

APSC CALD Action Plan (2025–2028)

The actions below capture our efforts to create an inclusive and safe workplace over the lifespan of this plan. These actions will be re-assessed periodically to ensure they remain relevant and deliver our intended outcomes. The APSC CALD Action Plan aligns with the five headline actions of the *APS Culturally and Linguistically Diverse (CALD) Employment Strategy and Action Plan*. Those actions provide a strategic foundation to guide our work.

Headline action	Key Actions Horizon 1 (3–6 months) Innovation Phase	Key Actions Horizon 2 (6–12 months) Implementation Phase	Key Actions Horizon 3 (12–18 months) Foundation Phase	Key Actions Horizon 4 (18 months to three years) Embedding Phase	Responsible Team/s	Key Outputs
Whole of APS Standards	Launch CALD Compact awareness across the Commission and commence culturally safe leadership programs. (Ongoing)				People Team	By June 2028 our SES leaders are more CALD capable and inclusive in line with the CALD Compact (Ongoing)
	Design and test a CALD Dashboard within the existing HR Dashboard to track cultural diversity representation and cultural capability.	Promote and embed the CALD Dashboard			People Team	By June 2026 develop a CALD Dashboard including continent of birth data, progress against CALD SES and EL representation targets, APS Employee Census data concerning staff perceptions of inclusiveness, opportunities, recognition and accessibility of learning and development, and data regarding learning and development uptake and completion By December 2026 launch and promotion of CALD Dashboard is complete By June 2028 the CALD Dashboard is embedded into quarterly reporting
	Review internal HR policies, corporate documents, and procedures to assess their effectiveness in preventing and addressing racism and discrimination	Finalise and promote HR guidance material (including consultation) to enable more inclusive behaviours	Ongoing review of HR guidance material		People Team/CALD Network	By June 2026 review HR guidance material to enable more inclusive behaviours By December 2026 finalise and promote revised HR guidance material
	Integration of CALD specific content (addressing bias) within current psychological and psychosocial safety wellbeing training offering	Liaise with content owners to ensure inclusion of CALD specific content. Design and launch a targeted campaign	Monitor and report on success of psychological and psychosocial safety wellbeing training programs		People Team	By June 2026 launch targeted campaign for psychological and psychosocial safety wellbeing training programs By December 2026 psychological and psychosocial safety wellbeing training programs are delivered on a regular basis By June 2028 the psychological and psychosocial safety wellbeing training programs are embedded and ongoing
Cultural Understanding	Promote cross-agency cultural learning opportunities via APS Learn and/or external partners (Ongoing)				People Team/Diversity and Inclusion/Managers	By June 2026 increase in staff completing cultural learning training
	Encourage staff participation in network events through the year to foster cultural learning. (Ongoing)				CALD Network	Ongoing staff participation in an intersectional calendar of events to foster cultural learning and a place of connection and belonging for CALD employees across a range of networks and identities.
	Develop enhanced recognition programs to celebrate culturally inclusive behaviours and leadership.			Embed best practice rewards and recognition program	People Team/CALD Network Chair/CALD Network	By December 2026 Inclusive rewards & recognition program operational including an award for inclusive leadership, recognising individuals who demonstrate excellence in cultural capability, advocacy for inclusion and belonging. By June 2028 Inclusive rewards & recognition program based on best practice
	Develop, pilot and promote reverse mentoring program connecting APS classification CALD mentees with EL and SES mentors utilising a culturally safe process			Monitor success and take-up of reverse mentoring program	People Team/Diversity and Inclusion/CALD Champion/CALD Network Chair/CALD Network	By December 2026 Reverse Mentoring Pilot has commenced By June 2027 there is uplift in cultural awareness for staff participating in the reverse mentoring program and overall increase in appreciation of the experiences and contributions of our CALD staff
	Undertake review of existing APS-wide CALD peer support programs	Develop and promote APSC CALD peer support program	Embed APSC CALD peer support program		CALD Network/CALD Network Chair	By June 2026 identify a suitable CALD peer support program By December 2026 promote new CALD peer support initiative By June 2028 have embedded the new CALD peers support program
	Continue to encourage cultural immersion opportunities between networks to enhance inclusivity and staff cultural understanding (Ongoing)				People Team/Networks/CALD Network Chair	Ongoing immersive uplift for staff participating in programs
	Promote CALD Network membership and events as part of onboarding and internal communications, highlighting the benefits of connection, visibility, and peer support				CALD Network	By December 2025 Review onboarding process to ensure staff networks are included. By December 2026, ongoing staff participation in an intersectional calendar of events to foster cultural learning and a place of connection and belonging for CALD employees across a range of networks and identities
	Provide staff with opportunities to engage with cultural and religious days of significance and lived experience through events, storytelling and learning resources developed in partnership with the CALD staff network.				CALD Network	Commencing 2025, organise and promote regular events, storytelling and learning to be offered and communicated through current communication channels
Promote CALD Network engagement in CALD Community of Practice with other CALD Networks (Ongoing)				CALD Network	By June 2026 CALD Network has operational links with other CALD Networks through invitations to events and social sharing online and in-person.	

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Leadership and Management	Develop and implement a CALD cultural capability learning package for EL2 and SES leaders, incorporating the APS Integrated Unconscious Bias Training, MOSAIC Part 2, and the 6 Rs Relationship leadership Model, Multicultural: Our Stories as well as a full understanding of the CALD Compact.				SES/People Team/MHSU/Diversity and Inclusion	By June 2026, design the cultural capability learning package ensuring full consultation for best outcomes. By June 2026, promote cultural capability as a key area of focus in SES Performance Plans
	Design a campaign to promote the relaunch of MOSAIC Part 1 and the release of MOSAIC Part 2.		Review uptake of MOSAIC products and repromoted to re-engage staff and engage with new staff.		People Team/Diversity and Inclusion	By February 2026, launch APSC internal promotion of MOSAIC products. By June 2026, uplift in staff cultural awareness is evident through increased completion rates By June 2026, uplift SES and EL leader cultural awareness through deepening cultural intelligence
Recruitment and progression	Continue to review and embed recruitment processes to identify opportunities to innovate and increase inclusivity. (Ongoing)				People Team	By December 2026 in line with Innovative Hiring Practices project broaden source strategies to reach active and passive CALD candidates through more diverse marketing platforms. Improve marketing material to promote the Commission as an employer of choice. Uplift APSC website to promote inclusive language and reduce barriers. By June 2028 assess bias in selection processes
	Source and roll-out unconscious bias training modules focussing on both unconscious bias uplift for all staff and for recruitment panels, in partnership with learning partners.			Embed offering of unconscious bias training	People Team	By December 2026 unconscious bias training rolled out By June 2028 all staff to have attended unconscious bias training
Representation	Identify high potential CALD talent for structured sponsorship and mentoring opportunities. Actively promote and support CALD staff to enrol in programs such as the APS Leadership Edge and the CALD Sponsorship Pilot ensuring they are aware of the opportunity and feel supported to participate.Track and report on CALD SES Benchmark to Executive Board via APSC CALD Champion. APSC to join the CALD Sponsorship Pilot.				SES/Managers/People Team/Diversity and Inclusion	Ongoing active identification, mentoring and support of pipeline talent. By June 2028 CALD representation increased on APS Leadership Edge program and CALD Sponsorship Program. Bi-Annual Check following the APSED release - CALD SES representation reportable benchmark reached as per the CALD Employment Strategy headline actions
	Promote learning and development opportunities tailored to CALD staff and career progression goals (Ongoing)				Managers/People Team	By June 2026, work with CALD staff and managers to integrate culturally inclusive career planning into development conversations and talent planning cycles. By December 2026 work with managers to support individual development planning. Encourage open conversations with individual team members about leadership, working style, and their communication preferences. By June 2028 expanded CALD career progression initiatives
Success Measures	 Increase in CALD staff recruitment, promotion and retention. An increase in SES CALD staff representation of 4% and in EL2 staff representation of 5% by 2028.  Increase in APS Employee Census results for CALD staff perceptions of inclusiveness, opportunities, recognition and accessibility of learning and development of 3% by 2028.  Increased staff participation in cultural awareness and Mosaic training.					