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ASIC's people

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ASIC's people

Our People Strategy focuses on ensuring that we recruit and retain exceptional staff with the relevant skills, experience and capabilities that our organisation needs now and into the future.

6.1 Workforce planning

Recruitment

As part of our workforce planning activities, we continue to leverage the core set of capabilities needed to position ASIC for the future and to meet our objectives as Australia's financial conduct regulator. We seek to recruit individuals from a variety of disciplines, including law, finance, economics, statistics and analytics, business and accounting, mathematics, arts and social science, and information technology and computer science.

Graduate Program

ASIC has a well-established national 18-month Graduate Program. We aim to develop graduates through a balance of on-the-job training, structured development programs and rotations through different departments. During the program, graduates receive significant professional development in business and interpersonal skills, including stakeholder management, communication and presenting.

Graduates go through a multi-staged recruitment process to ensure a broad mix of quality candidates. In 2018, we introduced a new process of video interviewing to improve the assessment and selection of graduates from across Australia. In 2017–18, we had over 2,000 applications.



ASIC's Graduate Program attracts talented graduates from a range of relevant disciplines. Shown here is the 2018 graduate group, during their induction program in January 2018.

Testimonials from recent ASIC graduates

Graduate 2017 –
Nathan Miller

‘Being an ASIC graduate has provided me with the chance to learn different skills and utilise them while operating in diverse teams throughout the program. From day one, you’re part of the team, given real work and able to see real outcomes.

I love the variety of work that ASIC offers. I’ve had the opportunity to work as part of a team reviewing a corporate merger worth millions of dollars, provide assistance to members of the public and participate in projects that have real impact on the lives of all Australians.’



I am currently a graduate in the ASIC 2018 Graduate Program, having completed my first rotation in Misconduct & Breach Reporting, and currently working in Financial Capability.’

Learning

ASIC team members participated in more than 15,000 learning activities covering regulatory practice, data analysis, legal, enforcement, and accounting and auditing professional and technical learning. Our focus continues to be on developing our future capabilities in data analytics, emerging technologies and stakeholder engagement skills.

Our professional networks, ‘Communities of Practice’ and ‘Team Learning Champions’, continue to drive capability development, including on-the-job learning and information sharing across the organisation.

Graduate and Indigenous
Cadet 2018 – Katie Jones

‘In 2012, I began an Indigenous Cadetship with ASIC while completing a Business/Law degree. As a cadet, I completed multiple rotations across the organisation where I gained a clearer understanding of how the law is applied. I’ve been involved in regulatory work, enforcing the law, as well as educating and ensuring compliance. When I first started university, I was completing a business degree. After two years of involvement in ASIC’s various legal work, I realised I also wanted a career in law. ASIC gave me the support and flexibility necessary to complete both degrees while allowing me to gain valuable hands-on experience.



ASIC offers a wide range of learning and professional development activities, including a number of ‘Communities of Practice’ to enhance on-the-job learning and information sharing

Table 6.1.1 Learning initiatives

Category	Number of initiatives	Number of completions
Compliance	15	9,553
Professional and technical	184	4,246
Leadership	2	56
Behavioural	16	494
Business	49	849
Total 2017–18	266	15,198
Total 2016–17	260	19,205

Learnhub

In September 2017, we launched our new learning management system, Learnhub. The system provides our team members with access to online just-in-time and face-to-face learning activities. Learnhub is flexible and on-demand, and it helps team members to manage their own professional development, making learning part of their work.

Using Learnhub, we are implementing individual capability assessments and plans across the organisation. The capability plans enable team members and managers to discuss and identify capability areas and areas for development, based on an individual's current role and future career aspirations at ASIC and beyond.

Working at ASIC

The 2017 Australian Public Service Employee Census was conducted in May and June 2018, with 77% of staff taking part. The results showed employees are engaged and committed to the work we do: 87% of those who participated strongly believe in ASIC's purpose and objectives and 86% consider themselves committed to ASIC's goals. This is 10% higher than the APS average.

ASIC's commitment to creating a diverse workforce was also evident through the survey results, with 87% of us responding positively compared to the APS average of 77%. ASIC scored above the APS average across all three indices.

The ASIC Enterprise Agreement 2016–19 is ongoing. The final 2% per annum salary increase of this agreement was delivered in May 2018.

For more information on employment data, see Appendix 8.1.3–8.1.8.

Staff benefits

We continued to provide professional development and other benefits for staff in 2017–18, such as:

- › up to 15.4% superannuation contribution
- › annual performance bonus paid to ASIC 4 and executive level employees (*for ASIC's 2017–18 performance payments, see Table 8.1.8*)
- › reward and recognition programs, including individual and team awards
- › payment of relevant professional association membership
- › study assistance program with employees supported in their studies across a range of disciplines, including IT and data analytics, leadership, applied finance and law
- › flexible working arrangements.

Mentoring

ASIC team members have the opportunity to participate in a range of mentoring programs. In 2017–18, these included:

- › **ASIC's Mentoring Program:** This develops the capability of team members in areas such as regulatory professionalism, learning agility, technological adeptness, communication skills, business and leadership skills.
- › **Women in Banking and Finance:** This is an externally led mentoring program for senior female team members. The program assists talented women to develop their readiness for senior leadership.
- › **Women in Law Enforcement Strategy:** This is designed to encourage women to pursue careers and senior positions in Australian law enforcement and regulatory agencies, sponsored by Heads of Commonwealth Operational Law Enforcement Agencies.

Senior Manager and 20-year milestone recipient – Christine Galea



'Reaching my 20-year milestone of service was a surprise to me, as I feel like my time in ASIC has flown by. I've been lucky enough to have had the opportunity to work in over 10 different and interesting roles across many teams, and I know that this is only made possible by the breadth of ASIC's responsibility and the culture of supporting the development of our staff. I am grateful for the support that ASIC has provided for me to undertake postgraduate studies. Working alongside people with different skills and experience continues to give me an opportunity to grow further in my career.'

Flexible working at ASIC

We recognise that individual needs vary depending on a person's stage in their life or personal circumstances.

In 2017–18, we launched our new Working Flexibly Guide as part of our commitment to ensuring our team members have the opportunity to use flexible working arrangements. The 2017 Australian Public Service Employee Census results for ASIC reported that 84% of employees believe that their supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender.

Example of ASIC's flexible working arrangements

Conrad Gray is Special Counsel for Civil Litigation in ASIC's Chief Legal Office. He has been working part-time at ASIC for over 15 years as he shares caring responsibilities for his children. On the benefits of working flexibly, Conrad says:



'Working flexibly has allowed me to have more of a connection with my kids' day-to-day lives ... Being able to help out in class and around the school, and to get to know my kids' teachers a little better, has been very positive for both me and the kids. I did struggle to fit in with the P&C meetings, but I found my niche putting books away in the school library on a

Thursday morning. It is not for everyone, but being able to spend more time with the kids (both the good stuff, and the difficult) is an experience I would not swap for anything.'

Work health and safety

We continued our focus on staff wellbeing and early intervention as key pillars of our work health and safety program. This, coupled with proactive in-house case management, ensured that the rate of accepted claims has remained low.

We continued to strengthen our work health and safety system with the appointment of new Health and Safety Representatives, First Aid Officers and Harassment Contact Officers.

6.2 Diversity and inclusion at ASIC

We are committed to an inclusive and diverse workplace where all our staff, our stakeholders and our communities are treated with fairness and respect.

Diversity Council

ASIC's Diversity Council provides leadership on all of ASIC's inclusion and diversity activities. Our Inclusion and Diversity Strategy was launched in March 2018 and sets out our key priorities.

The launch of this strategy raised awareness and supported improvements in our diversity and inclusion outcomes.

In 2017–18, we improved our performance against key inclusion and gender targets, placed a greater emphasis on embedding diversity of thought in the way we make decisions in our training modules, and continued to provide a full range of flexible benefits and services to staff, including promotion of flexible working to all team members.

This year, we also focused on creating greater awareness of our inclusion and diversity initiatives in the external market – for example, by joining the Australian Network on Disability and participating in Pride in Diversity's Australian Workplace Equality Index. These outcomes are highlighted further in the following section.

Women in ASIC

A significant part of our inclusion and diversity strategy is supporting women in leadership and senior positions.

In 2017–18, we met our voluntary 50% calendar-year targets for women in leadership roles at the Executive Level 1 and for the first year met our Executive Level 2 target. Our financial year result at the Senior Executive Service (SES) level has improved significantly, with 45% of women in leadership roles. These are our best results since the targets were established in 2013.

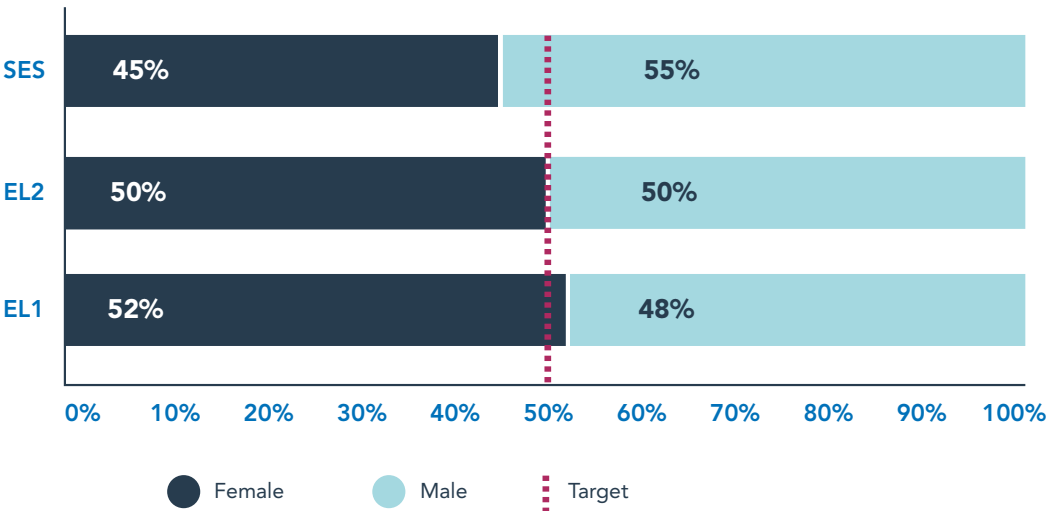
We support the development of women in senior roles through participation in the Women in Law Enforcement Strategy and Women in Banking and Finance mentoring programs. Importantly, 149 team members across all levels are participating in ASIC’s broader Mentoring Program.

In 2017–18, the Women in ASIC Committee (WIA) launched a comprehensive Action Plan, delivering a range of educational, development and networking events for ASIC staff. They include:

- › continuing the ‘Keeping You Connected’ events for those women and men on long-term leave
- › creating opportunities for staff to engage in inter-agency events, such as the ATO’s Women in Leadership summit
- › establishing the WIA Community of Practice – a forum for ASIC staff to discuss topics about increasing the participation of women in the workplace and in leadership
- › continuing to celebrate the women of the future with ‘Bring Your Daughters to Work Day’ events held in Sydney and Melbourne.

We celebrated International Women’s Day with an event in March 2018 with Ming Long as ASIC’s special guest speaker. Ming is a non-executive director in funds management, property and professional associations, including the Diversity Council of Australia. The event closed with the announcement of the recipient of the 2018 ASIC Women in Leadership award.

Progress towards ASIC’s targets for women in leadership



Senior Executive Leader – Laura Higgins

‘As a new executive for Financial Capability, I have had the opportunity to spend time thinking about leadership and my place in the organisation. I want to achieve results through supporting the people I work with – instil confidence, grow capability and provide opportunities. Every person in ASIC contributes in unique ways and I believe in promoting and valuing individual talents. The sign of a thriving workplace is one that is complex and diverse.

As a woman in a senior role I feel incredibly supported at ASIC and importantly I feel that there is a real awareness of the benefit of diversity of thought in the decisions we make and the work that we do every day.’

ASIC Women in Leadership Award 2018

Danille Abbott was awarded the ASIC Women in Leadership Award for 2018 for her outstanding leadership in her roles as a Senior Lawyer in ASIC’s Indigenous Outreach Program team and as Chair of ASIC’s Reconciliation Action Plan Strategic Committee.

‘As a person who was raised by several strong, resilient women, I think highlighting the importance of gender diversity and the work of women in leadership at ASIC is a wonderful commitment by our organisation.



As parents, we often feel responsible for all kinds of aspects of our children’s lives, so hopefully by the time my children enter the workforce diversity will simply be a given – in the meantime these kinds of initiatives are so important. I felt very honoured to be nominated, and to receive the award this year, it has certainly given me additional positivity to carry throughout the year.’



WA Regional Commissioner Natalie Dürr with Danille Abbott, recipient of the ASIC Women in Leadership Award for 2018.

Rainbow Network

ASIC recognises the importance of lesbian, gay, bisexual, trans and intersex (LGBTI) inclusion. Through our Rainbow Network, we aim to raise awareness about LGBTI issues and provide support to our staff.

In March 2018, we made our second submission to Pride in Diversity’s Australian Workplace Equality Index (AWEI) – a benchmark for LGBTI inclusion for Australian workplaces. ASIC continues to be a participating member of the AWEI. We achieved a total score of 59, which is a significant improvement on our result the previous year.

As part of the 2018 Sydney Gay and Lesbian Mardi Gras, ASIC held a MoneySmart stall on Fair Day which focused on providing information about budgeting for a wedding.

We also held events commemorating Transgender Day of Remembrance (November 2017) and International Day Against Homophobia, Biphobia, Intersexism and Transphobia (May 2018). These events were well attended by ASIC staff and colleagues from APRA and the RBA.

Indigenous employment initiatives at ASIC

The employment of Aboriginal and Torres Strait Islander peoples continues to be a significant part of our Inclusion and Diversity Strategy and is also a key objective of our stretch Reconciliation Action Plan 2017–20.

In 2017–18, our specific Indigenous employment strategies included:

- › participating in various Indigenous graduate, cadetship and apprenticeship programs (e.g. the Indigenous Australian Government Development Programs and the APS Indigenous Graduate Program) to recruit Indigenous employees

- › advertising appropriate job opportunities using Indigenous media
- › in collaboration with the Australian Public Service Commission Indigenous Capability team, contributing to the development of an Australian Government Law Enforcement Secondment Pilot Program
- › promoting our commitment to Indigenous employment by encouraging Indigenous Australians to apply for all advertised roles on our careers website
- › supporting two staff members to undertake professional placements in the remote and regional Indigenous communities of West Kimberley and Cape York, as part of the Jawun secondment program.

At 30 June 2018, 18 employees (nearly 1% of ASIC staff) identified as Aboriginal and/or Torres Strait Islander. This is a 12.5% increase since 2016–17. We aspire to increase our employment of people who identify as Indigenous to 3% of ASIC staff by December 2018.



ASIC's MoneySmart stall at Fair Day for the 2018 Sydney Gay and Lesbian Mardi Gras.

Department of Human Services Indigenous Apprenticeship Program – Ashley McAllister

'I came to ASIC as the first ever candidate to be recruited through the Indigenous Apprenticeship Program. I have been working in the Financial Services Enforcement team as an Enforcement Support Officer in Sydney since October 2016. I completed a Diploma in Government through my employment and am always encouraged to further my training and expertise.

I have enjoyed working in a professional and supportive team that has taught me a lot along the way. I feel like I will learn lessons here that will last a lifetime.'



Key highlights of our RAP progress to date include the following:

- › ASIC's Indigenous staff have created an internal Indigenous staff network to connect and support each other across the organisation.
- › We have continued to grow our Indigenous workforce through ongoing commitment to Indigenous recruitment initiatives.
- › We have continued to hold RAP functions throughout the year to highlight significant events in the Indigenous calendar and to raise awareness of Indigenous issues among ASIC staff.
- › We have engaged additional ASIC business areas with the RAP commitments to stretch our organisation's capability and commitment to the reconciliation process.

Jawun secondment program

The Jawun secondment program continues to be a valuable experience for employees. The Jawun Indigenous Corporate Partnership forms relationships with companies, Indigenous leaders and communities by seconding employees from across corporate Australia to help with specific projects.

Stretch Reconciliation Action Plan

In April 2018, we launched our new RAP, demonstrating our ongoing commitment to the process of reconciliation. This is ASIC's fourth RAP, and it builds on the progress already made by involving a greater number of ASIC teams and implementing longer-term strategies with defined, measurable targets and goals.



Secondees to the Jawun West Kimberley program from ASIC and other government and private sector organisations, February 2018.

Multicultural access and equity

We recognise that we can engage with culturally and linguistically diverse (CALD) communities to help to improve access to ASIC's services.

In 2017–18, we continued to enhance staff training and engagement on cultural awareness and understanding. Our achievements and initiatives include the following:

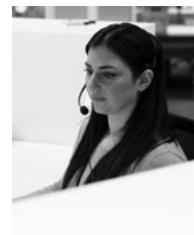
- › Our cultural awareness learning module has been completed by 98.1% of team members.
- › Over 50 team members participated in ASIC's register of those who speak languages other than English to assist with translations work.
- › We celebrated Diversity Week in March 2018, which this year focused on multicultural access and equity. Eddie Woo – mathematics teacher and Australia's Local Hero 2018 – was our keynote speaker. He spoke about the importance of inclusion and diversity in schools and the workplace as well as improving the financial literacy of all Australians.

Telephone interpreting

At ASIC, we use the national Translating and Interpreting Service (TIS National) to help us communicate with customers who speak languages other than English. TIS National has over 3,000 translators who speak 160 languages. ASIC's Customer Contact Centre receives around 40 TIS calls a month.

ASIC Customer Service Officer Elizabeth Lane

'It feels good to help someone understand something they previously didn't. I think it is great that these customers could be new to the country and have gone to the effort to make a TIS call because they want to make sure they are doing the right thing in relation to their obligations with ASIC.'



Australia's Local Hero 2018, Eddie Woo, with Katie Davis-Hall-Watson, at the launch of ASIC's Diversity Week, March 2018.

Accessibility

We aim to eliminate barriers to accessibility, promote disability awareness initiatives across ASIC and encourage training and career development opportunities for staff with disability.

We continue to make progress against our Accessibility Action Plan. In 2017–18, we:

- › launched a Disability Awareness e-learning module for staff
- › joined the Australian Network on Disability in June 2018
- › continued to access the Government's RecruitAbility program to recruit graduates in our 2018 intake.

The International Day of People with Disability event was celebrated in December 2017, with Disability Discrimination Commissioner, Alastair McEwin, as ASIC's keynote speaker. We also had a special presentation on mindful communications.

ASIC continues to support the National Disability Strategy 2010–2020, which sets out a 10-year national policy framework to improve the lives of people with disability, promote participation and create a more inclusive society.



Alastair McEwin, Disability Discrimination Commissioner, presenting at an ASIC event for International Day of People with Disability, December 2017.

Equitable gender briefing

Over the last three years, ASIC has taken proactive steps to ensure that it briefs female barristers equitably. As a result, the proportion of female barristers briefed by ASIC has increased significantly in recent years. ASIC has exceeded three of the four targets set by the Law Council of Australia and, as of 1 July 2018, the targets contained in the *Legal Services Directions 2017*.

In 2017–18, the proportion of female barristers briefed by ASIC was as set out in the chart below.

ASIC, as a signatory to the Law Council of Australia’s Equitable Briefing Policy, took steps to meet the interim target for 1 July 2018:

- › to brief or select senior women barristers accounting for at least 20% of all briefs and/or 20% of the value of all brief fees paid to senior barristers
- › to brief or select junior women barristers accounting for at least 30% of all briefs and/or 30% of the value of all brief fees paid to junior barristers.

The targets set out in the *Legal Services Directions 2017* are in similar terms, with a higher target for senior female barristers of 25% of all briefs and/or the value of all briefs.

ASIC has significantly exceeded the target for junior barristers and exceeded the target for the number of briefs for senior female barristers. While ASIC has not met the target for the value of briefs to senior female barristers, the steps ASIC has taken in recent years will assist in meeting this target in the future.

In addition to signing up to the Law Council of Australia’s Equitable Briefing Policy, ASIC is a founding signatory to the Charter of Commitment to achieve gender equitable briefing practices in commercial litigation. This charter forms part of a joint initiative by the Commercial Bar Association of Victoria, members of the judiciary and the Victorian Equal Opportunity and Human Rights Commission.

