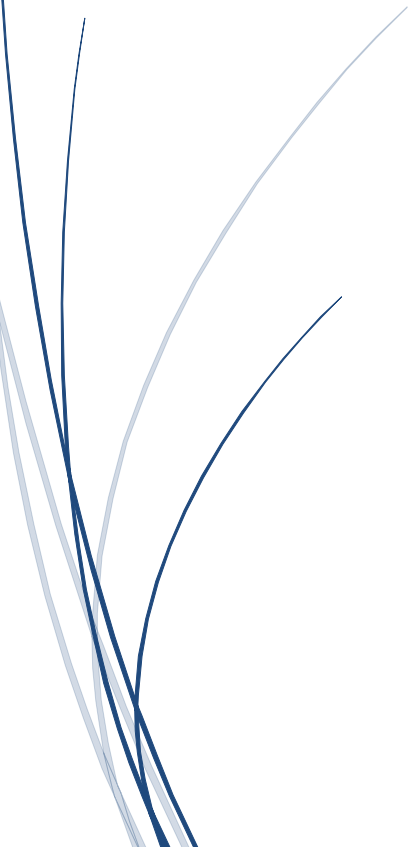




Workforce Diversification and Inclusion Strategy

2021 – 2025



Message from the Director General

Evidence shows that diversity and inclusion in the workforce are key to improving productivity and innovative thinking. A diverse and inclusive workforce with an understanding of community needs and expectations can also respond better to a rapidly changing environment and ensure the best service is delivered.

I am pleased to endorse the Department's *Workforce Diversification and Inclusion Strategy*. The Strategy supports the Public Sector Commission's *Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020 – 2025* and the six accompanying action plans.

As a leader of workforce development for the State, the Department recognises the need to ensure that our own workforce reflects the diversity of the wider community. We are committed to increasing the representation of people from diverse backgrounds at all levels, and ensuring our staff experience a sense of belonging and inclusion at work.

The targets and actions we have set in this Strategy will only be achieved if we all engage in and support the initiatives to improve workforce diversification and inclusion. I encourage all staff to work together to achieve the employment targets and contribute to building an inclusive workplace where the qualities, contributions and perspectives of every individual are valued.

The diversity and inclusion landscape is continually changing and the Department must remain flexible in its approach to workforce diversification and inclusion. This Strategy will be regularly reviewed and the action plans will be updated should priorities change.

Karen Ho
A/Director General
September 2021

Acknowledgement of Country

The Department of Training and Workforce Development acknowledges the traditional custodians of the lands, which we work and live on. We pay our respects to Elders past, present and emerging.

This document is available in alternative formats by request.

Please contact us via website@dtwd.wa.gov.au.

Workforce diversification and inclusion at the Department

The Department has demonstrated its commitment to workforce diversification and inclusion through the implementation of various policies and strategies, including:

- *Equity and Diversity Policy;*
- *Equal Employment Opportunity Management Plan;*
- *Workforce Plan;*
- *Reconciliation Action Plan;*
- *Multicultural Plan;*
- *Disability Access and Inclusion Plan;* and
- *Aboriginal Employment Strategy.*

The *Workforce Diversification and Inclusion Strategy* aligns with the strategies and actions outlined in the abovementioned documents. Going forward, the Strategy will replace the Department's *Equal Employment Opportunity Management Plan*.

This Strategy outlines our plan for workforce diversification and inclusion.

Workforce diversification

Increasing the representation of people from different backgrounds at all levels across the Department

Workforce inclusion

Ensuring all staff in the Department experience a sense of belonging and inclusion in the work environment

It contains action plans with tailored initiatives to increase representation and inclusion for six diversity groups:

- Aboriginal and Torres Strait Islander people;
- culturally and linguistically diverse (CaLD) people;
- people of diverse sexualities and genders (PDSG);
- people with disability;
- women; and
- youth.

Workforce diversity profile and targets

The Department is committed to increasing the representation of people from diverse backgrounds, in line with the Public Sector Commission's aspirational targets. The Department currently meets the aspirational targets for people from CaLD backgrounds and women in Senior Executive Service.



Aboriginal and Torres Strait Islander people



Culturally and linguistically diverse



People with disability



Women in SES



Youth (24 years and under)

2021 Actual	3.4%	19.6%	2.2%	50.0%	5.4%
2025 Target	3.7%	15.5%	5.0%	50.0%	5.8%

Human Resources will be responsible for the implementation and review of this Strategy to ensure the actions remain effective in working towards achieving the above targets.

Action plan to improve employment outcomes for all diverse groups

Educate and empower: A knowledge and capability uplift in diversity is a priority consideration in workforce planning	
Action	Timeframe
Use public sector workforce and community representation data to set specific agency targets and to inform recruitment and workforce planning	2021
Offer regular opportunities for staff to share their diversity status at various stages of employment	2021
Attract and develop: Recruitment and development practices proactively identify and support the talent of diverse groups	
Action	Timeframe
Provide training and information to remove discrimination and unconscious bias in recruitment, training and workforce practice	2022
Partner with specialist employment service providers and networks and continue to advertise employment opportunities broadly to attract diverse jobseekers	2021
Develop a feedback survey for job applicants that includes targeted questions to measure the recruitment and selection process experience for diverse applicants	2022
Lead and build: There is deliberate leadership to build an organisational culture where all people are treated fairly and respectfully	
Action	Timeframe
Undertake a review of the employment policy and recruitment and selection processes to identify and address barriers to the recruitment and progression of people from diverse backgrounds	2022
Reinforce zero tolerance for discrimination and harassment, and provide a clear complaints pathway for staff to feel confident in raising issues	2021
Ensure senior leaders act as role models, demonstrating respectful behaviour and challenging inappropriate language and attitudes	2022
Identify an executive champion to promote the importance of workforce diversity and inclusion and give visibility to the commitment of Corporate Executive	2021
Ensure policies, practices and job descriptions do not discriminate against people from diverse groups and ensure published materials are inclusive	As required
Provide diverse and inclusive employee support services through the Department's <i>Employee Assistance Program (EAP)</i> , contact officers and intranet resources	2022
Ensure equity in access to work arrangements that support those returning to work and those with family and carer responsibilities	2022
Support managers to have the capability and confidence to manage varied working arrangements	2022
Implement actions in the Safe Spaces guide for staff who may be experiencing family violence, and ensure an adequate number of staff are trained as contact officers	2022
Account and celebrate: Responsibility is taken for improving workforce diversification and inclusion	
Action	Timeframe
Highlight positive stories and achievements of people from diverse groups through internal and external communications	2023
Monitor and report progress against employment targets and diversity and inclusion action plans	Annually

Action plan to improve employment outcomes for people with disability

In Western Australia, around 5.5 per cent of working age people have a mild or moderate disability, however representation of people with disability in public sector employment remains low, despite evidence showing that employing people with disability brings benefits for business.

The Department is committed to increasing the representation of people with disability employed by the Department to 5 per cent and ensuring people with a disability are treated fairly and respectfully.

Educate and empower – A knowledge and capability uplift is a priority consideration in workforce planning for people with disability	
Action	Timeframe
Use sections 66S and 66R of the <i>Equal Opportunity Act 1984</i> to increase the representation and progression of people with disability	2022
Implement 'disability confident recruiter' training, and continue to deliver disability awareness training to improve disability awareness and understanding for staff	2022
Establish a partnership with the Job Access Employer Engagement National Disability Recruitment Coordinator program to develop tailored initiatives	2022
Develop a disability awareness hub containing online resources, fact sheets and elearning programs for staff at all levels	2023
Attract and develop – Recruitment and development practices proactively identify and support the talent of people with disability	
Action	Timeframe
Distribute advertised positions through disability employment service providers and networks to attract jobseekers	2021
Develop a practical disability employment recruitment toolkit for hiring managers to ensure inclusive best practices across the recruitment process	2022
Support traineeships, graduate programs, internships and work experience placements for people with disability	2022
Lead and build – There is deliberate leadership to build an organisational culture where all people are treated fairly and respectfully	
Action	Timeframe
Develop information and support processes to increase manager confidence and capability to mentor and coach people with disability	2023
Ensure budget processes consider funding for disability-specific equipment, modifications and flexibility to enable people with disability to effectively perform their duties	2022
Explore establishing an employee resource group for staff with disability to enable employees with lived experience to connect, encourage co-design of employment practices and drive disability-confident workplace initiatives	2023
Explore membership with Australian Network on Disability to enable the Department to leverage a national community of practice and advance the inclusion of employees with disability across all levels	2022
Account and celebrate – Responsibility is taken for improving the representation and inclusion of people with disability in the Department	
Action	Timeframe
Set explicit expectations across the agency to work towards the employment target for people with disability	2022
Celebrate events that promote diversity and inclusion of people with disability such as the International Day of People with Disability	Annually

Action plan to improve employment outcomes for Aboriginal and Torres Strait Islander people

Improving employment opportunities for Aboriginal and Torres Strait Islander people across the Western Australian economy is a key aspect of the Department's core business, both as a matter of equity and to help address the State's workforce needs.

The Department is committed to increasing the representation of Aboriginal and Torres Strait Islander people employed by the Department to 3.7 per cent and continuing to foster an inclusive workplace that respects and celebrates Aboriginal and Torres Strait Islander culture.

Educate and empower – A knowledge and capability uplift is a priority consideration in workforce planning for Aboriginal and Torres Strait Islander people	
Action	Timeframe
Review and update the Department's Aboriginal cultural learning framework	2022
Continue to implement cultural capability training and shared learning to improve awareness and understanding for staff, with a focus on building supervisor cultural competency	2022
Integrate cultural learning journeys and other cultural education opportunities into the Department's centralised <i>Professional Development Program</i>	2022
Design a cultural protocols document to assist staff to deliver an Acknowledgment of Country and provide guidelines on how to engage community Elders to perform a Welcome to Country if required	2022
Attract and develop – Recruitment and development practices proactively identify and support the talent of Aboriginal and Torres Strait Islander people	
Action	Timeframe
Encourage and promote participation in the Aboriginal Employee Yarning Circle, the agency employee network dedicated to Aboriginal staff	2022
Review, refresh and implement the Department's <i>Aboriginal Employment Strategy</i>	2022
Investigate an Aboriginal employee cultural development program that includes building cultural capacity and career progression	2023
Actively support Aboriginal staff to undertake secondments, acting opportunities, special projects, mentoring and leadership development	2022
Investigate programs enabling Aboriginal staff to learn and be inspired by senior leaders through a structured job shadowing program (for example; DG for a day)	2023
Lead and build – There is deliberate leadership to build an organisational culture where all people are treated fairly and respectfully	
Action	Timeframe
Establish Aboriginal Mental Health Contact Officers to improve cultural safety for Aboriginal employees seeking initial support for mental health concerns	2021
Encourage Corporate Leadership Group and senior managers to complete the PSC online cultural awareness training, face to face Aboriginal Cultural Awareness training or Reconciliation Australia's 'Share our Pride' online training programs	2022
Account and celebrate – Responsibility is taken for improving the representation and inclusion of Aboriginal and Torres Strait Islander people in the Department	
Action	Timeframe
Increase Aboriginal cultural visibility in the workplace by updating meeting room names to Noongar language, promoting six Noongar seasons and Acknowledgement of Country	2022
Celebrate reconciliation, inclusion and Aboriginal and Torres Strait Islander culture during key events such as NAIDOC Week and maximise staff engagement and attendance	Annually

Action plan to improve employment outcomes for youth

Young people are an engaged cohort of the community with new perspectives that can assist the Department to adapt and evolve for the future. However, representation of youth in public sector employment has been declining over time.

The Department is committed to increasing the representation of youth employed by the Department to 5.8 per cent and supporting an inclusive work environment where young people can thrive.

Educate and empower – A knowledge and capability uplift is a priority consideration in workforce planning for youth	
Action	Timeframe
Identify suitable entry level pathways and opportunities for the progression of youth and young professionals and ensure managers are aware of these options	2022
Review youth employment and retention outcomes after graduate, internship, traineeship, and other targeted youth programs to inform workforce planning	As required
Implement section 66ZP of the <i>Equal Opportunity Act 1984</i> to target recruitment and development opportunities to increase representation of youth	2022
Establish a young professionals' network for young staff for collegial support, and to contribute to the review and design of practices that impact employment outcomes	2022
Attract and develop – Recruitment and development practices proactively identify and support the talent of youth	
Action	Timeframe
Support the <i>Work Placement Register Program</i> and youth traineeship programs	Annually
Increase employer brand visibility through the Department's social media channels, including Facebook and LinkedIn	2023
Develop video testimonials featuring youth to support advertising and recruitment	2023
Promote suitable vacancies to targeted communication channels such as university career hubs, graduate networks (for example; GradConnect) and other young professional networks	2022
Support the Department's graduates to attend the <i>Public Sector Graduate Development Program</i>	Annually
Encourage participation in the <i>Interagency Mentoring Program</i> , <i>Young Professionals Program</i> and the <i>IPAA Young Professional's Network</i>	Annually
Lead and build – There is deliberate leadership to build an organisational culture where all people are treated fairly and respectfully	
Action	Timeframe
Ensure the <i>Young Professionals Program</i> provides opportunities for participants to connect and engage with the Department's leadership	2022
Explore partnership opportunities with equivalent youth and young professional networks in the sector to encourage cross agency collaboration and networking	2023
Account and celebrate – Responsibility is taken for improving the representation and inclusion of youth in the Department	
Action	Timeframe
Set explicit expectations across the Department to work towards the employment target for youth	2021

Action plan to improve employment outcomes for women

There is clear evidence that gender equality in the workforce, and in leadership roles, brings benefits for women, their families, the community and the economy.

The Department is committed to increasing the number of women in our leadership positions, reducing the gender equity pay gap and ensuring women's skills, achievements and strengths are valued in the workplace.

Educate and empower – A knowledge and capability uplift is a priority consideration in workforce planning for women	
Action	Timeframe
Conduct an annual review of the equity index and compare performance to sector-wide results	Annually
Trial the implementation of section 31 of the <i>Equal Opportunity Act 1984</i> to increase the representation and progression of women in leadership positions	2022
Investigate the possibility of partnering with other agencies to establish a network to support the development and progression of women in leadership	2023
Attract and develop – Recruitment and development practices proactively identify and support the talent of women	
Action	Timeframe
Identify and promote leadership development opportunities for women	2022
Actively support women to undertake secondments, acting opportunities, special projects, mentoring and leadership development	2022
Develop resources and provide information to encourage staff to stay connected with the workplace during parental leave	2023
Provide support and training through a return to work induction program for women returning from parental leave	2023
Lead and build – There is deliberate leadership to build an organisational culture where all people are treated fairly and respectfully	
Action	Timeframe
Support managers to maintain connections with staff away on parental leave to promote inclusion and awareness of employment opportunities for advancement	2023
Promote awareness and understanding of gender equality issues and respectful behaviour in the workplace	2022
Utilise the <i>Workplace Equality and Respect Standards</i> to undertake an organisational self assessment of existing workplace practices and identify key actions to ensure gender equality and respect in the workplace	2023
Account and celebrate – Responsibility is taken for improving the representation and inclusion of women in senior leadership positions	
Action	Timeframe
Set explicit expectations across the agency to improve the equity index, ensuring female staff are increasingly represented in mid to high level salary groupings	2021
Acknowledge, promote, and celebrate International Women's Day and other gender equality awareness days	Annually

Action plan to improve employment outcomes for culturally and linguistically diverse people

Western Australia's cultural diversity has created a dynamic community of diverse perspectives and capabilities. Cultural diversity is one of the Department's greatest assets, allowing us to be more responsive and deliver services that best meet the needs of the community.

The Department is committed to increasing the representation of culturally and linguistically diverse (CaLD) people employed in senior roles in the Department and continuing to foster an inclusive workplace that respects and celebrates other cultures.

Educate and empower – A knowledge and capability uplift is a priority consideration in workforce planning for people from CaLD backgrounds	
Action	Timeframe
Include cultural competence training in the Department's induction program and regularly promote the training to all staff to improve awareness and understanding of people from CaLD backgrounds	2022
Trial the implementation of section 51 of the <i>Equal Opportunity Act 1984</i> to target recruitment and development opportunities to increase representation and progression of people from CaLD backgrounds in senior roles	2023
Attract and develop – Recruitment and development practices proactively identify and support the talent of people from CaLD backgrounds	
Action	Timeframe
Use specialist employment service providers and networks to attract people from CaLD backgrounds for senior roles	2023
Develop the cultural competence of the Department's employee contact officers (including Mental Health Contact Officers, Equal Opportunity Contact Officers, and Family and Domestic Violence Contact Officers) through training and professional development opportunities	2022
Actively support staff from CaLD backgrounds to undertake secondments, acting opportunities, special projects, mentoring and leadership development	2022
Lead and build – There is deliberate leadership to build an organisational culture where all people are treated fairly and respectfully	
Action	Timeframe
Support staff from CaLD backgrounds to observe cultural traditions and participate in culturally relevant events	2022
Encourage Corporate Leadership Group and senior managers to complete cultural competence training and the <i>SBS Core Inclusion Online Training Program</i>	2022
Account and celebrate – Responsibility is taken for improving the representation and inclusion of people from CaLD backgrounds in the Department	
Action	Timeframe
Set explicit expectations across the agency to improve the equity index, ensuring people from CaLD backgrounds are increasingly represented in mid to high salary groupings	2021
Develop a calendar of significant dates that celebrate and promote multicultural events and incorporate into the agency's communications strategy	2022
Celebrate Harmony Week and other key cultural events and maximise staff engagement and attendance	Annually

Action plan to improve employment outcomes for people of diverse sexualities and genders

The Department is committed to providing a safe space that allows people to bring their true selves to work and fostering a workplace culture that accepts, affirms and celebrates people of diverse sexualities and genders.

Building an inclusive workplace where all people are treated fairly and respectfully will reduce the risk of marginalisation and disadvantage for people of diverse sexualities and genders.

Educate and empower – A knowledge and capability uplift is a priority consideration in workforce planning for people of diverse sexualities and genders	
Action	Timeframe
Utilise the <i>Australian Workplace Equality Index</i> national benchmarking tool to measure the Department's workplace inclusion policies, practices and initiatives	2023
Develop an intranet resource with a focus on PDSG inclusive education and awareness, including appropriate language and terminology and Ally resources	2021
Implement a PDSG-focused education and awareness workshop as part of the Department's centralised <i>Professional Development Program</i> , delivered by PDSG organisations such as Pride in Diversity, Living Proud WA or Transfolk WA	2021
Investigate the possibility of partnering with other agencies to establish a network to support workplace inclusion for PDSG	2022
Attract and develop – The Department is a supportive employer of people of diverse sexualities and genders	
Action	Timeframe
Include PDSG specialist support services on the Department's Wellness Resources intranet pages	2021
Ensure a Mental Health Contact Officer, Equal Opportunity Contact Officer and Family and Domestic Violence Contact Officer has undertaken Ally training to enhance safety for employees of diverse sexualities and genders	2022
Lead and build – There is deliberate leadership to build an organisational culture where all people are treated fairly and respectfully	
Action	Timeframe
Encourage supervisors and line managers to complete the <i>SBS Core Inclusion Online Training Program</i> which focusses on core inclusion concepts, inclusive language, and unconscious bias	2021
Proactively engage with other public sector agencies to expand the reach of PDSG inclusion and awareness training to employees across the WA Public Sector	2023
Incorporate an LGBTIQ inclusive language guide as a resource as part of the Department's <i>Writing Style Guide</i>	2023
Account and celebrate – Responsibility is taken for ensuring people of diverse sexualities and genders experience an inclusive work environment	
Action	Timeframe
Update employee surveys to include targeted questions for PDSG employees to share their workplace experience and provide qualitative data	2022
Acknowledge, promote, and celebrate IDAHOBIT, Wear it Purple Day and Perth Pride	Annually