



Government of **Western Australia**  
Department of **Treasury**

Department of Treasury

# MULTICULTURAL PLAN 2022-2024

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# Message from the Under Treasurer



Michael Barnes PSM, Under Treasurer

The representation of culturally and linguistically diverse (CaLD) people within the Department of Treasury (Treasury) workforce is currently 23.4%. The high representation of CaLD people within our workforce is a source of pride for Treasury and we will continue to embrace all aspects of the cultural and linguistic diversity within our workforce to make Treasury a workplace inclusive for all.

The themes of inclusion and equitable participation have guided the development of the Treasury Multicultural Plan 2022-2024 (the Plan) which also aligns with the *Treasury Strategic Plan 2021-2024* and *Treasury's Workforce and Diversity Plan*.

The Plan will guide Treasury on implementing initiatives and monitoring our programs, policies and services that support the CaLD community and our workforce. It builds on the progress we have made in our inaugural Multicultural Plan.

The Plan continues to 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 to increase representation of people from different backgrounds at all levels across the sector, and to ensure people experience an inclusive and positive work environment. Treasury continues to work towards the twin goals of the strategy 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).

Over the course of the Plan, Treasury will continue to engage with stakeholders and employees to identify new and enriched workforce strategies to enable our workplace to continue to be harmonious, inclusive and culturally responsive.

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 five business units:

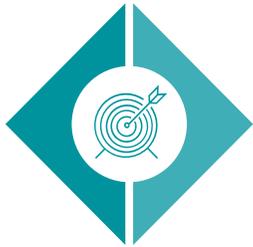
<b>Office of the Under Treasurer</b>	<p>Central point of liaison between Treasury and the Treasurer's Office, which oversees all Treasury correspondence and ministerials (through the Executive Ministerial Support Unit), and is responsible for all internal and external Treasury communications.</p>
<b>Office of the Deputy Under Treasurer</b>	<p>Supports priorities that fall across the Department and Government, through oversight of State Finances, Infrastructure Strategy and Policy, Budget Management and Transport and through provision of Financial Policy and Operations.</p>
<b>Advisory Services</b>	<p>Provides solutions-focused advice to Treasury Executive and the Government, including financial analysis to support major investment decisions; policy advice on key service delivery issues; and evaluation of risks and identification of mitigation strategies to support value for money outcomes for the State. The business unit also provides strategic and operational planning and to ensure appropriate support to all of Treasury, including ICT support, human resource functions, and learning and development.</p>
<b>Economic</b>	<p>Advises and assists the Government with the management of the State's economy, providing advice and analysis on economic conditions; economic and revenue forecasts; revenue policy ideas; Commonwealth/State relations; complex commercial transactions; and regulatory practice and priority microeconomic reforms.</p>
<b>Agency Budgeting and Governance</b>	<p>Provides financial support and oversight of the State's Government Trading Enterprises; analysis and advice on service delivery for a large number of government agencies; and coordinates advice and input on climate change.</p>
<b>Strategic Policy and Evaluation</b>	<p>Provides evaluation and advice on the efficiency and effectiveness of service delivery and infrastructure provision in key government agencies such as Department of Health; Department of Education; Western Australia Police; and Department of Communities.</p>

# Our Mission Vision and Values



## Our Vision

To be highly valued and trusted as the State's pre-eminent economic and financial policy advisor.



## 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 1** 

Promoting fiscal sustainability and value for money outcomes

**Goal 2** 

Promoting a strong, competitive and diversified economy

**Goal 3** 

Enhancing organisational capability and agility



# Western Australian Multicultural Policy Framework (WAMPF)

The WAMPF was launched by the Office of Multicultural Interests (OMI), Department of Local Government, Sport, and Cultural Industries on 3 February 2020 in response to Western Australia's growing cultural diversity rates. Furthering the intent of the WA charter of Multiculturalism, the three main policy priority areas of the WAMPF aim to:

- facilitate harmonious and inclusive communities;
- ensure culturally responsive policies, programs and services; and
- enhance the economic, social, cultural, civic and political participation of people from CaLD backgrounds.

Treasury's Multicultural Plan outlines the specific actions Treasury will take to implement the framework.





# Treasury Multicultural Plan

This Plan has been developed in line with our *Strategic Plan 2021-2024*, and the Public Sector Commission’s (PSC) *Workforce and Diversification and Inclusion Strategy for WA Public Sector Employment 2020-2025*. Treasury continues to work towards the twin goals of the PSC strategy, aimed at creating a collaborative effort across the public sector to increase representation of people from different backgrounds at all levels across the sector, and to ensure people experience an inclusive and positive work environment.

Treasury is committed to achieving substantive equality in access and delivery of our services and workplace practices, consistent with the *Substantive Equality Policy Framework* for public sector agencies.

The representation of CaLD people at Treasury continues to exceed the Western Australian Public Sector Aspirational Targets.

## CaLD Workforce Profile

Current Treasury representation <sup>1</sup>	23.4%
Current Public Sector representation	16.0%
Aspirational Public Sector target <sup>2</sup>	15.5%

1. Sourced from Department of Treasury – Quarterly Entity profile (June 2022) prepared by PSC

2. Sourced from PSC Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020-2025



## 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.

The Department, 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 2022-2024; and
- achievement of outcomes and Key Performance Indicators identified in the Plan.

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

# Policy Priority 1: Harmonious and Inclusive Communities

## Policy Outcome:

- Every Western Australian values cultural, linguistic and religious diversity and feels that they belong

No.	Action	Timeframe	Responsibility	Measure
1.1	Promote and raise awareness of inclusion through regular updates on Tnet	Ongoing to Dec 2024	Diversity Committee	<ul style="list-style-type: none"> <li>▪ Six monthly refresh and update of CaLD page on Tnet with new updated information and articles</li> <li>▪ Number of updates to Tnet page</li> </ul>
1.2	Celebrate and acknowledge Diversity events through recognition in Diversity calendar and continue to incorporate multicultural events into Training and Development Calendar	Ongoing to Dec 2024	People and Culture, jointly with Diversity Committee	<ul style="list-style-type: none"> <li>▪ Development of Diversity calendar celebrating Days of significance such as Lunar New Year, Diwali etc.</li> <li>▪ Celebrate and Promote Harmony Week in March annually</li> <li>▪ Inclusion of CaLD events into Training and Development Calendar, based on current demographic and feedback from employees</li> <li>▪ Share and promote <a href="#">OMIs Cultural events calendar</a> with all Treasury Staff</li> <li>▪ Track participation rates at key diversity events</li> </ul>

No.	Action	Timeframe	Responsibility	Measure
1.3	Diversity knowledge sharing opportunities – through highlighting positive stories and achievements in Annual Report, Tnet articles, Corporate Newsletter and on social media (e.g. LinkedIn)	Ongoing to Dec 2024	People and Culture	<ul style="list-style-type: none"> <li>Articles and positive stories published on Tnet, digital signage and social media celebrating achievements of employees from CaLD backgrounds</li> <li>Selection of articles based on feedback from employees</li> </ul>
1.4	Coffee shop forums aligned to Strategic Goals that share knowledge on topical issues to expand environmental awareness (including topical issues in relation to diversity and unconscious bias)	Ongoing to Dec 2024	People and Culture	<ul style="list-style-type: none"> <li>Number of CaLD events conducted and number of participants for each session</li> <li>Feedback from attendees</li> <li>Feedback from employees about topics of interest</li> </ul>
1.5	Promote <a href="#">Diverse WA online training</a> to build cultural capability	June 2023	People and Culture	<ul style="list-style-type: none"> <li>Include as a module in the suite of online Manager Induction</li> <li>80% completion rate</li> </ul>
1.6	Conduct bullying and harassment training every two years for all Treasury staff  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	Dec 2024	People and Culture	<ul style="list-style-type: none"> <li>80% attendance by participants</li> <li>Feedback sought from employees to enrich future training</li> </ul>
1.7	Promote benefits of a CaLD workforce, to build Treasury's profile and reputation as an Employer of Choice	Ongoing to Dec 2024	People and Culture and Communications team	<ul style="list-style-type: none"> <li>Workforce profiles of CaLD employees shared on LinkedIn</li> <li>Photography and imagery used in Treasury publications and advertisements reflects Treasury's diverse workforce and the diverse Western Australian community</li> </ul>

# Policy Priority 2: Culturally Responsive Policies, Programs and Services

Policy outcomes:

- All Western Australians are informed of and have equitable access to government services
- Programs and services are culturally appropriate to the needs of all Western Australians
- Customised CaLD-specific services are provided for those who need them
- A workforce that is culturally competent and representative of its community, and business and client needs



No.	Action	Timeframe	Responsibility	Measure
2.1	Provide advice on policy proposals that impact on people from CaLD backgrounds, including for infrastructure, service provision and grants to third parties (not-for-profit organisations)	Ongoing to Dec 2024	All Business Units	<ul style="list-style-type: none"> <li>▪ Number of CaLD related policy proposals received</li> <li>▪ Feedback on CaLD related policy proposals</li> </ul>
2.2	Work with OMI to identify opportunities to have relevant Treasury documents translated into alternative languages	August 2023	Communications	<ul style="list-style-type: none"> <li>▪ Assessment of relevant documents conducted, and priority documents identified</li> </ul>
2.3	Review policies and programs to ensure and account for cultural factors in consultation and access (i.e. Unclaimed Money Register)	September 2023	Agency Budgeting and Governance	<ul style="list-style-type: none"> <li>▪ Number of hits on Treasury website</li> </ul>
2.4	Implement streamlined recruitment processes with inclusion of contemporary assessment methodologies and tools, including unconscious bias	Ongoing to Dec 2024	People and Culture	<ul style="list-style-type: none"> <li>▪ 50% of processes using improved tools/processes</li> </ul>
2.5	Conduct education sessions for managers and panel members which focus on myths, strategies and inclusion of unconscious bias principles in recruitment	Quarterly to Dec 2024	People and Culture	<ul style="list-style-type: none"> <li>▪ Feedback survey results from participants to be used to enrich training</li> <li>▪ One page MythBusters on Unconscious Bias principles for Managers</li> </ul>
2.6	Conduct analysis and review of job applicant statistics to identify barriers to progression of diversity groups through various recruitment states	Quarterly to Dec 2024	People and Culture	<ul style="list-style-type: none"> <li>▪ Report quarterly against baselines of the below, to be used for comparative purposes for future reporting and identify where improvements can be made: <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> </li> </ul>

No.	Action	Timeframe	Responsibility	Measure
2.7	Continue to identify opportunities for attracting and maintaining diverse groups to the Graduate Recruitment campaign	Annually to Dec 2024	People and Culture	<ul style="list-style-type: none"> <li>Report quarterly against baselines of % of applicants by diversity group, and % found suitable and shortlisted for comparative purposes for future reporting</li> </ul>
2.8	Roll out job application and interview training for staff as part of the Treasury learning and development program	Annually to Dec 2024	People and Culture	<ul style="list-style-type: none"> <li>Pilot session developed and implemented</li> <li>Feedback survey results from participants to be used to enrich training</li> </ul>

# Policy Priority 3: Economic, Social, Cultural, Civic and Political Participation

## Policy Outcomes:

- Western Australians from CaLD backgrounds are equitably represented in employment and on boards, committees and other decision-making bodies
- Western Australia's CaLD community is harnessed to grow economic, social, cultural, civic and political development

No.	Action	Timeframe	Responsibility	Measure
3.1	Review and update diversity-related policies and education to ensure policies are inclusive, and reinforce zero tolerance to discrimination and racism	Dec 2023	People and Culture	<ul style="list-style-type: none"> <li>▪ 100% of policies reviewed and updated</li> <li>▪ Opportunities identified to enhance inclusivity</li> </ul>
3.2	Include questions in the Treasury Pulse Survey which will provide feedback and assist in the development of future strategies	Dec 2024	People and Culture	<ul style="list-style-type: none"> <li>▪ Level of engagement</li> <li>▪ Implementation of strategies based on feedback</li> </ul>
3.3	Actively seek exit survey feedback related to CaLD strategies to further enhance strategies to support retention	Quarterly to Dec 2024	People and Culture	<ul style="list-style-type: none"> <li>▪ Establish baselines for:               <ul style="list-style-type: none"> <li>○ Number of exit process conducted for employees identifying as CaLD</li> <li>○ Development and implementation of appropriate strategies based on Exit Survey data</li> </ul> </li> </ul>
3.4	Implement workforce reporting and establish Key Performance Indicators to measure achievement of representation of a diverse workforce	Ongoing to Dec 2024	People and Culture	<ul style="list-style-type: none"> <li>▪ CaLD diversity statistics for each reporting period broken down by classification level</li> </ul>

No.	Action	Timeframe	Responsibility	Measure
3.5	Culturally diverse representation is maintained on Treasury governance Committees	Ongoing to Dec 2024	Diversity Committee	<ul style="list-style-type: none"> <li>▪ % of Governance committees that include culturally diverse workforce representatives</li> </ul>
3.6	Implement campaigns aimed at encouraging Treasury employees to update their workforce diversity data in the HR system	Annually to Dec 2024	People and Culture	<ul style="list-style-type: none"> <li>▪ Improved reporting of diversity data</li> </ul>
3.7	Investigate avenues to expand entry pathways for CaLD employees	Dec 2024	People and Culture	<ul style="list-style-type: none"> <li>▪ Investigate quarantining of vacation program to CaLD applicants</li> <li>▪ Investigate partnerships with organisations providing entry pathways for potential CaLD workers</li> </ul>
3.8	Provide professional learning and support to enhance leaders' capability to promote a positive workplace culture that is equitable, inclusive and culturally safe	Dec 2024	People and Culture	<ul style="list-style-type: none"> <li>▪ Investigation of confidential reporting mechanism (e.g. Safe2Say) as an avenue for anonymous reporting</li> <li>▪ Implementation of Leadership program with focused module on culturally safe workplaces</li> </ul>
3.9	Explore opportunities to engage CaLD businesses through internal training, events and other corporate activities	Dec 2024	Corporate Strategy and Performance	<ul style="list-style-type: none"> <li>▪ Identify at least two opportunities to engage with a CaLD business provider</li> </ul>

