



Department of Treasury

# MULTICULTURAL PLAN 2021

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Michael Barnes PSM, Under Treasurer

## Foreword

On 3 February 2020, the Western Australian Government launched the Western Australian Multicultural Policy Framework (WAMPF) for the public sector which recognises cultural diversity as one of Western Australia's greatest strengths. The WAMPF seeks to optimise the benefits that cultural diversity brings through providing everyone with the opportunity to make economic, social, cultural, civic and political contributions to the State.

The WAMPF framework outlines policy priorities and provides a guide for government agencies to translate the principles and objectives into actions.

I am pleased to present the Department of Treasury's (Treasury) Multicultural Plan 2021 which is intended to support the WAMPF and lead to positive outcomes for all Western Australians in supporting cultural diversity in Treasury's policies, programs and services.

It is our commitment to ensuring we are taking specific actions to ensure people from culturally and linguistically diverse (CaLD) backgrounds are afforded participation, equality and fairness in opportunities, policies, programs and services we provide.

This plan has been developed in alignment with Treasury's Strategic Plan 2018-2021, and Treasury's Workforce and Diversity Plan 2020-21.

A handwritten signature in blue ink, appearing to read 'M. Barnes'.

Michael Barnes PSM  
UNDER TREASURER

# About Treasury

Treasury WA is at the centre of government decision making. We are the principal economic and financial policy advisor that influences outcomes for the benefit of Western Australia.

The Department is made up of four distinct business units:

## Office of the Deputy Under Treasurer

Supports priorities that fall across Treasury and across Government through oversight of State Finances (whole of government financial management and reporting and publications), Infrastructure and Public Sector Reform (monitoring, reporting, advice and planning in relation to government's public sector reform and infrastructure projects) and Corporate Strategy and Performance (finance, human resources, learning and organisational development, information technology, risk and audit).

## Economic

Assists the government of the day through expert commercial, economic, financial and policy advice that promotes the public interest including economic conditions and economic and revenue forecasts, tax and royalty changes, distribution of GST grants, intergovernmental relations, best practice regulation, wages policy, microeconomic reforms, and commercial transactions and projects.

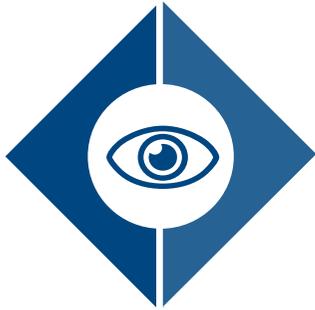
## Strategic Policy and Evaluation

Provides financial and social policy advice on health, mental health, education and training, communities, justice and transport issues to agencies and also provides data analytics and evaluation to support government decision making.

## Infrastructure and Finance

Provides evidence based analysis and advice on service delivery for the State's Government Trading Enterprises (GTEs) and infrastructure agencies, governance oversight of GTEs, manages the whole of Government Treasury operations, including liquidity, investment and debt management, and provides advice in relation to the State's financial management and accountability framework and superannuation policy.

## Our Vision, Mission and Values



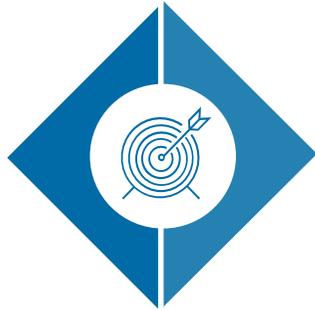
### Our Vision

To be highly valued as the pre-eminent economic and financial policy advisor to Government and steward of the State's financial management and regulatory frameworks.



### Our Values

- Innovative Thinking
- Committed People
- Working Collaboratively



### Our Mission

Supporting the government of the day through the provision of expert financial management and economic policy advice that promotes the public interest.

## Our Strategic Goals



### Goal one:

Promoting fiscal sustainability



### Goal two:

Promoting a strong, competitive and diversified economy



### Goal three:

Enhancing organisational capability and agility

# Western Australian Multicultural Policy Framework (WAMPF)

In response to Western Australia's growing cultural diversity rates, the WAMPF was launched by the Office of Multicultural Interests, Department of Local Government, Sport and Cultural Industries on 3 February 2020. The WAMPF identifies policy priorities, strategies and outcomes that will support agencies' efforts to:

- facilitate a harmonious and inclusive society for people from CaLD backgrounds;
- ensure culturally responsive programs, policies and services that respond to the needs of Western Australia's culturally diverse communities; and
- enhance the contribution of people from CaLD backgrounds in civic, social, economic and political environments and recognise the contributions that have already been made.





# Treasury Multicultural Plan

The Treasury Multicultural Plan has been developed in line with the Treasury Strategic Plan 2018-2021 and the Treasury Workforce and Diversity Plan 2020-2021.

The Multicultural plan will run in alignment with these two plans and will be a one year Plan for 2021. The plan will guide Treasury on implementing initiatives and monitoring our programs, policies and services that support the CaLD community.

It will also work in alignment with the Public Sector Commission’s (PSC) Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020-2025 aimed at creating a collaborative effort across the public sector to increase representation of people from different backgrounds at all levels across our sector, and to ensure people experience an inclusive and positive work environment. The twin goals of the strategy are to:

- increase the representation of people from different backgrounds at all levels across our sector (workforce diversification); and
- ensure all staff in the sector experience a sense of belonging and inclusion in the work environment (workforce inclusion).

Representation of CaLD people was on average 12.5% of the public sector workforce between 2014 and 2017, rising from 13.1% in 2018 to 14.2% in 2020. Treasury’s representation of CaLD people sits at 18.7% with Treasury continuing to implement workforce strategies that ensure the workplace remains inclusive and supports people from all CaLD groups.

## CaLD people

Current Treasury representation (as at 30 June 2020) <sup>1</sup>	18.7%
Current Public Sector representation (based on June 2020 quarterly data) <sup>2</sup>	14.2%
Aspirational Public Sector target (five year window to the end of 2025)	15.5%

<sup>1</sup> Sourced from Treasury’s Equity and Diversity Data.

<sup>2</sup> Sourced from PSC HR MOIR Data.



## Compliance, Monitoring and Evaluation

As part of the implementation and management of this Plan, Treasury will comply with the legislative requirements for public sector agencies under the *Equal Opportunity Act 1984* and the human resource management principles and standards for public sector agencies under the *Public Sector Management Act 1994*.

Monitoring and review of the strategies identified in this plan is essential to the success in achieving diversity and inclusion in the workplace, and ensuring our strategies are effective for the organisation. The People and Culture team will provide quarterly reporting on the CaLD profile with oversight and input from the Treasury Diversity Committee.

Treasury, as part of its compliance reporting requirements, will report on its progress and achievements in the Annual Report, noting progress on:

- development and implementation of Treasury's Multicultural Plan 2021; and
- achievement of outcomes and Achievement Indicators identified in the Plan.

Where required, adjustments will be made in response to internal and external factors that impact on the ability of Treasury to achieve its planned initiatives.

# Treasury Action Plan

## WAMPF Policy Priority 1

### Harmonious and inclusive communities

<b>Policy Priority</b>	<b>Harmonious and inclusive communities</b>
<b>WAMPF Policy Outcome</b>	Every Western Australian values cultural, linguistic and religious diversity and feels that they belong
<b>WAMPF Strategies</b>	<ul style="list-style-type: none"> <li>▪ Promote the benefits of cultural and linguistic diversity and celebrate the achievements of people from CaLD backgrounds</li> <li>▪ Address racism and discrimination at both an individual and institutional/systemic level, including implementing the Policy Framework for Substantive Equality</li> <li>▪ Develop workplace cultures that are welcoming and inclusive of all Western Australians</li> <li>▪ Initiate and support events and projects that build mutual understanding and respect between cultures</li> </ul>
<b>Treasury Initiatives (as per Workforce and Diversity Plan)</b>	<ul style="list-style-type: none"> <li>▪ Education and awareness raising via dedicated Tnet page</li> <li>▪ Education and awareness raising via Training and Development Calendar</li> <li>▪ Diversity knowledge sharing opportunities via Annual Report, Tnet and Corporate Newsletter</li> <li>▪ Knowledge sharing via Coffee Shop Forums</li> <li>▪ Online Cultural Awareness Training</li> <li>▪ Cultural Capability Training</li> <li>▪ Discrimination, Bullying and Harassment Training</li> <li>▪ Diversity reporting and analysis</li> <li>▪ Flexible Working Arrangements Framework</li> <li>▪ Review of all diversity related policies including Equal Employment Opportunity and Substantive Equality and promotion of revised policies across Treasury</li> </ul>

## WAMPF Policy Priority 2

### Culturally responsive policies, programs and services

Policy Priority	Culturally responsive policies, programs and services
<b>WAMPF Policy Outcome</b>	<ul style="list-style-type: none"> <li>▪ All Western Australians are informed of, and have equitable access to, government services</li> <li>▪ Programs and services are culturally appropriate and responsive to the needs of all Western Australians</li> <li>▪ Customised CaLD specific services are provided for those who need them</li> <li>▪ A workforce that is culturally competent and representative of its community and business and client needs</li> </ul>
<b>WAMPF Strategies</b>	<ul style="list-style-type: none"> <li>▪ Integrate multicultural policy goals into strategic and corporate planning, procurement and review processes</li> <li>▪ Identify inequities in service access and outcomes for Western Australians from CaLD backgrounds and develop strategies to address them</li> <li>▪ Provide language services to ensure language is not a barrier to equitable access to information and services, including complaints processes</li> <li>▪ Collect and analyse CaLD data to contribute to the identification of client needs, the development of policies and programs, and evaluation of outcomes</li> <li>▪ Enable culturally diverse communities to have meaningful input into policies and programs, and systems through co-design and planning, co-delivery and implementation, and evaluation processes</li> <li>▪ Implement recruitment and selection processes that facilitate workforce diversity, and provide opportunities for the development of cultural competencies across the workforce</li> </ul>

**Treasury Initiatives (as per Workforce and Diversity Plan)**

- Advice on policy proposals that impact on people from CaLD backgrounds
- Review policies and programs to ensure and account for cultural factors in consultation and decision making
- Streamlined recruitment processes with a greater focus on contemporary assessment methodology/tools to assess candidates and introduce flexibilities in the shortlisting process
- New attraction strategy and job design including removal of essential requirements for roles in Role Statements
- Recruitment training and education sessions for managers and panel members including unconscious bias
- Analysis and review of job applicant statistics to identify any barriers to progression of diversity groups through recruitment stages
- Identify opportunities for attracting diverse groups to 2022 Graduate Recruitment campaign
- Review induction processes from candidate experience from pre-start to commencement to ensure they are consistent and appropriate for all diversity groups
- Treasury Annual Pulse Check Survey – undertake an annual survey to determine trends and information in relation to our workforce and diversity and implement strategies based on the results
- Quarterly reporting on our CaLD employee data and promotion of this across the business including background, language proficiency, number of employees at level
- Promotion of WIKI guide in relation to Interpreter services and range of employees from varying backgrounds in Treasury

## WAMPF Policy Priority 3

### Economic, social, cultural, civic and political participation

Policy Priority	Economic, social, cultural, civic and political participation
<b>WAMPF Policy Outcome</b>	<ul style="list-style-type: none"> <li>▪ Western Australians from CaLD backgrounds are equitably represented in employment on boards, committees and other decision-making bodies</li> <li>▪ Western Australia’s CaLD community is harnessed to grow economic, social, cultural, civic and political development</li> </ul>
<b>WAMPF Strategies</b>	<ul style="list-style-type: none"> <li>▪ Implement recruitment and career development processes that support employment and progression of staff from CaLD backgrounds</li> <li>▪ Achieve equitable representation of people from CaLD communities and backgrounds at all levels and in decision-making roles</li> <li>▪ Identify, develop and promote initiatives that support the development of businesses and the entrepreneurial potential of Western Australia’s CaLD community</li> <li>▪ Identify, develop and implement initiatives that encourage social, cultural, civic and political participation by members of Western Australia’s CaLD community</li> <li>▪ Develop and strengthen global connections through partnerships with Western Australia’s cultural and linguistic communities and businesses</li> </ul>
<b>Treasury Initiatives (as per Workforce and Diversity Plan)</b>	<ul style="list-style-type: none"> <li>▪ Review and update of diversity related policies and education</li> <li>▪ Evaluation of Flexible Working Arrangements</li> <li>▪ Conduct the Treasury Annual Pulse Check Survey</li> <li>▪ Review exit program to analyse CaLD data and develop strategies to support retention</li> <li>▪ Incorporation of inclusion and diversity in Strategic and Operational planning practices</li> <li>▪ Monitor and report against diversity employment targets in CEO Performance Agreement</li> <li>▪ Identify opportunities through the Innovation and Young Professional Program Committees</li> <li>▪ Address unconscious bias in recruitment and selection processes, encouraging people from CaLD to apply for vacation employment and graduate programs</li> </ul>

# Treasury Implementation Plan

## Policy Priority 1

### Harmonious and inclusive communities

- Promote the benefits of CaLD and celebrate the achievements of people from CaLD backgrounds
- Address racism and discrimination at both an individual and institutional/systemic level, including implementing the Policy Framework for Substantive Equality
- Develop workplace cultures that are welcoming and inclusive of all Western Australians. Initiate and support events and projects that build mutual understanding and respect between cultures

No.	Treasury Strategy	Strategy/Initiative Description	Timeframe	Achievement Indicators	Responsibility
1.1	Education and Awareness Raising	<b>Raise awareness of diversity</b> – dedicated page on Tnet for diversity initiatives and information and curation of LinkedIn Learning diversity development	Jun 2021	<ul style="list-style-type: none"> <li>▪ Development of new Tnet page with regular updates by Diversity Committee</li> </ul>	Diversity Committee
1.2	Education and Awareness Raising	<b>Incorporate targeted events</b> into Training and Development Calendar and celebrate CaLD dates of significance	Feb 2021	<ul style="list-style-type: none"> <li>▪ Inclusion of CaLD events into Training Calendar</li> <li>▪ Promote at least 3 CaLD events based on current demographic and feedback from employees via Treasury Annual Pulse Check survey</li> </ul>	People and Culture jointly with Diversity Committee
1.3	Knowledge Sharing	<b>Diversity knowledge sharing opportunities</b> – through highlighting positive stories and achievements in Annual Report, Tnet articles and Corporate Newsletter	Jun 2021	<ul style="list-style-type: none"> <li>▪ 3 articles and positive stories published</li> <li>▪ Selection of articles based on feedback from employees</li> </ul>	People and Culture (Workforce Management team)

No.	Treasury Strategy	Strategy/Initiative Description	Timeframe	Achievement Indicators	Responsibility
1.4	Knowledge Sharing	<b>Coffee shop forums</b> aligned to Strategic Goals that share knowledge on topical issues to expand environmental awareness (including issues in relation to diversity and unconscious bias)	Jun 2021	<ul style="list-style-type: none"> <li>▪ Number of CaLD events conducted and number participants for each session</li> <li>▪ Feedback from attendees</li> </ul>	People and Culture (Organisational Development team)
1.5	Cultural Capability Training	Explore opportunities for <b>targeted face-to-face</b> cultural capability training	Jun 2021	<ul style="list-style-type: none"> <li>▪ Include as a module in the suite of Manager Induction</li> </ul>	People and Culture (Organisational Development team)
1.6	Discrimination, Bullying and Harassment Training	Conduct <b>bullying and harassment training</b> every three years and ensure mandatory attendance at training. Training to be targeted and focus on procedural fairness and how employees and managers can ensure discriminatory and bullying behaviours are not practiced in Treasury	Jun 2021	<ul style="list-style-type: none"> <li>▪ 100% attendance by participants</li> <li>▪ Feedback sought from employees to enrich future training</li> </ul>	People and Culture (Organisational Development team)

## Policy Priority 2

### Culturally responsive policies, programs and services

- Integrate multicultural policy goals into strategic and corporate planning, procurement and review processes
- Identify inequities in service access and outcomes for Western Australians from CaLD backgrounds and develop strategies to address them
- Collect and analyse CaLD data to contribute to the identification of client needs, the development of policies and programs, and evaluation of outcomes
- Implement recruitment and selection processes that facilitate workforce diversity, and provide opportunities for the development of cultural competencies across the workforce

No.	Treasury Strategy	Strategy/Initiative Description	Timeframe	Achievement Indicators	Responsibility
2.1	Advice on policy proposals	Provide <b>advice on policy proposals that impact on people from CaLD</b> backgrounds, including for infrastructure, service provision and grants to third parties (local governments, not for profits)	Jun 2021	<ul style="list-style-type: none"> <li>▪ Number of CaLD related policy proposals received</li> <li>▪ Feedback on CaLD related policy proposals</li> </ul>	Strategic Policy and Evaluation
2.2	Review Policies and Programs	<b>Review policies and programs to ensure and account for cultural factors</b> in consultation and decision making (i.e. Better Regulation Program)	Jun 2021	<ul style="list-style-type: none"> <li>▪ Number of policies and programs reviewed</li> <li>▪ Number of opportunities identified to better account for cultural factors</li> <li>▪ Feedback on current policies and programs</li> </ul>	Infrastructure and Public Sector Reform Economic Policy
2.3	Recruitment Process	Implement <b>streamlined recruitment processes</b> with inclusion of contemporary assessment methodologies and tools, including unconscious bias	Jun 2021	<ul style="list-style-type: none"> <li>▪ 50% of processes using improved tools/processes</li> <li>▪ 100% of processes including unconscious bias principles</li> </ul>	People and Culture (Senior Talent Partner)

No.	Treasury Strategy	Strategy/Initiative Description	Timeframe	Achievement Indicators	Responsibility
2.4	Advertising Process	Implement <b>new attraction strategy and job design with amendments</b> to existing role statements and removal of essential requirements	Jun 2021	<ul style="list-style-type: none"> <li>▪ 100% of recruitment processes undertaken with new methodology</li> </ul>	People and Culture
2.5	Recruitment Training	Conduct <b>face-to-face education sessions</b> for managers and panel members which focus on myths, strategies and inclusion of unconscious bias principles	Jun 2021	<ul style="list-style-type: none"> <li>▪ Pilot session developed and implemented</li> <li>▪ Baseline % to be established post pilot session</li> <li>▪ Feedback survey results from participants to be used to enrich training</li> </ul>	People and Culture (Senior Talent Partner)
2.6	Applicant Reporting- General recruitment	Conduct an <b>analysis and review of job applicant statistics</b> to identify barriers to progression of diversity groups through various recruitment stages	Jun 2021	<p>Establish baselines for comparative purposes for future reporting of:</p> <ul style="list-style-type: none"> <li>▪ % of applicants by diversity group</li> <li>▪ % of applicants by diversity group shortlisted</li> <li>▪ % of applicants by diversity group suitable</li> </ul>	People and Culture (Talent Partner)
2.7	Applicant Reporting Graduate program	Identify opportunities for <b>attracting and maintaining diverse groups</b> to the 2022 Graduate Recruitment campaign	Aug 2021	<p>Establish baselines for comparative purposes for future reporting of:</p> <ul style="list-style-type: none"> <li>▪ % of applicants by diversity group</li> <li>▪ % of applicants by diversity group shortlisted</li> <li>▪ % of applicants by diversity group suitable</li> </ul>	People and Culture (Senior Talent Partner)

## Policy Priority 3

### Economic, social, cultural, civic and political participation

- Implement recruitment and career development processes that support employment and progression of staff from CaLD backgrounds
- Achieve equitable representation of people from CaLD backgrounds at all levels and in decision making roles
- Identify, develop and implement initiatives that encourage social, cultural, civic and political participation by members of Western Australia's CaLD community

No.	Treasury Strategy	Strategy/Initiative Description	Timeframe	Achievement Indicators	Responsibility
3.1	Diversity Policy Review	Review and <b>update of diversity related policies and education</b> to ensure policies are inclusive, reinforce zero tolerance to discrimination and harassment and provide education on complaints mechanisms	Jun 2021	<ul style="list-style-type: none"> <li>▪ 100% of policies reviewed and updated</li> <li>▪ Opportunities identified to enhance inclusivity</li> </ul>	People and Culture (Workforce Management team)
3.2	Treasury Pulse Check Survey	<b>Include questions</b> which will provide feedback and assist in the development of future strategies	Jun 2021	<ul style="list-style-type: none"> <li>▪ Level of engagement</li> <li>▪ Implementation of strategies based on feedback</li> </ul>	People and Culture (Organisational Development team)
3.3	Review Exit Program	Actively seek exit survey feedback related to CaLD strategies to further enhance strategies to support retention	Jun 2021	<ul style="list-style-type: none"> <li>▪ Establish baselines for: <ul style="list-style-type: none"> <li>• Number of exit processes conducted</li> <li>• Number of exit processes conducted for employees identifying as CaLD</li> </ul> </li> <li>▪ Development and implementation of appropriate strategies based on Exit Survey data</li> </ul>	People and Culture (Workforce Management team)

No.	Treasury Strategy	Strategy/Initiative Description	Timeframe	Achievement Indicators	Responsibility
3.4	CEO Performance Agreement	<b>Monitor and report</b> against diversity dashboard including CaLD targets	Jun 2021	<ul style="list-style-type: none"> <li>CaLD diversity statistics for each reporting period</li> </ul>	People and Culture (Workforce Management team)
3.5	Identify Opportunities	<b>Explore opportunities</b> through the Innovation Committee and Young Professional Program (YPP) Committee for the identification, development and implementation of initiatives that encourage participation of the CaLD community	Dec 2021	Establish baselines for: <ul style="list-style-type: none"> <li>Number of meetings held to explore opportunities</li> <li>Number of initiatives identified for further development and implementation</li> </ul>	Innovation Committee  Young Professional Program Committee