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# 6.1 Workforce planning

### Working at ASIC

The 2019 Australian Public Service (APS) Employee Census was conducted in May and June 2019 with 72% of our people taking part. The results showed that our people are engaged and committed to the work we do. Of those who participated, 91% strongly believe in ASIC's purpose and objectives and 86% consider themselves committed to ASIC's goals.

ASIC's commitment to creating a diverse workforce was also evident in the survey results, with 86% of us responding positively compared to the APS average of 78%. The Census includes scores on three key indices: Employee engagement, Wellbeing and Innovation. ASIC scored above the APS average across all three indices.

The ASIC Enterprise Agreement 2019–22 was approved by the Fair Work Commission in May 2019. The first 2% per annum salary increase under the agreement also took effect in May.

# For more information on employment data, see Appendix 8.1

### Recruitment

We are committed to investing in our workforce and we continue to recruit people from a wide variety of disciplines, including law, finance, economics, statistics and analytics, business and accounting, mathematics, arts and social science, and information technology and computer science.

## **Staff benefits**

We continued to provide professional development and other benefits for staff in 2018–19, such as:

- > up to 15.4% superannuation contribution
- annual performance bonus paid to ASIC 4 and executive level employees (for ASIC's 2018–19 performance payments, see Table 8.1.8)
- reward and recognition programs, including individual and team awards
- payment of relevant professional association memberships
- a 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.



2019 graduates with Commissioners Sean Hughes and Danielle Press.

### **Graduate Program**

In 2019, ASIC received over 2,000 graduate applications and was recognised as a Top Graduate Employer by the Australian Association of Graduate Employers. ASIC was ranked #1 in the Australian Government category.

ASIC has a well-established national 18-month Graduate Program, providing on-the-job training, structured development opportunities, and rotation through different teams. During the program, graduates receive significant professional development in both business and interpersonal skills.

Graduates progress through a multistaged recruitment process that enables us to select a diverse range of candidates. To further support ASIC's strategic priorities, we have doubled our intake of graduates from mathematics, statistics and analytics disciplines. This year, we employed 24 graduates. Next year, we intend to further expand this valuable program and employ over 50 graduates.

### Testimonials from recent ASIC graduates



### Sabrina Mobbs – law graduate 2018

Through the Graduate Program, I rotated through four teams across ASIC which exposed me to incredibly varied work and allowed me to better understand and appreciate the broad mandate ASIC has. I completed rotations in Enforcement, Markets, Strategy and Corporations.

The work I did across these teams ranged from contributing to the case theory for a large investigation into directors' duties and attending onsite at investment banks to reviewing disclosure documents for prospective capital raisings and writing briefs to the Commission.



# Roger Samuel – arts and social sciences graduate 2018

I joined ASIC because I wanted to help ensure that all Australians can trust our financial system, which we rely on every day to provide a roof over our head, to protect ourselves against life's unknowns, and to save for the future. The ASIC Graduate Program

was particularly appealing to me because I was able to rotate through four very different teams and see the regulatory system from the law reform process all the way through to civil and criminal litigation.

I've thoroughly enjoyed the Graduate Program, in particular the supportive managers as they have always prioritised my learning to help me understand the purpose behind the work that we do.



ASIC's 2018 graduates with John Brogden, Chair of Lifeline. Our graduates have raised more than \$15,000 for Lifeline Australia, as part of their graduate fundraising project.

### Mentoring

We provide our people with opportunities to participate in a range of mentoring programs. In 2018–19, these included the following.

**ASIC's mentoring program:** Developing our capability at all levels, in areas such as regulatory professionalism, learning agility, technological adeptness, communication skills, business skills and leadership skills. This year, 136 people (69 mentees and 67 mentors) participated in the program.

#### Women in Banking and Finance:

Conducted externally, this mentoring program supports women preparing for senior leadership roles. This year, four ASIC leaders participated as mentees and four ASIC senior executives participated as mentors.

### Women in Law Enforcement

**Strategy (WILES):** A 10-month formal mentoring program to address the under-representation of women in law enforcement agencies, particularly at senior levels. This year, five ASIC leaders participated in this program as mentees.

### Learning

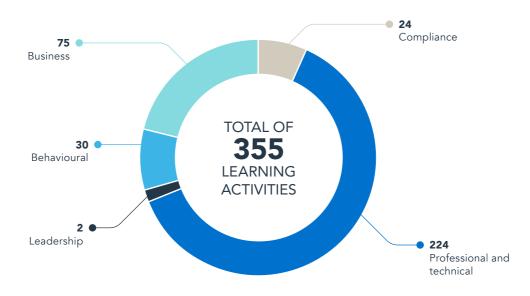
ASIC's people participated in over 20,000 learning activities covering capabilities outlined in our organisational learning framework and our professional and technical learning frameworks.

Our professional and technical learning frameworks focus on building and maintaining capability in regulatory practice, enforcement, law, data analytics, accounting and auditing.

We develop our teams' capabilities through both formal and on-the-job learning activities. Our Learning team, in partnership with our Professional and Technical Learning Networks, Communities of Practice and team Learning Champions, sponsor, guide, develop and deliver capability building activities.

While we continue to develop our future capabilities in data analytics, emerging technologies and stakeholder engagement, we are expanding our focus to include:

- reviewing and refreshing our regulatory practice learning framework, and developing new learning activities and resources to support this
- developing a suite of learning activities to support our Close and Continuous Monitoring and supervisory teams
- piloting a capability assessment and planning tool online for implementation across ASIC in 2019–20
- developing a new leadership capability framework to guide learning and talent activities to support ASIC's management team.



# Work health and safety

We proactively maintain work health and safety through our case management and responses to incidents that have the potential for injury. This approach has had excellent results, with ASIC being the only Commonwealth agency to receive a refund on its premium from Comcare.

We are promoting a culture of risk awareness and welcome our teams' engagement in conducting risk assessments and identifying potential areas of harm. This year, we introduced a new mental health and wellbeing program, developed to help people leaders recognise and respond to signs of emotional distress.

Our flu vaccination program resulted in 53.6% participation and we continued to train and support our Health and Safety Representatives, First Aid Officers and Harassment Contact Officers.

Work has progressed on the revised Work Health and Safety Management System, with new policies, procedures and guidelines developed, including on fatigue management and dealing with threats of self-harm and violence.

# 6.2 Diversity and inclusion at ASIC

We recognise the value of a diverse workforce and an inclusive culture, and we actively encourage diversity of thought to ensure a fair, strong and efficient financial system for all Australians.

Our approach to diversity and inclusion is governed by the ASIC Diversity Council.

This year, ASIC's diversity and inclusion strategies achieved:

- our commitment to a 50/50 gender-balanced leadership team at the Senior Executive Service (SES) level, with women comprising 52% of senior executives
- an increase in the workforce of those identifying as Indigenous (1.35%), up from 1.09% the previous year
- an increase of 12% in the Australian
  Workplace Equality Index, which
  measures LGBTIQ+ workplace inclusion
- > 215 attendees across four 'Women in ASIC – Communities of Practice' events.

For more information on the diversity of ASIC's workforce, see Appendix 8.1

### Women in ASIC

ASIC supports women in leadership and senior positions, as part of our inclusion and diversity strategy. We met our voluntary target of 50% women in senior positions in 2018–19, including our target for equal representation in Executive Level 1, Executive Level 2 and SES positions. The Women in ASIC Committee delivers:

- 'Keeping You Connected' events for ASIC employees on extended leave, including parents. We invite people on extended leave to come into the office to socialise and keep up to date with developments
- continued Communities of Practice quarterly events to discuss topics related to women in leadership and workforce participation. Highlights this year included journalist Virginia Trioli speaking about the changing nature of social media and the Hon. Justice Anne Ferguson, Chief Justice of the Supreme Court of Victoria, who spoke about becoming the first solicitor to be appointed Victoria's Chief Justice
- our popular annual 'Bring Your Daughter to Work' event.



Ayesha Budd participating in a 'Bring Your Daughter to Work' event, where we organised a mini exchange market to explain the concept of shares and how exchange markets work.

### 'Balance for Better' with Elizabeth Broderick AO

Australia's longest serving Sex Discrimination Commissioner (2007–15), Elizabeth Broderick AO, joined us for International Women's Day. This year's theme was 'Balance for Better'. During a Q&A session with Commissioner Danielle Press, Elizabeth spoke about tackling discrimination, flexible working, and keeping emotionally replenished.

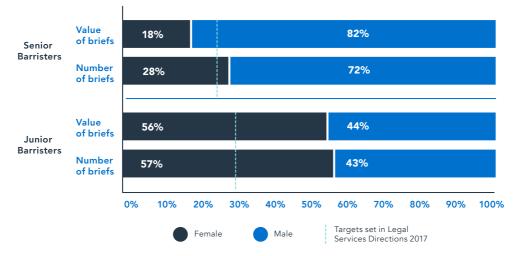
This event was hosted by Women in ASIC and concluded with the annual Women in Leadership award, which went to Diana Steicke from ASIC's Assessment and Intelligence team. Diana received the Women in Leadership award for her work on the development of ASIC's Small Business Strategy. Diana has strengthened the cohesion and collaboration between ASIC teams that engage with small business.



Eleni Atsalakis, Joanna Greco, Elizabeth Broderick AO and Commissioners Danielle Press and Cathie Armour celebrate International Women's Day.

# Equitable gender briefing

As a result of ASIC's proactive effort to ensure that we brief female barristers equitably, the proportion of female barristers we brief has increased significantly in recent years. ASIC is on track to meet long-term targets set by the Law Council of Australia to ensure that at least 30% of all briefed or selected barristers are women and/or that women account for 30% of the value of all barristers' brief fees paid.



#### ASIC briefings to barristers 2018–19, by gender

This year, we significantly exceeded the targets set by the Legal Services Directions 2017 for junior barristers and exceeded the target for the number of briefs for senior female barristers. While ASIC has not yet 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 is 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.

### **Rainbow Network**

Our LGBTIQ+ Network continues to raise awareness about LGBTIQ+ issues in the workplace and provide support to ASIC employees. This year, ASIC participated in the annual Australian Workplace Equality Index, which measures LGBTIQ+ workplace inclusion, and received an increase of 12% in the index.



Ross Wetherbee, President of Wear it Purple, being presented with a cheque at our 2019 IDAHBIT celebration.

The Rainbow Network also marked International Day Against Homophobia, Biphobia, Interphobia and Transphobia (IDAHBIT). Commissioner Danielle Press and Ross Wetherbee, President of Wear it Purple, spoke at an event highlighting the importance of a workplace culture of celebrating difference, and showcasing the mission of Wear it Purple, which fosters supportive, safe, empowering and inclusive environments for LGBTIQ+ young people.

### **Reconciliation Action Plan**

ASIC is progressing towards the measurable targets included in its Stretch Reconciliation Action Plan (RAP) 2017–20, launched in April 2018. This ongoing work shows ASIC's commitment to the journey of reconciliation.

The focus areas of our RAP include:

- building real, respectful and long-lasting relationships with Indigenous employees and external stakeholders
- ensuring a culturally sensitive and aware workplace
- increasing and retaining Indigenous people at ASIC.



One of the new plaques installed in ASIC workplaces Australia-wide.

Examples of the RAP initiatives achieved include the Aboriginal and Torres Strait Islander flags being displayed in ASIC reception areas, and ASIC installing plaques acknowledging the traditional owners and paying respect to their cultures and elders.

National Reconciliation Week celebrations in 2019 were our biggest yet. ASIC's Sydney employees participated in an Indigenous food knowledge event with external educators sharing knowledge on native meats, herbs and spices cultivated



Members of ASIC's Indigenous Staff Network Group at the first offsite in Sydney.

and used by Aboriginal and Torres Strait Islander peoples for thousands of years. This was followed by live performances in Sydney and Brisbane, which were video conferenced across all ASIC offices, showcasing Indigenous culture through music and dance.

We have also been focusing on building cultural awareness in the workplace, including having an Indigenous consultant provide face-to-face Indigenous cultural training in Sydney, Melbourne, Hobart, Canberra and Adelaide and successfully expanding the use of Indigenous catering for ASIC's RAP events and other ASIC events.

# Indigenous employment initiatives at ASIC

Aboriginal and Torres Strait Islander employment is a key objective of ASIC's RAP.

Our employment initiatives include:

- participation in the Indigenous Australian Government Development Program
- participation in the Indigenous Apprenticeship Program
- > supporting two team members to take part in the Jawun secondment program.

This year, the Indigenous Staff Network Group, which includes people from a number of ASIC offices, had its first offsite in Sydney and participated in networking and professional development activities.

## Multicultural access and equity

ASIC's Multicultural Plan for 2018–19 focuses on the culturally and linguistically diverse communities that access ASIC services.

This year, the Multicultural Access and Equity Committee:

- continued to monitor customer engagement with ASIC's telephone interpreter service
- offered ASIC employees the opportunity to register in the HR management system as an interpreter.

ASIC's Developing Cultural Awareness training continues to have a high completion rate (97% of our people).

### ASIC celebrates International Day of People with Disability with Annabelle Williams OAM

On 3 December 2018, ASIC celebrated International Day of People with Disability with guest speaker Annabelle Williams OAM. Annabelle, a former Paralympic swimmer for Australia and current Legal Counsel for the Australian Olympic Committee, provided her insights on the importance of inclusion and accessibility in the workplace and shared her personal and professional experience of living with a disability. Annabelle reminded us that diversity, in all its forms, is an opportunity.



Annabelle Williams OAM spoke on empowering people with disabilities and ensuring inclusiveness and equality.

## Accessibility

An accessible and inclusive workplace is a priority for ASIC. For example, ASIC's websites are designed to be read by screen readers, transcripts and captions are available for all video files, and a text equivalent is available for all images. The Digital Assistance team in ASIC's Contact Centre supports customers requiring additional assistance with online transactions.

We aim to eliminate barriers to accessibility, promote disability awareness initiatives across ASIC, and encourage training and career development opportunities for people with a disability. This year, ASIC participated in the Australian Network on Disability's Access and Inclusion Index for the first time, ranking 11th of the 23 participating organisations.

We are making progress against our Accessibility Action Plan, including accessing the Government's RecruitAbility program to recruit graduates in our 2019 intake and having employees complete our Disability Awareness e-learning module.

ASIC also supports 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. The second progress report can be found at www.dss.gov.au.

### Rebecca Wong – law graduate 2019

Since joining ASIC as a law graduate six months ago, I have been amazed and humbled by the support I've received from people at all levels of the organisation. An activity-based work environment certainly presents challenges when you're blind and navigating ASIC's internal data management systems with a screen reader hasn't been easy. ASIC's Work Health and Safety team has offered me



invaluable assistance in this regard, so the difficulties I have encountered have been hindrances rather than insurmountable barriers. My contact in WHS has helped me organise orientation around the office and obtain the assistive technology I need.

Above all, my colleagues in Financial Services Enforcement and the Chief Legal Office have been patient, open-minded and flexible, ensuring I am able to thrive in and contribute to an organisation whose values and work I believe in. For me, inclusivity isn't about doing everything right from the get-go; it's about learning, improving, and being open to change.