Diversity and Inclusion Strategy

2016–2020

Inclusion makes us stronger – Exclusion makes us weaker.

VICTORIA State Government
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Message from the Secretary

At DELWP we are building a culture of diversity and inclusion, because diverse workforces make better decisions and deliver better outcomes for the community.

We have a mandate to shape and support liveable, inclusive and sustainable communities and thriving natural environments throughout Victoria.

Communities are at the centre of everything we do at DELWP, and our community charter emphasises the importance of building a diverse and inclusive culture, as the foundation for longer-lasting relationships and productive partnerships.

To help us achieve our vision, we have established our Diversity and Inclusion Council, which includes leaders and people from across our department, who will help shape our path to becoming a truly diverse and inclusive organisation.

The Council has established our diversity and inclusion strategy as our roadmap for building our inclusive and diverse culture and reflecting the community we serve, through our workforce.

I encourage you to be part of creating our positive and inclusive culture by joining one of our diversity networks and groups, taking part in events, and making a personal commitment to inclusion.
Embracing diversity and inclusion at DELWP

Becoming a diverse and inclusive organisation enables us to learn from each other, grow our understanding and find new ways of doing things.

At DELWP, we recognise that these benefits will help us to fulfil our mandate to support liveable, inclusive and sustainable communities and thriving natural environments.

Our positive, empowering, inclusive and innovative culture will enable all staff to ‘bring their whole selves to work’ and feel safe, achieving their full potential and working in a flexible way that meets their needs.

In turn, we will be better equipped to put the community at the centre of everything we do and deliver on our community charter.

What we mean by diversity and inclusion

Diversity encompasses all the differences between people in how they identify in relation to their age, caring responsibilities, cultural background, disability, gender, Indigenous background, sexual orientation and socioeconomic background (social identity), as well as their profession, education, work experiences and organisational role (professional identity).

Inclusion is when a diversity of people (e.g. different ages, genders) feel valued and respected, have access to opportunities and resources, and can contribute their perspectives and talents to improve their organisation.

The Victorian context

Victoria is Australia’s most diversely populated state and the Victorian Government wants the Victorian public sector to reflect this diversity. Building and managing workplace diversity and inclusion is a key strategy in improving services to the Victorian community.

Our principles

We live our diversity and inclusion values when our people:

- leverage the experience and ideas of others
- embrace different viewpoints
- feel they belong and know their unique contribution is valued
- have equal opportunity in the workplace
- connect effectively with our diverse customers and communities to understand their needs.

Supporting the DELWP business strategy

Diversity and inclusion supports the DELWP purpose to shape and support liveable, inclusive and sustainable communities and thriving natural environments throughout Victoria. How we work together at DELWP will reflect how we work with Victorian communities. By working together in a respectful, supportive and actively engaged manner, we will build a culture of diversity and inclusion. This in turn supports our commitment to being a high performing organisation: one that delivers for government, has a positive culture, promotes partnerships and provides service excellence.

Figure 1 below shows the relationship between the high performing organisation framework supporting our business strategy and our diversity and inclusion approach. The strategic focus of inclusive leadership, diversity of ideas and people and a flexible organisation, is supported by our values of teamwork, ownership, wellbeing and safety and service excellence.
Figure 1: DELWP diversity and inclusion strategy within the high-performing organisation framework

<table>
<thead>
<tr>
<th>DELWP’s HPO Commitment</th>
<th>Diversity and Inclusion Objectives</th>
</tr>
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<tbody>
<tr>
<td>Delivering for government</td>
<td>Improve service delivery and decision making through strong leadership and capacity building.</td>
</tr>
<tr>
<td></td>
<td>• Build diversity in our senior leadership group, that reflects the government’s diversity and inclusion goals.</td>
</tr>
<tr>
<td></td>
<td>• Develop and maintain a workforce that represents the diversity of the customers we serve.</td>
</tr>
<tr>
<td></td>
<td>• Build inclusive capacity in individuals and teams so we can operate successfully in the wider community.</td>
</tr>
<tr>
<td>Positive culture and leadership</td>
<td>Achieve a positive change to attitudes and practices that support diversity and inclusion.</td>
</tr>
<tr>
<td></td>
<td>• Build and maintain a diverse workforce that reflects our commitment to the DELWP values.</td>
</tr>
<tr>
<td></td>
<td>• Build inclusion into everything we do so diversity becomes a feature of who we are.</td>
</tr>
<tr>
<td></td>
<td>• Build a resilient organisation that respects the human rights of all its peoples and those of the community it serves.</td>
</tr>
<tr>
<td>Partnerships and service excellence</td>
<td>Create opportunities to recruit across diverse groups in the community and retain those recruited within DELWP.</td>
</tr>
<tr>
<td></td>
<td>• Build a continuous review of policy and practices to remove any recruitment bias.</td>
</tr>
<tr>
<td></td>
<td>• Create a workplace where our people reflect the diversity of the communities we serve.</td>
</tr>
<tr>
<td></td>
<td>• Work in an inclusive way with all diverse groups as community members and employees.</td>
</tr>
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</table>

**STRATEGIC FOCUS**

- **Inclusive Leadership**: Bring out the best in people.
- **Challenge barriers to diversity and inclusion.**
- **Encourage flexible working.**
- **Reward inclusive leadership.**

- **Diversity of ideas and people**: Open our minds to different experience and views.
- **Leverage our knowledge and knowhow to arrive at innovative solutions.**

- **A flexible organisation**: Promote and support flexible working.
- **Advance people’s careers while working flexibly.**

**OUR VALUES**

- **Teamwork**: We will respect and welcome different perspectives.
- **Ownership**: We will create a safe environment that encourages people to show initiative, learn from mistakes and grow.
- **Wellbeing and Safety**: We will create an environment where it is okay to speak up and where issues can be raised and resolved constructively.
- **Service Excellence**: We will understand the customer’s and community’s needs by stepping into their shoes.
Living diversity and inclusion at DELWP

**Vision**
A workplace culture that embraces individual differences in all forms and fosters innovation and inclusion.

**Objectives**

1. Improve service delivery and decision making through strong, inclusive leadership and training and development opportunities.
   - Build diversity in our senior leadership group so that organisational decision making is informed by a wider range of experience and knowledge and reflects the government’s diversity and inclusion goals.
   - Develop and maintain a workforce at all levels, including senior management, which represents the diversity of the customers and the communities we serve.
   - Build inclusive capability in individuals and teams so we operate successfully in the wider community.

2. Foster attitudes and practice that better support diversity and inclusion.
   - Build and maintain a diverse workforce that reflects our commitment to the DELWP values of Teamwork, Service Excellence, Ownership, and Wellbeing and Safety.
   - Build inclusion into everything we do, so diversity becomes a feature of who we are.
   - Build a resilient organisation that respects the human rights of all its people and those of the communities it serves.

3. Create opportunities to recruit from diverse groups in the community and retain those recruited within DELWP.
   - Build a continuous improvement review of policy and practices to remove any overlooked or unconscious bias in our recruitment.
   - Create a workplace where our people reflect the diversity of the communities we serve.
   - Work in an inclusive way with all diverse groups, whether they are community members or employees.

**Achieving our objectives**
We have a program of activities that we are undertaking to deliver against our objectives. We have set some high level targets that will indicate our success.

- Aboriginal people comprise 3 per cent of our workforce.
- 50 per cent of our executive leadership positions are filled by women.
- Everyone who wants and needs to work flexibly at DELWP is able to work to a flexible arrangement.
- Our organisation becomes more representative of the Victorian community we serve.

There are also detailed diversity and inclusion delivery plans for our work in gender equity and Aboriginal employment. Other detailed plans will be developed including a disability action plan and a cultural diversity plan.

This strategy will have a yearly review. It will measure progress against targets and actions in delivery plans. The results from the People Matters Survey and the Organisational Cultural Index will provide measures of cultural change that will be part of the review. A report will be prepared on progress for the Diversity and Inclusion Council to allow them to evaluate progress and recommend changes as needed.
What does DELWP’s workforce look like now?

<table>
<thead>
<tr>
<th></th>
<th>VPS 2015</th>
<th>DELWP 2015</th>
<th>DELWP 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aboriginal Australians</td>
<td>1%</td>
<td>0.9%</td>
<td>1%</td>
</tr>
<tr>
<td>Gender profile (male/female)</td>
<td>44/56 %</td>
<td>55/45 %</td>
<td>54/46 %</td>
</tr>
<tr>
<td>Youth cohort¹</td>
<td>26%</td>
<td>22%</td>
<td>23%</td>
</tr>
<tr>
<td>Mature cohort²</td>
<td>21%</td>
<td>22%</td>
<td>23%</td>
</tr>
<tr>
<td>Flexibility</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Part time</td>
<td>19%</td>
<td>17%</td>
<td>17%</td>
</tr>
<tr>
<td>• Purchased leave</td>
<td>7%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>• Carer’s leave</td>
<td>1.6 days</td>
<td>1.8 days</td>
<td>1.5 days</td>
</tr>
<tr>
<td>• Annual leave on half pay</td>
<td>14%</td>
<td>25%</td>
<td>24%</td>
</tr>
</tbody>
</table>

Sources:
- Victorian Public Sector 2015 comparison benchmarks sourced from ‘State of the Public Sector’ report issued by Victorian Public Sector Commission. Aboriginal Australians figure is an estimate.
- DELWP 2015 sourced from VPSC Workforce Data collection in June 2015.
- DELWP 2016 are projections to June 2016 extrapolated from current year-to-date actual figures in February 2016.

NOTE: Some data only provides part of the picture. For example, whole of Victorian Government standard flexibility statistics measure people working part time, buying purchased leave, taking carer’s leave or those taking annual leave on half pay, but do not cover those who work flexibly in other ways, such as having flexible working hours or working from home. To give a true picture the data will need additional data collected by other methods such as organisational surveys.

There are areas where accessing data is difficult – information around people with a disability and people’s multicultural backgrounds, in particular. Finding ways to collect this data is an action area for DELWP.

¹ Youth in these figures is 35 years and under.
² Mature in these figures is over 55 years.
The DELWP approach 2016–2020

What we’ve done so far
We have had a strong focus on building a more gender equal organisation and one that works in an inclusive way with Aboriginal and Torres Strait Islander peoples, whether as community members or as employees. We’ve also focused on providing an inclusive and supportive environment for our LGBTI colleagues.

Our other actions include:
- establishing support groups such as Women’s Networking Program, Flexible Working Group, Aboriginal Employees Network, Pride Network, Young Professionals Network and Parent’s and Carer’s Group. Staff are encouraged to work with these networks and groups and build DELWP’s workforce community
- delivering and reporting on our services in line with the Charter of Human Rights and Responsibilities Act 2006
- changing our workforce reporting to cover several diversity areas
- establishing the DELWP Diversity and Inclusion Council
- joining the Diversity Council of Australia and Pride in Diversity
- developing this diversity and inclusion strategy.

What we are working on
We are currently:
- increasing the numbers of people on staff in these underrepresented groups (people will have multiple perspectives and may relate to more than one of these groups):
  - gender – aiming for gender equity in the workforce
  - Aboriginal and Torres Strait Islander peoples
  - LGBTI – people who identify as lesbian, gay, bisexual, transgender and intersex
  - abilities - people who have a disability
  - multicultural – looking for a mix more representative of the community
  - life stages - particularly mature and younger people
- collecting additional workplace data so we know where we are and can measure changes made
- creating DELWP’s Diversity and Inclusion Advocate Group
- developing Diversity and Inclusion Council functions.

Our key targets
- Aboriginal people comprise 3 per cent of our workforce.
- 50 per cent of our executive leadership positions are filled by women.
- Everyone who wants and needs to work flexibly at DELWP is able to work to a flexible arrangement.
- Our organisation becomes more representative of the Victorian community we serve.

We are working across diversity groups. Figure 2 below shows what is being done in each diversity group so far, and what actions are planned for the future. We have detailed actions plans for some diversity groups that are connected to this strategy. These include our Gender Equity Action Plan and parts of our Aboriginal Employment Plan. We are planning to develop other detailed plans for other groups.
<table>
<thead>
<tr>
<th>Gender*</th>
<th>Aboriginal and Torres Strait Islander*</th>
<th>LGBTI*</th>
<th>Abilities*</th>
<th>Multicultural*</th>
<th>Life Stage*</th>
</tr>
</thead>
<tbody>
<tr>
<td>All roles flex.</td>
<td>Established Aboriginal Inclusion plan Mungenie – Gadhebo.</td>
<td>DELWP Pride Network established and linking closely with Victorian Public Sector Pride Council.</td>
<td>Celebration of International Day of people with Disability.</td>
<td>Celebration of Cultural Diversity Week including Harmony Day.</td>
<td>Young Professionals Network operating across DELWP and DDETR.</td>
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<tr>
<td>Leading Flexible Teams training.</td>
<td>Creating action plan for Women in Fire and Emergency.</td>
<td>Promoting International Day Against Homophobia and Transphobia (IDAHOBTI).</td>
<td>Developing metrics about people with a disability in DELWP.</td>
<td>Developing metrics about multiculturalism in DELWP.</td>
<td>Promoting Carer’s Week.</td>
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</tbody>
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*It is important to acknowledge that our people will have multiple perspectives and may relate to more than one of these groups.
Diversity and Inclusion Council

The DELWP Diversity and Inclusion Council is broadening the diversity agenda and focusing on building an inclusive organisation for everyone.

This approach includes leading the organisation to:

- achieve our diversity and inclusion vision
- prioritise investment to meet our inclusion and diversity objectives
- monitor and measure progress.

The council’s membership includes senior leaders of DELWP, staff representatives and an external adviser with expertise in diversity and inclusion.

This structure is enabling the council to connect the diversity and inclusion agenda to DELWP’s strategic business direction.

Our message to staff

Everyone has a role in building a high-performing, positive and inclusive culture. At every place we work, every interaction with colleagues, stakeholders and our community reflects our culture at DELWP.

Everyone can be involved and use their time, energy and influence to support diversity and inclusion in our workplaces across Victoria. We can build actions into our business and personal performance planning each year.

Everyone can better understand how what they say and do impacts on others.

Everyone can ask themselves if they are contributing to a positive and inclusive place to work.

Every action we take is an opportunity for inclusion.

We encourage all staff to play a role and to be involved in groups and activities that build our workforce by sharing stories and growing our collective understanding about diversity and inclusion issues, needs and achievements.

We communicate with all our staff through messages from the Secretary and Deputy Secretaries, our corporate communications program, and sharing through our active Yammer community.

We want to embed a diverse and inclusive approach to everything we do at DELWP, whether that’s in the way we recruit people, or the way we interact with each other in a team meeting.

It’s up to each of us to show respect for each other, to help build a sense of safety and belonging, and to support those who are at risk of harassment or discrimination.

— DELWP Diversity and Inclusion Council
Appendix A – Groups, networks and memberships

**DELWP contribution to whole of Victorian Government (WoVG) diversity groups**
- Inter-Departmental Committee on Disability
- WoVG Disability Working Group
- Multicultural Leadership and Coordination Group

**DELWP diversity networks and groups**

_Gender:_
- Senior Women’s Group
- Women’s Networking Program
- Flexible Working Group

_Aboriginal and Torres Strait Islander peoples:_
- Aboriginal Employees Network

_LGBTI:_
- Place of Pride – DELWP’s Pride Network

_Life stages:_
- Young Professionals Network (across two departments – DELWP and DEDJTR)
- Parent’s and Carer’s Group.

_Other:_
- Victorian Public Sector (VPS) Diversity and Inclusion Community of Practice
- DELWP Portfolio – Diversity and Inclusion Community of Practice
- VPS Continuous Improvement and Innovation Network
- VPS Open Minds Network
- VPS Pride Network

**DELWP membership of diversity and inclusion organisations**
- Diversity Council of Australia
- Pride in Diversity
Appendix B – Legislative and policy requirements

DELWP supports state government diversity and inclusion initiatives and acknowledges these as both contributors towards the department’s diversity and inclusion vision and objectives, and as guidance into the action plans.

DELWP’s Diversity and Inclusion Strategy 2016–2017 will adhere to the following legislative and policy requirements.

**Commonwealth legislation**

*Age Discrimination Act 2004* makes it lawful that Australians of all ages have a right to be treated fairly and have the same opportunities as everyone else.

*Australian Human Rights Commission Act 1986* provides for the rights of people with physical or mental disabilities and addresses complaints of discrimination in employment.

*Disability Discrimination Act 1992* makes it unlawful for an employer to discriminate against a person on the grounds of disability (including disease).

*Fair Work Act 2009* provides a balanced framework for cooperative and productive workplace relations that promote national economic prosperity and social inclusion for all Australians.

*Racial Discrimination Act 1975* makes it unlawful to discriminate in employment on the grounds of race, colour or national or ethnic origin.

*Sex Discrimination Act 1984* makes it unlawful to discriminate in employment on the grounds of a person’s sex, marital status, pregnancy or potential pregnancy, or to sexually harass another person.

**Victorian legislation**

*Charter of Human Rights and Responsibilities Act 2006* sets out our freedoms, rights and responsibilities. This formal recognition of our human rights protects people from injustice and allows everyone to participate in and contribute to society.

*Disability Act 2006* requires that all public sector bodies must have a Disability Action Plan.

*Equal Opportunity Act 2010* makes it unlawful to discriminate in employment on the basis of a number of personal characteristics.

*Multicultural Victoria Act 2011* establishes a number of important principles of multiculturalism; it strengthens the Victorian Multicultural Commission and establishes reporting requirements for government departments in relation to multicultural affairs.

Under the *Occupational Health and Safety Act 2004* all employers must maintain a secure, healthy and safe working environment.

*Racial and Religious Tolerance Act 2001* aims to promote racial and religious tolerance by prohibiting certain conduct involving the vilification of persons on the ground of race or religious belief or activity and provides a means of redress for the victims of racial or religious vilification.

*Public Administration Act 2004* provides a framework for good governance in the Victorian public sector and in public administration generally in Victoria.

*Carer Recognition Act 2012* provides a framework for the Victorian public sector to increase recognition and awareness of the role carers play in providing daily care and support to people with disabilities, medical conditions, mental illness or who are frail aged.

**Policy**

*Karreeta Yirramboi – Aboriginal Public Sector Employment and Career Development Action Plan 2010–2015* is the Victorian Government’s plan to work towards ‘closing the gap’ of disadvantage for Aboriginal Australians. It aims to increase Aboriginal employment in the Victorian public sector to 1 per cent by 2015.
State Disability Plan 2013–2016 brings into focus the Victorian Government’s commitment to building better, stronger communities. The Plan focuses on the rights that people with a disability should have, to live and participate in the community as citizens of Victoria.

International conventions
United Nations Convention on the Rights of Persons with Disabilities
Appendix C – Glossary

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>DEDJTR</td>
<td>Department of Economic Development, Jobs, Transport and Resources</td>
</tr>
<tr>
<td>DELWP</td>
<td>Department of Environment, Land, Water and Planning</td>
</tr>
<tr>
<td>HPO</td>
<td>High performing organisation</td>
</tr>
<tr>
<td>LGBTI</td>
<td>An acronym that refers to a group of people with diverse sexual orientation, sex or gender identities. It includes lesbian, gay, bisexual, transgender and intersex people and other sexuality, sex and gender non-conforming people, regardless of their term of self-identification.</td>
</tr>
<tr>
<td>VPS</td>
<td>Victorian Public Sector</td>
</tr>
<tr>
<td>VPSC</td>
<td>Victorian Public Sector Commission</td>
</tr>
<tr>
<td>YPN</td>
<td>Young Professionals Network</td>
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<tr>
<td>WoVG</td>
<td>Whole of Victorian Government</td>
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