been consulted on with employees prior to implementation and the plan will be monitored by the People Committee and overseen by the Executive Committee through bi-annual reports.

We have committed to a range of initiatives designed to build upon our inclusive workplace culture, retain our diverse workforce, with a focus initially on gender, disability and Indigenous employees, for the benefit of performance and productivity and to support our people to have long and productive working careers within CASA. These initiatives will be implemented in the context of CASA's business operations and achievement of aviation safety outcomes.



Why inclusion?

When a person feels valued, included and welcome, and where everyone has the opportunity to succeed, they are part of an inclusive workplace.

Research has shown that diverse and inclusive workplaces achieve better business outcomes by drawing on different skills, perspectives and experience to deliver innovation and fit for purpose solutions. They improve decision making, reduce risk, improve employee wellbeing and increase attraction and retention. For CASA to succeed into the future, it is important that we harness the broadest range of experience, knowledge and capability to deliver our vision of 'Safe skies for all'.

Without such foundations the effort of sourcing, attracting, recruiting and training employees will have little return on investment and has the potential to cause harm if new employees who enter a workplace that does not recognise and value the differences that all people bring to the workplace.

Our people

Over the past five years CASA's diversity profile has remained relatively stable, however representation of Aboriginal and Torres Strait Islander employees and employees identifying as members of the lesbian, gay, bisexual, transgender, intersex and questioning (LGBTIQ+) community have both increased.

Our people span multiple generations and bring a breadth of experience and diversity of thought.

Like any workplace, CASA's people may be part of one or more of a wide range of diversity cohorts, including:

- Aboriginal and/or Torres Strait Islander employees
- employees with disability
- gender diversity
- LGBTIQ+ community
- culturally and linguistically diverse employees.



Operative employees at June 2019



1% (12)

Identify as being of
Aboriginal and/or
Torres Strait Islander
descent



5% (45)

Employees with carer
responsibilities



13% (106)

of employees are
from a non-English
speaking background



3% (24)

Identify as having
a disability



48 years
average age

30%
55+ years old



1% (11)

identify as LGBTIQ+
employees

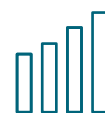


36% (306)

of all employees are women

17% (6)

of senior managers*
are women



7.5 years
average tenure

*Senior Managers are equivalent
to the Australian Public Service
Senior Executive Service



Our priorities



Attract and recruit

- Innovative approaches that attract people from diverse backgrounds.
- Accessible and inclusive recruitment and selection processes that minimise bias and target a diverse range of candidates.
- Strategic partnerships that improve our attraction and recruitment of a diverse workforce.



Develop and retain

- Pathways for employees from diverse groups to progress their careers.
- Mentoring opportunities for people from diverse groups.
- Opportunities for any employee to contribute to and provide advice on CASA's diversity initiatives.



Grow and Lead

- An inclusive culture where workforce diversity is valued, nurtured and celebrated.
- Leaders and managers who are confident in cross-cultural management.
- Robust workforce data and evidence-based policy to support the implementation of the strategy.



Targets

CASA is committed to increasing its employee representation to better reflect the community it serves.

Targets are important as they influence workplace practices to deliver outcomes and help address underrepresented diversity groups by increasing the focus an organisation takes. Taking a staged approach, at the conclusion of this strategy CASA aspires to meet three targets.



45% target for women

Gender

The gender ratio of female to male employees in CASA is unbalanced and not reflective of the broader community, particularly in the Senior Leadership cohort (ie Senior Manager 1 to 3). We aim to create a workplace that provides equal opportunity and advancement in employment. CASA will seek to increase the representation of women in its workforce and strengthen the retention of the women CASA has recruited and trained. This strategy will focus on improving and driving gender balance across CASA by setting a **45% target for women in the CASA workforce**, **30% target for women in Aviation Group**, and a **40% target for women in CASA's senior leadership team** — to be achieved by the conclusion of the strategy.



8% target for disability

Disability

CASA aims to increase the representation of people with disability in its workforce and to improve their capability and career development opportunities. We aim to be a disability confident employer and to create an environment of trust where employees with disability and employees who hold carer responsibilities for people with disability feel comfortable to share their information with us. For this reason, CASA has set an aspirational **target of 8%** to be achieved by the conclusion of this strategy.



3% Indigenous employment

Aboriginal and Torres Strait Islanders

CASA's aim is to increase the representation of those who identify as Aboriginal and Torres Strait Islander Australians to encourage greater Indigenous participation in the workforce and to deliver on the Government's commitment of 'Closing the Gap'. As a Commonwealth entity, CASA is committed to supporting the Government's target of **3% Indigenous employment** in the public sector to support government outcomes.

Tracking our progress

Our strategy provides a roadmap to foster diversity and inclusion in our workforce, helping us make positive contributions to social inclusion and workforce participation.

The strategic alignment of CASA's people strategies within the CASA governance structure is outlined below.

Executive Committee

Corporate plan
Workforce Strategy 2019–2023

People Committee

CASA Inclusion Strategy

We will regularly measure and monitor the diversity of our workforce, evaluate and benchmark trends and identify areas for improvement. We will monitor our progress against our action plan, with responsibility for the delivery of the actions driven by the People and Cultural Branch, supported by CASA's managers and employees. The activities identified in the plan may be adjusted as required to reflect changes in CASA's work environment with progress reported every six months to the Diversity Champions and People Committee and annually to the Executive Committee.

