



EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY MANAGEMENT PLAN

2003 – 2006

Updated July 2005

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FOREWORD

The Department of Conservation and Land Management is an Equal Opportunity employer committed to achieving greater workforce diversity. Our Equal Employment Opportunity (EEO) and Diversity Management Plan 2003 – 2006 aims at the continued achievement of a corporate culture that embraces and values a diverse workforce, and an inclusive work environment that is free from discrimination and harassment.

The concept of diversity was introduced as State Government policy in Western Australia in 1995. Workplace diversity refers to the rich mosaic of people who bring a range of backgrounds, perspectives, beliefs and values as assets to the organisation to which they belong. It enhances and goes beyond the traditional concepts of EEO, which relate largely to women, Indigenous Australians, people with disabilities and people from culturally diverse backgrounds. It is inclusive of a variety of factors that people bring to the workplace including skills and abilities, education levels, personal values, religious beliefs, age, personality traits, and family and social backgrounds.

Our EEO and Diversity Management Plan has been developed in consultation with a wide range of employees throughout the Department from different locations, levels and streams including Indigenous Australians, women, men, people with disabilities, people from culturally diverse backgrounds, youth and mature workers.

We look forward over the next few years to achieving further advances in EEO and diversity through the strategies contained in the Plan, thereby maximising the potential of each of our employees, and ensuring a work environment that is inclusive of all.



Keiran McNamara
Executive Director

ACKNOWLEDGMENTS

The preparation of the Department's EEO and Diversity Management Plan 2003 – 2006 was coordinated by the Equity and Diversity Taskforce, consisting of Caris Bailey (Chair), Tracey Rankin (Executive Officer), Mike Choo, Tania Donovan, Sue McKenna, Ric Althuizen, Jennie Cary, Drew Griffiths, Noel Nannup, and Pat Collins.

The final Plan has also benefited from comments and suggestions received from a diverse range of employees throughout the Department, including members of the CALMpeople Reference Group, the Grievance Contact Officer Network, the Disability Services Planning Committee, the Corporate Executive Taskforce on Aboriginal Employment and the Indigenous Heritage Unit. Their advice and feedback are appreciated and gratefully acknowledged.

INTRODUCTION

The Department's EEO and Diversity Management Plan 2003 – 2006 has been developed to meet our corporate objectives of maintaining community involvement and support, and improving the way we do business. In addition, it has been devised to provide for equitable appointment and effective management of a diverse workforce, to assist us to meet diversity objectives identified in our Equity and Diversity Plan 2001 – 2005, and to enable us to meet our statutory obligations under the *WA Equal Opportunity Act, 1984*.

Benefits of Effectively Managing Workplace Diversity

Over recent years, there has been increasing recognition that organisational effectiveness is linked to the successful management of workplace diversity. Specific performance benefits include:

- increased productivity;
- increased ability to attract and retain superior employees;
- greater creativity and innovation; and
- improved customer service.

On the other hand, poor management of diversity is associated with such factors as lower productivity, increased staff turnover and higher absenteeism.

Research (Smith, 1998; Thomas, 1990) also suggests that organisations are less likely to succeed in effectively managing a diverse workforce unless they have appropriate plans and strategies in place.

Effectively managing diversity involves making the most of all of the talent available to an organisation to improve overall performance.

Equity and Diversity Management Plan

The State Government has developed an Equity and Diversity Plan for the Public Sector Workforce 2001 – 2005. This is in line with its commitment to develop a public sector workforce which is representative of the Western Australian community at all levels of employment. The Plan requires all State Government organisations to set objectives for improving the representation and/or distribution of Indigenous Australians, women, people from culturally diverse backgrounds, people with disabilities and youth.

The Department's Equity and Diversity Plan 2001 – 2005 objectives are provided in the table below:

Improved Distribution of Women	2001 Actual		2003 Objective		2003 Actual		2005 Objective	
Distribution (Equity Index)	38		40		52		46	
Management Tiers 2 & 3	4.6%		7.7%		16%		10.8%	
Greater Workforce Diversity	2001 Actual		2003 Objective		2003 Actual		2005 Objective	
	Workforce %	Equity Index	Workforce %	Equity Index	Workforce %	Equity Index	Workforce %	Equity Index
Indigenous Australians	2.0%	25	4.9%	9	4.1%	19	6.7%	11
People from culturally diverse backgrounds	0.2%	N/A	1.6%	44	3.0%	129	3.3%	43
People with disabilities	1.6%	263	1.9%	206	1.3%	357	2.5%	140
Youth (aged < 25)	6.5%	N/A	6.9%	N/A	6.5%	N/A	7.7%	N/A

Definitions of terms and diversity groups contained in the table are provided overleaf.

Further information about the Department's Equity and Diversity Plan 2001 – 2005 can be found on the Equity & Diversity website on CALMweb at the following address:

<http://calmweb.calm.wa.gov.au/drb/csd/hrb/equity/equitydiversityplan2001-2005.pdf>

The EEO and Diversity Management Plan contains strategies intended to assist the Department in achieving these diversity objectives. Indigenous Australians and women have been particularly recognised in the Department as two key groups who are under-represented and unevenly distributed in the Department. However, it is important to understand that the Plan has a broad application that extends beyond the achievement of objectives for specific diversity groups, and includes strategies that aim to maximise the potential and well-being of all employees.

Indigenous Australians and women are considered key diversity groups because:

- Given the Department's mission to manage the lands and waters of Western Australia, and to conserve its biodiversity, increasing the representation of Indigenous Australians (as traditional custodians) across all levels of the Department is a priority. The wealth of knowledge that Indigenous Australians can contribute to the Department is considerable. Indigenous Australian employees are essential in policy development, management, service delivery, and in the field if the Department is to fully achieve its mission and corporate objectives.
- Given that women comprise 52% of the population but make up only one third of total numbers in the Department, and that currently there are no women substantively employed above Level 8, the under-representation of women, particularly at senior levels, is of concern. Women have a range of skills, knowledge, experience and leadership styles that are not being fully utilised in the Department. Women employees at all levels of the organisation are essential to tap into the full range of talent and achieve a gender-balanced perspective.

However, in accordance with the Public Sector Standards in Human Resource Management, where employment opportunities arise, it remains the aim of the Department to select and appoint the most suitable and available people.

Definitions

By requirement, all definitions are based on those provided by the Office of Equal Employment Opportunity.

Equity Index:

The equity index shows the distribution of a group across all salary levels. An equity index of 100 shows group members are equitably distributed across the salary levels. An index under 100 indicates concentration at the lower levels. An index over 100 shows a tendency for group members to be at the upper levels.

Management Tier 2:

Corporate executive management level, i.e. directors and managers who report directly to the Executive Director.

Management Tiers 3:

Managers who report directly to corporate executive – generally, branch and regional managers.

**Indigenous Australians:*

Persons of Aboriginal or Torres Strait Islander origin.

**People from culturally diverse backgrounds:*

People born in countries other than those categorised by the Australian Bureau of Statistics as Main English Speaking countries (i.e. Australia, United Kingdom, Northern Ireland, Wales, Scotland, New Zealand, South Africa, Canada, United States of America).

**People with disabilities:*

Anyone with an ongoing disability who has an employment restriction due to their disability and

- is restricted in the type of work they can do, or needs modified hours of work (either a restriction in hours, different time schedules or flexible hours of attending); or
- requires an employer to provide adaptive equipment, or modified work environment, extra time for mobility or to perform certain tasks, or to make other special work-related arrangements; or
- needs to be given ongoing assistance or supervision to carry out their duties.

Youth (aged < 25):

Persons aged less than 25 years.

** Note that inclusion as a member of one or more of these groups is dependent upon the person identifying as a member and disclosing this information to the Department.*

WA Equal Opportunity Act 1984

Under clause 145(1) of the WA Equal Opportunity Act 1984, the Department is required to prepare an Equal Opportunity Management Plan. The objectives of the Management Plan are to provide a framework to ensure that the Department:

- eliminates discrimination on the grounds of sex, marital status, pregnancy, race, religious conviction, political conviction, impairment, family responsibility/status, age, sexual orientation and gender history; and
- promotes equal opportunity for all persons.

Further information about the Act can be obtained from the WA Equal Opportunity Commission website at www.equalopportunity.wa.gov.au

PLANNING FOR THE EFFECTIVE MANAGEMENT OF WORKFORCE DIVERSITY

Planning process

The planning process for this Plan was guided by the Office of Equal Employment Opportunity's *Equity and Diversity: Planning and Strategies*.

The following steps were taken:

- Data relevant to diversity were collected from Departmental policies, plans, surveys, consultations and reports.
- Current work policies, practices and procedures were reviewed through an examination of Departmental data to identify incentives and barriers to diversity, and other key issues.
- Relevant policies, plans and approaches developed by other organisations to address diversity were examined.
- Strategies were developed to maintain incentives, overcome barriers and address other diversity issues identified as relevant to the Department.
- Performance measures and targets were set for the achievement of outcomes.
- Strategies for monitoring and evaluating progress were devised.
- Employees responsible for implementing the Plan were determined.

Legislation

Principles of equality as espoused in the Plan are supported by the following legislation:

- Western Australian Equal Opportunity Act (1984)
- Human Rights and Equal Opportunity Commission Act (1984)
- Racial Discrimination Act (1975)
- Affirmative Action Act (1984)
- Sex Discrimination Act (1984)
- Disability Discrimination Act (1992)
- Spent Conviction Act (1988)
- Public Sector Management Act (1994)

Plan Review and Monitoring

The EEO and Diversity Management Plan is not a static document. Diversification is a gradual process, and fresh ideas for improved management of diversity are likely to become apparent during the lifetime of the Plan. The evaluation component is based on a strategy of monitoring and allowing for continuous improvement, resulting in amendments to the Plan in light of experience, new research and better awareness.

Progress will be reviewed on a six monthly basis using the performance measures of stated strategies and target timeframes. Updates on progress will be made available throughout the Department. The effectiveness of implemented actions will be assessed and summarised in the Annual Report.

A comprehensive evaluation of the Plan will be undertaken in 2006 as part of the review process for preparation of the Department's subsequent EEO and Diversity Management Plan.

It is anticipated that future versions of the Plan will include a specific objective and strategies for maintaining numbers of mature aged workers (people aged over 45).

Responsibility for Successful Implementation

All employees, or groups of employees, such as managers, with responsibilities listed in the Plan will receive a summary of the Plan listing only those strategies for which they are responsible. This will make it easier for people to see quickly and clearly what actions they need to take to ensure successful implementation of the Plan, and to monitor progress.

In addition, an EEO and Diversity Committee will be formed to oversee successful implementation of the Plan, including monitoring and reporting on progress and recommending modifications to the Plan as appropriate.

Framework

The Director of Equal Opportunity in Public Employment has provided an Outcome Standards Framework from which the outcomes, standards and objectives for this Department have been developed under the following headings:

- Workplace Culture and Accountability.
- Workplace Practices Support Equity and Diversity.
- An Equitable and Diverse Workforce Profile.

EXECUTIVE SUMMARY

The Plan has been developed to provide for equitable appointment and effective management of a diverse workforce, to assist the Department in meeting diversity objectives identified in our Equity and Diversity Plan 2001 – 2005, and to enable us to meet our statutory obligations under the WA Equal Opportunity Act, 1984.

Strategies are generally geared towards removing barriers to diversity and encouraging equal opportunity for all employees.

Workplace Culture and Accountability

The Plan recognises that there is a need for clear management accountability for the achievement of EEO and diversity outcomes. This involves integrating EEO and diversity outcomes in the Department's corporate, strategic and operational plans; including EEO and diversity principles in Job Description Forms; and incorporating EEO and diversity principles and criteria as a key result area in the Department's Individual Development and Performance Enhancement System (IDAPES).

To ensure that the Plan is successfully implemented, an EEO and Diversity Committee will be established to meet quarterly to:

- review Plan updates and monitor progress in achieving objectives;
- keep informed of new developments in EEO and diversity;
- recommend modifications to the Plan as appropriate;
- develop additional strategies for implementing the Plan as necessary; and
- report on outcomes achieved.

In addition, where relevant, strategies are to be incorporated into checklists, action sheets, and other prescriptive materials within work areas.

All employees, or groups of employees, with responsibilities listed in the Plan will receive a summarised version listing only those strategies for which they are responsible.

The Plan requires that EEO and diversity information, including achievements, is regularly communicated to all employees, and promoted inside and outside the Department via such means as broadcast email, personal communication, Conservation News, and the CALMweb. This helps to promote an inclusive workplace culture that is committed to EEO and diversity. In addition, the Plan acknowledges the importance of ensuring the diversity of all employees is valued and respected, and their needs recognised and supported.

To ensure a work environment that is free from unlawful discrimination and harassment, the Plan provides for policies and programs such as Good Working Relations to be reviewed and updated as necessary. Additional Grievance Contact Officers are trained and appointed to the

Grievance Contact Officer Network, and training in EEO – Legal Compliance for all employees, and grievance resolution for managers, is to be undertaken.

Workplace Practices Support Equity and Diversity

The Plan acknowledges the importance of having policies and practices in place that support the achievement of equity and diversity objectives. People Services Branch policies, guidelines and processes continue to incorporate EEO and diversity principles; similarly, industrial awards and agreements continue to incorporate EEO practices and conditions of service.

Flexible, family friendly policies and practices are to be available and promoted throughout the Department, and where operational requirements permit, employee requests for family friendly arrangements such as part-time work, working from home and purchased leave are to be accommodated.

The Plan emphasises the need for recruitment and selection procedures to be based on merit, whilst incorporating diversity principles and complying with the Public Sector Standards and equal opportunity legislation. Similarly, procedures for transfer, secondment and temporary deployment (acting) are to demonstrate comparable principles and compliance.

Organisational learning opportunities, including acting, scholarships and leadership programs are to continue to be offered and promoted to a diverse range of employees.

The Plan also provides for the collection and examination of data to monitor the success of the Department's policies and practices in supporting equity and diversity. Strategies include the completion of regular EEO and diversity audits, annual audits of compliance with the Public Sector Standards, and analysis of exit interviews to explore the reasons why employees leave the Department.

An Equitable and Diverse Workforce Profile

The intent of the Plan is to achieve an equitable and diverse workforce profile suited to the business and client needs of the Department, consistent with equity and diversity principles and government and legislative frameworks.

Employment programs and practices recognise and incorporate strategies to achieve workforce diversity. Greater workforce diversity will be attained through meeting the objectives of the Department's Equity and Diversity Plan 2001 – 2005.

To determine the Department's progress in this area, the Plan provides for the collection of demographic data to more accurately identify the distribution of Indigenous Australians, people with disabilities and people from culturally diverse backgrounds. In addition, reports will be provided to Corporate Executive showing distribution of employees from these groups, plus women and youth within each division. This will assist in setting and meeting divisional objectives.

Specific strategies have been developed to encourage Indigenous Australians, women, people with disabilities, people from culturally diverse backgrounds and youth in the workplace, and to increase their representation across all levels of the Department.

These include:

- ensuring Indigenous Australian employees have opportunity to participate in significant forums for change in the Department;
- providing cross-cultural training for all employees;
- continuing with MATES (Mentored Aboriginal Training and Employment Scheme) traineeships and cadetships;
- advertising jobs in indigenous media;
- establishing and promoting a senior women's network;
- ensuring women are represented on decision-making groups in the Department;
- publicly recognising the contributions of people from culturally diverse backgrounds;
- referring employment opportunities to employment agencies specialising in recruitment of people with disabilities;
- conducting a disability access audit and taking necessary action to improve access to buildings and facilities;
- developing an inter-agency social support network for young employees;
- receiving and updating job information kits and selection guidelines to assist in ensuring selection decisions are not biased.

The Plan provides comprehensive information as to how, when and by whom strategies are to be implemented, communicated and measured.

Progress will be monitored and the Plan reviewed and updated regularly.

REFERENCES

Smith, Duncan. "The business case for diversity." Monash Mt Eliza Business Review, Vol. 1, No. 3, November 1998, p.72-81.

Thomas, R. Roosevelt, Jr. "From affirmative action to affirming diversity." Harvard Business Review, Vol. 68, No. 2, March-April 1990, p. 107-117.

OUTCOME 1

Workplace Culture and Accountability

We value and have clear management accountability for EEO and diversity. There is an inclusive work environment that is free from sexual and racial harassment, and harassment due to any of the grounds covered by equal opportunity legislation.

STANDARD 1.1 We have accountable mechanisms in place for the achievement of EEO and diversity outcomes.

Objective 1 To integrate EEO and diversity outcomes in the Department's corporate, strategic and operational plans.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
Integrate EEO and diversity principles and objectives into all of the Department's corporate, strategic and operational plans and other relevant planning decisions. <ul style="list-style-type: none"> • Check plans and decisions to ensure principles are included. • Include need for plans and relevant planning decisions to integrate EEO and diversity principles into IDAPES guidelines as a measure of success in EEO and diversity. 	EEO and diversity principles and objectives integrated into all corporate, strategic and operational plans and other relevant planning decisions. <ul style="list-style-type: none"> • Plans checked. • Need for Plans to integrate EEO and diversity principles included in IDAPES guidelines. 	Corporate Executive / Managers * • Manager, Learning & Development	Ongoing # * • September 2004	SCD: Continually being integrated into management process and IDAPES. IMB: strategy being addressed.
Prepare EEO Yearly Report showing current diversity data against objectives set in the Equity and Diversity Plan 2001 – 2005. Make Report available to all employees.	Report prepared. Report made available on the CALMweb, and employees advised accordingly.	Policy & Diversity Consultant	Annually	MOIR Data submitted 2005
Provide EEO Yearly Report to Office of Equal Employment Opportunity (OEEO).	Report provided to OEEO.	Director Corporate Services through Executive Director	Annually – meet timeframes imposed by OEEO.	Report provided July 2005

Unless otherwise specified, ongoing tasks may be assumed to commence from the date of the Plan's implementation.

*Where responsibility or timeframe is blank next to the performance measure of a specific strategy or sub-strategy, the responsibility or timeframe immediately above is applicable.

STANDARD 1.1

Objective 2

To include EEO and diversity principles in Job Description Forms (JDFs).

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Ensure all JDFs for new positions, current positions upon review, and advertised positions that are managerial or supervisory include:</p> <ul style="list-style-type: none"> ➤ a minimum essential criterion of “Demonstrated understanding of Equal Employment Opportunity and diversity management principles and practices”; ➤ responsibility for managing diversity in the Duty Statement. <ul style="list-style-type: none"> • Check JDFs for inclusion. 	<p>JDFs for all advertised, new and reviewed managerial and supervisory positions contain an appropriate essential criterion and statement of responsibility with regard to EEO and diversity.</p> <ul style="list-style-type: none"> • JDFs checked and amended as needed. 	<p>Consultant Personnel</p>	<p>Ongoing</p>	<p>As per performance measures.</p> <p>This is included in all JDF’s – is ongoing with all new JDF’s developed.</p>
<p>Ensure all JDFs for new positions, current positions upon review, and advertised positions that are non-supervisory and classified at Level 2 or above include:</p> <ul style="list-style-type: none"> ➤ a minimum essential criterion of “Awareness of Equal Employment Opportunity and diversity principles”; ➤ responsibility for working effectively in a diverse workforce in the Duty Statement. <ul style="list-style-type: none"> • Check JDFs for inclusion. 	<p>JDFs for all advertised, new and reviewed non-supervisory positions classified at Level 2 or above contain an appropriate essential criterion and statement of responsibility with regard to EEO and diversity.</p> <ul style="list-style-type: none"> • JDFs checked and amended as needed. 	<p>Consultant Personnel</p>	<p>Ongoing</p>	<p>As per performance measures.</p> <p>This is included in all JDF’s – is ongoing with all new JDF’s developed.</p>
<p>Ensure JDFs for all other new positions, current positions upon review, and advertised positions include “Awareness of Equal Employment Opportunity principles” as a minimum essential criterion.</p> <ul style="list-style-type: none"> • Check JDFs for inclusion. 	<p>JDFs for all other new positions, current positions upon review, and advertised positions include an appropriate essential criterion.</p> <ul style="list-style-type: none"> • JDFs checked and amended as needed. 	<p>Consultant Personnel</p>	<p>Ongoing</p>	<p>As per performance measures.</p> <p>This is included in all JDF’s – is ongoing with all new JDF’s developed.</p>

STANDARD 1.1

Objective 3

To include EEO and diversity principles and criteria as a key result area in supervisors' and managers' development cycle (IDAPES).

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Ensure that guidelines for the Individual Development and Performance Enhancement System (IDAPES) indicate EEO and diversity as a key result area for managers and supervisors.</p> <ul style="list-style-type: none"> • Check guidelines include EEO and diversity as a key result area. 	<p>EEO and diversity included as a key result area for managers and supervisors in IDAPES guidelines.</p> <ul style="list-style-type: none"> • Guidelines checked. 	<p>Manager, Learning & Development</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant 	<p>September 2004</p> <ul style="list-style-type: none"> • December 2004 	<p>In progress June 2005</p>
<p>Ensure that EEO and diversity training and performance assessments are included in IDAPES planning and review meetings for all employees.</p> <ul style="list-style-type: none"> • Conduct audit on IDAPES records to determine frequency of inclusion, and make results available to managers. 	<p>EEO and diversity training and performance assessment are included in IDAPES planning and review meetings for all employees.</p> <ul style="list-style-type: none"> • Audit conducted and results made available to managers. 	<p>Managers</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant 	<p>Ongoing – to commence by January 2005</p> <ul style="list-style-type: none"> • January 2006 	<p>As per performance measure. Applies EEO principles at all times.</p> <p>In progress June 2005</p>

STANDARD 1.1

Objective 4

To ensure our EEO and Diversity Management Plan is successfully implemented.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Establish EEO and Diversity Committee to meet quarterly to:</p> <ul style="list-style-type: none"> ➤ review Plan updates and monitor progress in achieving objectives; ➤ keep informed of new developments in EEO and diversity; ➤ recommend modifications to the Plan as appropriate; ➤ develop additional strategies for implementing the Plan as necessary; ➤ report on outcomes achieved. 	<p>Committee established and meetings held quarterly.</p> <ul style="list-style-type: none"> ➤ Plan updates reviewed and progress monitored. ➤ Department kept abreast of new developments in EEO and diversity. ➤ Plan is modified as appropriate. ➤ Additional strategies are developed as necessary. ➤ A summary of outcomes achieved is included in the Annual Report. 	<p>Director Corporate Services through Corporate Executive</p>	<p>June 2004</p> <ul style="list-style-type: none"> ➤ Ongoing ➤ Annually 	<p>EEO & Diversity Management committee formed December 2004. Meets quarterly.</p>
<p>Provide administrative support to assist with Plan implementation, and monitoring and reporting on progress.</p>	<p>Administrative support provided.</p>	<p>Director Corporate Services</p>	<p>Ongoing – to commence immediately prior to launch.</p>	<p>Casual appointment to assist with administrative tasks made February 2004.</p>
<p>Ensure that employees with responsibilities listed in the Plan are made aware of these, and advised that implementation progress will be monitored via the EEO and Diversity Committee and IDAPES.</p> <ul style="list-style-type: none"> • Send memo signed by responsible Director, plus copy of the Plan to all employees with listed responsibilities. • For each employee or group of employees, such as managers, with responsibilities listed in the Plan, prepare and distribute to each a summary of strategies in the Plan for which they are responsible. 	<p>Employees with responsibilities listed in the Plan are made aware of these, and advised that implementation progress will be monitored via the EEO and Diversity Committee and IDAPES.</p> <ul style="list-style-type: none"> • Memo and copy of the Plan sent. • Summaries prepared and distributed. 	<p>Policy & Diversity Consultant</p>	<p>June 2004</p>	<p>Completed April 2004</p>

STANDARD 1.1**Objective 4 (cont.)****To ensure our EEO and Diversity Management Plan is successfully implemented.**

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
Incorporate strategies from the Plan into all relevant checklists, action sheets, instruction manuals, and other prescriptive materials within work areas.	Strategies are incorporated into all relevant checklists, action sheets, instruction manuals, and other prescriptive materials within work areas. Plan is successfully implemented.	Managers	Initially by December 2004. Ongoing as Plan is modified. December 2006	Plan being continually adopted in prescriptive work areas. Applies EEO principles at all times

STANDARD 1.2

We have an inclusive workplace culture that is committed to and promotes EEO and diversity.

Objective 5

To ensure EEO and diversity information, including achievements, is regularly communicated to all employees, and promoted inside and outside the Department.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Promote EEO and Diversity Management Plan throughout the Department.</p> <ul style="list-style-type: none"> Place Plan on CALMweb. Provide six monthly updates of the Plan showing progress on CALMweb. Inform employees via broadcast email and/or their managers about the current Plan, and whenever the Plan is updated. 	<p>Current Plan is accessible via the CALMweb.</p> <ul style="list-style-type: none"> Plan placed on CALMweb. Plan updated - updates placed on CALMweb. Employees are advised about the current Plan, and whenever the Plan is updated, and this is made accessible to them. 	<p>Policy & Diversity Consultant</p> <ul style="list-style-type: none"> Policy & Diversity Consultant / Managers 	<ul style="list-style-type: none"> June 2004 Biennially June 2004 & thereafter biennially 	<p>Completed Plan on web. Employees advised of plan via broadcast email.</p> <p>Plan updated July 2005 placed on CALMweb</p>
<p>Promote Departmental and employee involvement in significant events that celebrate diversity such as Harmony Day, Family Week, International Women’s Day, etc.</p> <ul style="list-style-type: none"> Advise employees of events. Keep record of events in which the Department is involved. 	<p>Departmental and employee involvement in at least 3 significant diversity events per year.</p> <ul style="list-style-type: none"> Employees advised. Record kept. 	<p>Corporate Executive / Managers / Policy & Diversity Consultant</p> <ul style="list-style-type: none"> Policy & Diversity Consultant 	<p>As diversity events arise.</p> <ul style="list-style-type: none"> To commence January 2004 	<p>International Women’s Day Breakfast 2005 Harmony Week Advertised via Broadcast email NAIDOC Week July 2005, Indigenous dancing & talks</p>
<p>Use appropriate media such as Conservation News and InterSector to publicly promote equity and diversity, and actively communicate diversity achievements including awards within and outside the organisation.</p>	<p>Every edition of Conservation News includes at least one article that promotes equity and diversity. At least five such articles per year submitted to external media such as InterSector.</p>	<p>Director Strategic Development & Corporate Affairs</p>	<p>Ongoing</p>	<p>Each edition of <i>Conservation News</i> between Oct 04 and March 05 carried 1 – 3 articles where equity and diversity were featured.</p>

STANDARD 1.2

Objective 5 (cont.):

To ensure EEO and diversity information, including achievements, is regularly communicated to all employees, and promoted inside and outside the Department.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Incorporate EEO and diversity awareness and best practice workshops and seminars into meetings, training sessions and other forums e.g. Administration Seminar, Senior Managers meetings, District/Regional meetings, etc.</p> <ul style="list-style-type: none"> Advise all employees of this requirement and provide contact details of suitable training providers. Survey managers to obtain number of workshops held annually. 	<p>EEO and diversity awareness and best practice workshops and seminars incorporated into at least 5 meetings, training sessions and other forums in the Department per year.</p> <ul style="list-style-type: none"> All employees advised. Managers surveyed. 	<p>Managers</p> <ul style="list-style-type: none"> Policy & Diversity Consultant 	<p>Ongoing</p> <ul style="list-style-type: none"> June 2004 July 2005 	<p>Peer Support Febuary 2005</p> <p>PSTP March 2005</p> <p>Graduate Recruits June 2005</p> <p>Indigenous Training April & June 2005</p>
<p>Ensure diversity issues are regularly included as agenda items for meetings of senior management.</p> <ul style="list-style-type: none"> Check agendas for inclusion. 	<p>Diversity issues are regularly included as agenda items for meetings of senior management.</p> <ul style="list-style-type: none"> Agendas checked for inclusion. 	<p>Corporate Executive</p>	<p>Ongoing</p>	<p>Ongoing</p>
<p>Establish and maintain an Equity and Diversity site on the CALMweb with capacity for employees to email comments. Ensure site is updated regularly, advise employees of updates and refer comments to EEO and Diversity Committee.</p>	<p>Equity and Diversity site is established and maintained and updated regularly, and comments referred to the EEO and Diversity Committee.</p>	<p>Policy & Diversity Consultant</p>	<p>Establish by January 2003; thereafter ongoing</p>	<p>Site Updated August 2005</p>

STANDARD 1.2

Objective 6

To ensure the diversity of all employees is valued and respected and their needs recognised and supported.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Continue to ensure that all employees have access to opportunities for transfer, secondment, acting, promotion, mentoring and training.</p> <ul style="list-style-type: none"> • Consider all requests for transfer, secondment, acting, exchanges and placements, mentoring and training and accommodate these wherever possible. • Advertise permanent vacancies and offer acting opportunities in accordance with Departmental policies. • Regularly promote information about available mentoring and training throughout the Department. 	<p>All employees have access to opportunities for training, transfer, secondment, acting and promotion.</p> <ul style="list-style-type: none"> • All requests considered and where possible accommodated. • Permanent vacancies advertised and acting opportunities offered in accordance with Departmental policies. • Information about training is promoted regularly throughout the Department. 	<ul style="list-style-type: none"> • Managers • Managers / Manager Workforce Services & Planning • Manager, Learning & Development 	<p>Ongoing</p>	<p>New Organisation Learning and Development Manual produced and distributed May 2005. OL&D Manual also available on the Web</p>
<p>Conduct regular employee surveys to obtain views on workplace policies and practices and take action to address areas of concern.</p> <ul style="list-style-type: none"> • Maintain record of surveys conducted and action taken to address concerns. 	<p>A least 2 surveys conducted. Appropriate action taken</p> <ul style="list-style-type: none"> • Record maintained. 	<p>Corporate Executive / Manager People Services</p>	<p>Annually Ongoing</p>	<ul style="list-style-type: none"> • Participated in the <i>Best Employer</i> survey that received employee feedback. • CALM is involved in the Work Outcomes Research and Cost-Benefit (WORC) Survey through the University of Queensland, in association with Harvard University in the US. WORC will invite employees to complete a survey the report results of which should assist employers to become proactive in employee welfare.

STANDARD 1.2

Objective 6 (cont.)

To ensure the diversity of all employees is valued and respected and their needs recognised and supported.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Ensure that a diverse range of employees are consulted about and have opportunity to participate in all significant forums for change in the Department.</p> <ul style="list-style-type: none"> • Check that a diverse range of employees have been consulted and given opportunity to attend relevant forums before changes are approved. 	<p>A diverse range of employees are consulted about and have opportunity to participate in all significant forums for change in the Department.</p> <ul style="list-style-type: none"> • Employee consultation and participation checked and confirmed prior to approval. 	<p>Corporate Executive / Managers</p>	<p>Ongoing</p>	<p>Continual consultation with staff is conducted.</p> <p>As per performance measure.</p>
<p>Make tutoring available to employees who wish to upgrade their skills in numeracy, English literacy and language.</p> <ul style="list-style-type: none"> • Develop tutoring guidelines. • Compile list of suitable tutors and ensure that these, plus tutoring guidelines, are widely publicised and accessible to employees throughout the Department, particularly those most likely to utilise literacy training. • Encourage participants to record details of completed training through IDAPES process. • Enter details in Concept and report on number of employees undergoing tutoring to EEO and Diversity Committee. 	<p>Tutoring is available to employees who wish to upgrade their skills in numeracy, English literacy and language</p> <ul style="list-style-type: none"> • Tutoring guidelines developed. • List of suitable tutors compiled and distributed with guidelines throughout the Department and placed on the CALMweb. • Tutoring recorded. • Details entered in Concept and reports to Committee show tutoring has been undertaken. 	<p>Manager, Learning & Development</p> <ul style="list-style-type: none"> • Manager, Learning & Development / Managers • Managers • Consultant Learning Programs 	<p>Ongoing</p> <ul style="list-style-type: none"> • December 2004 • Ongoing • Annually 	<p>Have engaged at least 4 tutors this calendar year.</p> <p>Have approached DEST for a funding allocation of \$97k a year for three consecutive years.</p>

STANDARD 1.2

Objective 6 (cont.)

To ensure the diversity of all employees is valued and respected and their needs recognised and supported.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Establish and promote a Departmental database of available projects and other suitable tasks that could be undertaken by employees seeking alternative work such as registered redeployees, pregnant women, injured workers, people with family responsibilities, or mature aged workers seeking to reduce hours, etc.</p> <ul style="list-style-type: none"> • Seek regular updates from managers on available tasks and projects. • Provide information on the CALMweb • Promote database via broadcast email and managers. 	<p>Database is established and maintained.</p> <ul style="list-style-type: none"> • Regular updates sought. • Information provided. • Regular broadcast emails sent and database promoted by managers. 	<p>Manager People Services</p> <ul style="list-style-type: none"> • Project Officer (PSB)/ Managers • Project Officer (PSB) • Project Officer (PSB)/ Managers 	<p>Established by June 2005</p> <ul style="list-style-type: none"> • Biennially • Ongoing • Biennially 	<p>In progress</p>
<p>Develop guidelines to assist employees in resolving conflict situations in the workplace that are not covered by existing policies and procedures, distribute these throughout the Department and place on the CALMweb.</p>	<p>Guidelines developed, distributed, and placed on CALMweb.</p>	<p>Policy & Diversity Consultant</p>	<p>September 2004</p>	<p>In progress July 2005</p>
<p>Maintain numbers of Peer Supporters, ensuring that the diversity of employees in the Department is reflected in the Peer Support Team.</p>	<p>Number of Peer Supporters is maintained and reflects the diversity of employees in the Department.</p>	<p>Corporate Health Officer</p>	<p>Ongoing</p>	<p>Peer Supporter numbers; 15 country 11 metro or greater metro</p>

STANDARD 1.3

Our work environment is free from unlawful discrimination and harassment.

Objective 7

To have policies and programs in place to ensure our work environment is free from unlawful discrimination and harassment.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Ensure Good Working Relations (GWR) Policy and On-line Program is reviewed and updated so that it complies with the current legislation and reflects current trends.</p> <ul style="list-style-type: none"> • Check and confirm with Equal Opportunity Commission that updates are appropriate. 	<p>GWR Policy and Online Program is compliant with the current EO legislation and reflects current trends.</p> <ul style="list-style-type: none"> • Updates checked and confirmed. 	<p>Policy & Diversity Consultant</p>	<p>Ongoing</p>	<p>Update in progress July 2005</p>
<p>Advise all employees of changes in EO legislation, and to the Good Working Relations Policy and On-line Program via broadcast email, the CALMweb, Conservation News and/or their managers.</p>	<p>Employees advised of changes.</p>	<p>Policy & Diversity Consultant / Managers</p>	<p>Ongoing</p>	<p>Advised as per performance measure and timeframe.</p> <p>Applies EEO principles at all times</p>
<p>Promote use of the GWR On-line Program throughout the Department through forums such as Grievance Contact Officer Network, Peer Support Team, Administration Seminar, District/Regional meetings, etc.</p> <ul style="list-style-type: none"> • Record forums through which the Program is promoted. • Record number of hits to GWR On-line site. 	<p>GWR On-line promoted at 5 – 10 suitable forums per year. Program accessed by employees.</p> <ul style="list-style-type: none"> • Forums recorded. • Number of hits recorded. 	<p>Policy & Diversity Consultant</p>	<p>Ongoing – to commence January 2004</p> <ul style="list-style-type: none"> • Ongoing • Annually 	<p>Peer Support February 2005</p> <p>PSTP March 2005</p> <p>Graduate Recruits June 2005</p> <p>Indigenous Training April & June 2005</p>

STANDARD 1.3

Objective 7 (cont.)

To have policies and programs in place to ensure our work environment is free from unlawful discrimination and harassment.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
Conduct employee survey to assess effectiveness of GWR Online, and amend the Program as necessary.	Survey conducted and GWR Online amended as necessary.	Policy & Diversity Consultant	December 2004	In progress
Increase the number of Grievance Contact Officers (GCOs), ensuring that the diversity of the Department is reflected in the GCO Network, and promote the Network throughout the Department.	An additional 8 – 10 GCOs trained in grievance contact and included in the GCO Network. The Network reflects the diversity of the Department. The GCO Network is promoted throughout the Department.	Policy & Diversity Consultant	June 2003 October 2003	An additional 12 GCO's trained June 2003. Memos, posters and broadcast email re GCO Network distributed September 2003
<p>Increase the number of GCOs trained in grievance resolution.</p> <p>Undertake regular analyses of Grievance Contact Data to:</p> <ul style="list-style-type: none"> ➤ identify trends; ➤ determine whether there are changes in the incidence of reported grievances; ➤ identify problem areas to target for further training and assistance. 	<p>An additional 2 – 4 GCOs trained in grievance resolution.</p> <p>Regular analyses undertaken.</p> <ul style="list-style-type: none"> ➤ Trends identified. ➤ Changes determined. ➤ Problem areas identified and additional assistance and/or training provided. <p>Reduction in the number of grievances reported and investigated.</p>	<p>Policy & Diversity Consultant</p> <p>Policy & Diversity Consultant</p>	<p>June 2004</p> <p>Annually</p> <p>December 2006</p>	<p>One additional person trained as GCO June 2005</p> <p>Analyses of GCO data forms commenced July 2005</p>

STANDARD 1.3

Objective 7 (cont.)

To have policies and programs in place to ensure our work environment is free from unlawful discrimination and harassment.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>In consultation with EOC, develop an online training program on EEO (legal compliance) and diversity that incorporates the GWR Policy, including grievance procedures.</p>	<p>Online training program developed and in place.</p>	<p>Policy & Diversity Consultant</p>	<p>December 2004</p>	<p>Formal request for assistance made to EOC January 2004. Graduate Recruit appointed to assist with program development February 2004.</p>
<p>Ensure that alternative EEO and diversity training is available to employees without on-line access.</p>	<p>Alternative EEO and diversity training is available to employees without on-line access.</p>	<p>Policy & Diversity Consultant</p>	<p>December 2004</p>	<p>Alternative EEO & Diversity available</p>
<p>Establish and implement system for ensuring that EEO and diversity training program is completed by all current staff.</p> <ul style="list-style-type: none"> • Record details of employees as they complete the training. 	<p>System established and implemented.</p> <ul style="list-style-type: none"> • Details recorded. <p>Training completed by all current staff.</p>	<p>Policy & Diversity Consultant</p>	<p>December 2004.</p> <ul style="list-style-type: none"> • Ongoing – to commence by January 2005 <p>December 2006</p>	<p>In progress</p>

STANDARD 1.3

Objective 7 (cont.)

To have policies and programs in place to ensure our work environment is free from unlawful discrimination and harassment.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Ensure EEO and diversity training for new employees is completed as part of their induction.</p> <ul style="list-style-type: none"> • Include completion of online or alternative training in induction program. • Check induction completed for each new employee. 	<p>Completion of online or alternative training is included in employee inductions.</p> <ul style="list-style-type: none"> • Included in induction program. • Induction checked. <p>Training completed by all new employees.</p>	<p>Managers</p> <ul style="list-style-type: none"> • Manager People Services 	<p>Ongoing</p> <ul style="list-style-type: none"> • December 2004 • Ongoing – to commence by January 2005 <p>Ongoing – commence by January 2005</p>	<p>Currently Grad Recruits and Trainees undergo EEO Training</p> <p>An internal online course is being developed for all employees.</p>
<p>Conduct training for managers in grievance resolution, including mediation.</p> <ul style="list-style-type: none"> • Maintain record of managers who have completed grievance resolution training. 	<p>25% of managers trained. 50% of managers trained. 75% of managers trained.</p> <ul style="list-style-type: none"> • Record maintained. 	<p>Policy & Diversity Consultant / Managers</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant 	<p>December 2004 September 2005 June 2006</p> <ul style="list-style-type: none"> • Ongoing 	<p>In progress</p>

OUTCOME 2**Workplace Practices Support Equity and Diversity**

Our policies and practices support the achievement of equity and diversity objectives and are free from bias and unlawful discrimination against employees or potential employees.

STANDARD 2.1 **Our policies and practices support the achievement of equity and diversity objectives.**

Objective 8 **To ensure that People Services Branch policies, guidelines and processes incorporate EEO and diversity principles.**

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
Continue to include EEO and diversity principles in People Services Branch policies, guidelines and processes. <ul style="list-style-type: none">• Check policies, guidelines and processes as these are developed, reviewed and updated.	All People Services Branch policies and processes include EEO and diversity principles. <ul style="list-style-type: none">• Policies, guidelines and processes checked.	Manager People Services	Ongoing	In progress.

STANDARD 2.1**Objective 9****To ensure all industrial awards and agreements incorporate EEO practices and conditions of service.**

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
Continue to ensure that Employee Relations personnel maintain knowledge of current EEO and diversity principles and practices, and incorporate these into negotiations that may result in workplace change.	Employee Relations personnel have current knowledge of EEO principles and practices and incorporate these into negotiations that may result in workplace change.	Manager People Services / Coordinator Employee Relations	Ongoing	Performance measure met, and being monitored.
Continue to ensure that all agreements incorporate EEO and diversity principles and practices in accordance with Departmental policy and EEO legislation. <ul style="list-style-type: none"> Check all new draft agreements prior to finalisation. 	All agreements include EEO and diversity principles and practices <ul style="list-style-type: none"> All new draft agreements checked prior to finalisation. 	Manager People Services / Coordinator Employee Relations	Ongoing	Performance measure met, and being monitored.

STANDARD 2.1

Objective 10

To ensure that flexible, family friendly policies and practices are in place and available at all levels in the Department.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Within operational requirements, ensure that every effort is made to accommodate employee requests for flexible, family friendly work arrangements such as part-time work, working from home and purchased leave.</p>	<p>Within operational requirements, employee requests for flexible, family friendly work arrangements such as part-time work, working from home and purchased leave are accommodated.</p>	<p>Managers</p>	<p>Ongoing</p>	<p>As per performance measure.</p>
<p>Ensure the opportunity to apply for flexible, family friendly work practices such as part-time arrangements and working from home is available to employees at all levels in the Department, and is promoted in job advertisements and information kits provided to applicants.</p> <ul style="list-style-type: none"> • Review current available flexible, family friendly work practices and identify and implement additional suitable practices. • Promote flexible, family friendly work practices for people at all levels throughout the Department via broadcast email, Conservation News, and other suitable forums. • Keep record of forums at which practices are promoted. • Review and update job information kit. • Include a suitable statement promoting the Department as a family friendly workplace with flexible work practices in job advertisements. 	<p>The opportunity to apply for flexible, family-friendly work practices such as part-time arrangements and working from home is available at all levels in the Department.</p> <ul style="list-style-type: none"> • Current practices reviewed and additional practices identified and implemented. • Practices promoted regularly via broadcast email, Conservation News, and at least two suitable forums. • Record kept. • Job information kit is updated. • Statement is included in job advertisements. 	<p>Corporate Executive / Manager Workforce Services & Planning</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant • Recruitment Officer 	<p>Ongoing</p> <ul style="list-style-type: none"> • September 2004 • Annually • Ongoing • June 2004 • Ongoing – to commence July 2005 	<p>In progress</p> <p>Statement included as follows: The Department is committed to the principle of equal opportunity in employment for all persons regardless of sex, race, marital status, pregnancy, age, impairment, sexual preference, religious or political conviction, gender history and family status or responsibility.</p>

STANDARD 2.1

Objective 10 (cont.)

To ensure that flexible, family friendly policies and practices are in place and available at all levels in the Department.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Prepare an information sheet summarising key flexible, family friendly work practices available in the Department, distribute it to all new employees during their induction, and maintain an up to date copy on the CALMweb.</p> <ul style="list-style-type: none"> • Prepare flexible, family friendly work practices information sheet. • Include need to distribute information sheet in induction checklist, and distribute during induction. • Advise all employees about the information sheet via broadcast email and/or their managers. • Place information sheet on the CALMweb and update as necessary. 	<ul style="list-style-type: none"> • Information sheet prepared. • Information sheet included in induction checklist and distributed during induction. • Employees advised. • Information sheet placed on the CALMweb and updated as necessary. 	<ul style="list-style-type: none"> • Policy & Diversity Consultant • Project Officer (PSB) / Managers • Policy & Diversity Consultant / Managers • Policy & Diversity Consultant 	<ul style="list-style-type: none"> • September 2004 • October 2004 	<p>In progress</p>
<p>Prepare, distribute and place on CALMweb guidelines for managers on making their work areas more family friendly.</p>	<p>Guidelines prepared, distributed and placed on CALMweb.</p> <p>Managers are aware of how they can make work areas more family friendly.</p>	<p>Policy & Diversity Consultant</p> <p>Managers</p>	<p>September 2004 March 2005</p>	<p>In progress</p>

STANDARD 2.1

Objective 10 (cont.)

To ensure that flexible, family friendly policies and practices are in place and available at all levels in the Department.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Assess the need for additional Carer's Rooms in the Department.</p> <ul style="list-style-type: none"> Survey employees to determine which work areas already have Carer's Rooms, and whether there is a need for additional Rooms. Send memo from responsible Director asking work centres to consider establishing a Carer's Room where a need has been identified, and where this is feasible. 	<p>Need for additional Carer's Rooms in the Department is assessed.</p> <ul style="list-style-type: none"> Employees surveyed and determinations made. Memo sent. 	<p>Corporate Executive / Managers</p> <ul style="list-style-type: none"> Manager People Services Manager People Services / Directors 	<ul style="list-style-type: none"> June 2005 September 2005 	
<p>Encourage employees to stay informed of promotional, training and career development opportunities whilst on leave.</p> <ul style="list-style-type: none"> Include reminder in Web Kiosk and on leave forms that employees should maintain contact with the Department whilst on leave if they wish to stay informed about opportunities. Ensure information is readily accessible on the Internet (promotional opportunities) and from managers upon request. 	<p>Employees maintain contact with the Department whilst on leave and are aware of promotional, training and career development opportunities.</p> <ul style="list-style-type: none"> Reminder included in Web Kiosk and on leave forms. Information is readily accessible on the Internet (promotional opportunities) and from managers upon request. 	<p>Managers</p> <ul style="list-style-type: none"> On-line Services Officer (PSB) Recruitment Officer / Managers 	<p>Ongoing</p> <ul style="list-style-type: none"> September 2004 Ongoing 	<p>IMB: Confirmed.</p> <p>Leave Form reminder added October 2004: Due to programming limitations, the reminder could not be added to Web Kiosk. However, a link to the internal vacancies webpage has been added to Web Kiosk, and the reminder has been placed on that page.</p> <p>Information accessible on the Internet.</p>

STANDARD 2.1

Objective 11

To ensure recruitment and selection procedures are based on merit, incorporate diversity principles and comply with the Public Sector Standards and Equal Opportunity legislation.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Ensure recruitment and selection policies and guidelines are regularly reviewed and updated to ensure inclusion of diversity principles and compliance with the Public Sector Standards and Equal Opportunity (EO) legislation.</p> <p>Advise employees of updates via broadcast email and/or their managers.</p>	<p>Recruitment and selection policies and procedures are regularly reviewed and updated as necessary.</p> <p>All employees are advised of updated policies and procedures.</p> <p>Policies and procedures are correctly followed in all selection processes.</p>	<p>Policy & Diversity Consultant</p> <p>Policy & Diversity Consultant / Managers</p> <p>Selection Panels</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Advised as per performance measure.</p>
<p>Review Job Application Forms and amend as necessary to ensure these comply with the Public Sector Standards and EO legislation.</p>	<p>Job Application Forms reviewed and amended as necessary.</p>	<p>Policy & Diversity Consultant</p>	<p>September 2004</p>	<p>Completed July 2004</p>
<p>Include as a minimum in all vacancy advertisements the statement “We are an Equal Employment Opportunity employer committed to improving workforce diversity.”</p> <ul style="list-style-type: none"> • Check all advertisements include statement as a minimum. 	<p>All vacancy advertisements include the statement.</p>	<p>Recruitment Officer</p>	<p>Ongoing – to commence by July 2004</p>	<p>Included as per Strategy.</p>

STANDARD 2.1

Objective 11 (cont.)

To ensure recruitment and selection procedures are based on merit, incorporate diversity principles and comply with the Public Sector Standards and Equal Opportunity legislation.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Conduct selection panel training for all managers, supervisors and other relevant employees that incorporates diversity principles and compliance with EO legislation.</p> <ul style="list-style-type: none"> • Keep a record of all employees who have undertaken training. 	<p>At least one panel member trained.</p> <p>All managers, supervisors and relevant employees are trained.</p> <ul style="list-style-type: none"> • Record kept. 	<p>Manager Workforce Services & Planning</p> <ul style="list-style-type: none"> • Recruitment Officer 	<p>June 2005</p> <p>December 2006</p> <ul style="list-style-type: none"> • Ongoing 	<p>75 employees trained as at February 2004. Currently gathering costs for consultants to run selection panel training.</p> <ul style="list-style-type: none"> • Record maintained.
<p>Ensure selection panel training arrangements for new managers, supervisors and relevant employees are made during their induction.</p> <ul style="list-style-type: none"> • Incorporate need to arrange training in the induction program. • Check that at least one member of every panel is trained. 	<p>Training completed by all new managers, supervisors and relevant employees.</p> <ul style="list-style-type: none"> • Need to arrange training is included in induction program. • Proposed panels checked. 	<p>Manager Workforce Services & Planning / Managers</p> <ul style="list-style-type: none"> • Recruitment Officer 	<p>Ongoing – to commence by July 2004</p> <ul style="list-style-type: none"> • June 2004 • Ongoing – to commence by July 2005 	<p>See above – will commence as soon as training provider has been selected.</p> <p>Process started.</p>

STANDARD 2.1

Objective 11 (cont.)

To ensure recruitment and selection procedures are based on merit, incorporate diversity principles and comply with the Public Sector Standards and Equal Opportunity legislation.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Continue to review all JDFs, vacancy advertisements and selection reports for advertised vacancies for compliance, and take corrective action as necessary.</p> <ul style="list-style-type: none"> • Record outcomes of breach of Standards claims submitted to the Office of the Public Sector Standards Commissioner. • Record outcomes of grievance investigations involving allegations of discrimination under EO legislation in a selection process. • Provide outcome figures to Corporate Executive. 	<p>All JDFs, vacancy advertisements and selection reports reviewed for compliance, and corrective action taken as necessary.</p> <ul style="list-style-type: none"> • No breach claims are found against the Department. • No cases of discrimination under EO legislation are found. • Figures provided to Corporate Executive 	<p>Manager, Workforce Services & Planning</p>	<p>Ongoing</p> <ul style="list-style-type: none"> • Annually 	<p>Ongoing</p>

STANDARD 2.1**Objective 12**

To ensure procedures for transfer, secondment and temporary deployment (acting) incorporate diversity principles and comply with the Public Sector Standards and Equal Opportunity legislation.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Ensure policies and procedures for transfer, secondment and temporary deployment (acting) are regularly reviewed and updated to ensure inclusion of diversity principles and compliance with the Public Sector Standards and Equal Opportunity (EO) legislation.</p>	<p>Policies and procedures are regularly reviewed and updated as necessary.</p>	<p>Policy & Diversity Consultant</p>	<p>Ongoing</p>	<p>Ongoing</p>
<p>Advise employees of updates via broadcast email and/or their managers.</p>	<p>All employees are advised of updated policies and procedures.</p> <p>Policies and procedures are correctly followed in all selection processes.</p>	<p>Policy & Diversity Consultant / Managers</p> <p>Managers</p>	<p>Ongoing</p>	<p>Ongoing</p>
<p>Include as a minimum statement in all Expressions of Interest (EOI) circulars. "Expressions of interest from a diverse range of people are welcome."</p> <ul style="list-style-type: none"> • Check all EOI circulars include the statement as a minimum. 	<p>All EOI circulars include the statement.</p>	<p>Recruitment Officer</p>	<p>Ongoing – to commence by July 2004</p>	<p>Statement included as of September 2004.</p>

STANDARD 2.1

Objective 12 (cont.)

To ensure procedures for transfer, secondment and temporary deployment (acting) incorporate diversity principles and comply with the Public Sector Standards and Equal Opportunity legislation.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Continue to review all EOI processes for compliance, and take corrective action as necessary.</p> <ul style="list-style-type: none"> • Record outcomes of any breach of Standards claims submitted to the Office of the Public Sector Standards Commissioner. • Record outcomes of grievance investigations involving allegations of discrimination under EO legislation in a selection process. • Provide outcome figures to Corporate Executive. 	<p>All EOI processes are reviewed for compliance, and corrective action taken as necessary.</p> <ul style="list-style-type: none"> • No breach claims are found against the Department. • No cases of discrimination under EO legislation are found. • Figures provided to Corporate Executive. 	<p>Manager Workforce Services & Planning</p>	<p>Ongoing</p> <ul style="list-style-type: none"> • Annually 	<p>Ongoing</p>

STANDARD 2.1**Objective 13****To ensure that organisational learning opportunities are provided to a diverse range of employees.**

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
Review policies and procedures on organisational learning, and ensure these incorporate equity and diversity principles.	Policies and procedures are reviewed and updated as necessary to incorporate equity and diversity principles.	Manager, Learning & Development	December 2004	Policies reviewed in April and December 2004 for RTO audit
Promote policies and procedures on organisational learning throughout the Department via broadcast email and/or managers.	Policies and procedures are promoted throughout the Department.	Manager, Learning & Development / Managers	January 2004	Training Procedures Manual is now on the Web.
When making decisions to assign training and acting opportunities, and special projects, consider all employees and their development needs, including members of diversity groups.	All employees and their development needs are considered when assigning acting, training and special projects, including people from diversity groups	Managers	Ongoing	As per Performance Strategy.

STANDARD 2.1

Objective 13 (Cont)

To ensure that organisational learning opportunities are provided to a diverse range of employees.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Ensure that Departmental leadership, scholarship and other career development programs are offered and promoted to a diverse range of employees.</p> <ul style="list-style-type: none"> Keep records of participating employees nominated to participate, and provide reports on these to EEO and Diversity Committee. 	<p>Departmental leadership, scholarship and other career development programs are offered and promoted to a diverse range of employees.</p> <ul style="list-style-type: none"> Records kept <p>Participation in programs is reflective of the diversity in the Department.</p>	<p>Manager, Learning & Development</p> <ul style="list-style-type: none"> Manager, Learning & Development / Managers 	<p>Ongoing</p> <ul style="list-style-type: none"> Ongoing – report annually 	<p>The three Leadership programs will be complete on 3rd Sept and will reflect identified needs</p> <p>Training Procedures Manual is now on the Web.</p>
<p>Make provision to cater where possible for the specific learning needs of people from diversity groups in training courses provided by the Department, as required.</p>	<p>The specific learning needs of people from diversity groups are catered for where possible in training courses provided by the Department, as required</p>	<p>Manager, Learning & Development</p>	<p>Ongoing</p>	<p>Have tailored course requirement to specific needs of individuals; eg Aboriginal traineeship program.</p>

STANDARD 2.1

Objective 14

To collect data to monitor the success of our policies and practices in supporting equity and diversity.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Collect and examine data on appointments, reclassifications, criteria progressions, promotions, transfers, secondments, temporary deployment (acting), and retention rates, and provide results to EEO and Diversity Committee to:</p> <ul style="list-style-type: none"> ➤ monitor trends in relation to diversity; ➤ monitor progress in achieving EEO and Diversity Management Plan objectives. 	<p>Data collected and examined and results provided to EEO and Diversity Committee.</p> <ul style="list-style-type: none"> ➤ Trends and progress monitored. 	<p>Manager Workforce Services & Planning</p> <ul style="list-style-type: none"> ➤ Policy & Diversity Consultant 	<p>Annually – commence July 2005</p> <ul style="list-style-type: none"> ➤ Ongoing 	<p>Ongoing, results to be presented to EEO committee at September 05 meeting.</p>
<p>Conduct regular audits on EEO and diversity practices in the Department.</p> <p>Provide audit results to the EEO and Diversity Committee and Corporate Executive for consideration and action as necessary.</p> <p>Conduct regular audits on compliance with the Public Sector Standards.</p> <p>Provide audit results to the EEO and Diversity Committee and Corporate Executive for consideration and action as necessary.</p>	<p>Regular audits conducted.</p> <p>Audit results provided.</p> <p>Regular audits conducted.</p> <p>Audit results provided.</p>	<p>Manager Management Audit</p>	<p>Every 3 years</p> <p>Annually</p>	<p>Although the Plan was launched in March 2004, Management Audit believe it appropriate that the first audit to be conducted in September 2005, 18 months from launch.</p> <p>Conducted June 2004 and July 2005</p>

STANDARD 2.1

Objective 14 (cont.) To collect data to monitor the success of our policies and practices in supporting equity and diversity.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Promote the use of exit interviews and analyse results to explore the reasons why employees leave the Department.</p> <ul style="list-style-type: none"> • Promote the use of exit interviews via broadcast email and in the New Employee Handbook. • Customise Concept so that exit interviews are automatically sent via email to terminating employees. • Set up exit interview database and enter data. • Run regular reports, analyse data and report to Corporate Executive. • Refer relevant issues to EEO and Diversity Committee to address. 	<p>Proportion of terminating employees completing exit interviews is increased.</p> <ul style="list-style-type: none"> • Use of exit interviews promoted via broadcast email and in the New Employee Handbook. • Concept customised so that emails automatically sent. • Exit interview database established and maintained. • Reports provided. • Relevant issues referred to EEO and Diversity Committee. 	<p>Manager Workforce Services & Planning</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant • HR Systems Administrator • Workforce Systems Administrator / Policy & Diversity Consultant • Policy & Diversity Consultant 	<p>Ongoing</p> <ul style="list-style-type: none"> • June 2004 • September 2004 • September 2004 • Annually • Ongoing 	<p>Database is being created September 2004</p> <p>Form is being redesigned September 2004</p> <p>HR SA: Brad to instruct Clive to formulate a proposal to Concept to do specification work looking at the feasibility of customising for Exit Interviews;</p> <p>WS A: Time line for this project has to be extended until Concept issue is sorted. Database is being mapped out in the meantime.</p>
<p>Provide sufficient funding and resourcing to allow details of training undertaken by employees to be regularly collected and recorded in Concept, and analyse occurrences and expenditure by such factors as salary range, employment status, gender, cultural background, and other diversity groups, to determine equitability. Report results to EEO and Diversity Committee.</p>	<p>Adequate funding and resourcing provided.</p> <p>Occurrences and expenditure analysed, equitability determined and reported to Committee.</p>	<p>Corporate Executive / Managers</p> <p>Manager, Learning & Development</p>	<p>Ongoing</p> <p>Annually</p>	<p>SCD: Funding available for training.</p>

OUTCOME 3

An Equitable and Diverse Workforce Profile

We have an equitable and diverse workforce suited to our business and client needs, consistent with equity and diversity principles and government and legislative frameworks. Employment programs and practices recognise and include strategies to achieve workforce diversity.

STANDARD 3.1 Programs and practices are in place to achieve the objectives in the Equity and Diversity Plan 2001 – 2005 to meet the diversity needs of the Department and diversity groups.

Objective 15 To collect demographic data so as to identify the distribution of diversity groups across the Department.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Conduct diversity survey to improve accuracy of demographic data relating to Indigenous Australians, people with disabilities, and people from culturally diverse backgrounds.</p> <ul style="list-style-type: none"> • Provide incentive for survey form return. • Include information specifying that confidentiality will be maintained, and describing how diversity information might be used to positive effect. • Input data into Concept. • Run diversity reports. 	<p>Survey developed and conducted.</p> <ul style="list-style-type: none"> • Incentive provided. • Information included. • Data input. • Reports run. Reports accurately reflect diversity in the Department and meet annual reporting obligations to OEEEO. 	<p>Manager Workforce Services & Planning</p>	<p>April 2004</p> <ul style="list-style-type: none"> • June 2004 • July 2004 	<p>Timeframes have been adjusted by 12 months as the Concept upgrade due for completion in February 2005 will allow employees to provide this information online via the web kiosk, thus saving significant time and resources. Survey to be conducted October 2005</p>

STANDARD 3.1

Objective 15 (cont.)

To collect demographic data so as to identify the distribution of diversity groups across the Department.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Encourage new employees to disclose diversity information.</p> <ul style="list-style-type: none"> • Include information in New Employee Handbook and New Employee Form about privacy and how diversity information might be used to positive effect. 	<p>New employees disclose diversity information.</p> <ul style="list-style-type: none"> • Information included in Handbook and Form. 	<p>Policy & Diversity Consultant</p>	<p>Ongoing</p> <ul style="list-style-type: none"> • June 2004 	<p>New Employee Form updated September 2004</p>
<p>Ensure diversity information from new employees is accurately recorded in Concept.</p> <ul style="list-style-type: none"> • Set up fields for recording diversity information in Concept as mandatory with an option for non-disclosure. • Run diversity reports. 	<p>Diversity information is accurately recorded in Concept.</p> <ul style="list-style-type: none"> • Concept modified so that codes must be entered for diversity fields. • Reports provided. Reports accurately reflect diversity in the Department. 	<p>Manager Workforce Services & Planning</p>	<p>June 2004</p> <ul style="list-style-type: none"> • January 2004 • Annually 	<ul style="list-style-type: none"> • Concept modified June 2005. • Report for 2004/2005 provided to Executive Director and Office of EEO.
<p>Provide demographic data showing distribution of diversity groups within each division to Corporate Executive to assist directors in setting and meeting divisional objectives.</p>	<p>Demographic data provided.</p> <p>Divisional diversity objectives set and met.</p>	<p>Policy & Diversity Consultant</p> <p>Directors</p>	<p>April 2004</p> <p>Set by June 2004/ Met by June 2006</p>	<p>Prepared by Workforce Service Analyst quarterly;</p>

STANDARD 3.1

Objective 16: To actively encourage Indigenous Australian employees in the workplace, and increase the representation of Indigenous Australians across all levels of the Department.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Ensure that Indigenous employees are regularly consulted about, and have opportunity to participate in all significant forums for change in the Department.</p> <ul style="list-style-type: none"> • Check that Indigenous employees have been consulted and given opportunity to attend relevant forums before changes are approved. 	<p>Indigenous employees are consulted about, and have opportunity to participate in all significant forums for change in the Department.</p> <ul style="list-style-type: none"> • Indigenous consultation and participation checked and confirmed prior to approval. 	<p>Corporate Executive / Managers</p>	<p>Ongoing</p>	<p>SCD: Part of the process at Yanchep National Park and relevant work centres within the District</p>
<p>Continue to develop and implement strategies to support Indigenous employment through the Strategy for Aboriginal Employment and Development, and update EEO and Diversity Management Plan accordingly.</p> <ul style="list-style-type: none"> • Advise EEO and Diversity Committee as Strategy for Aboriginal Employment and Development is updated. • Update EEO and Diversity Management Plan accordingly. 	<p>Strategies are developed and implemented through the Strategy for Aboriginal Employment and Development and the EEO and Diversity Management Plan is updated accordingly.</p> <ul style="list-style-type: none"> • Committee are advised as Strategy for Aboriginal Employment and Development is updated. • EEO and Diversity Management Plan is updated accordingly 	<p>Coordinator, Aboriginal Learning & Development (CALD) / Policy & Diversity Consultant</p> <ul style="list-style-type: none"> • CALD • Policy & Diversity Consultant 	<p>Ongoing</p>	<p>Insights – strategies for success, Indigenous & Non Indigenous People on Work Hard copy and CD sent to all Cost Centres. Available to Kensington employees on the CALMweb. July 2004</p>
<p>Advise senior management of government initiatives that are relevant to Indigenous employment.</p>	<p>Information regarding initiatives is disseminated to senior management.</p>	<p>Manager People Services</p>	<p>Ongoing</p>	<p>Ongoing</p>

STANDARD 3.1

Objective 16 (cont.)

To actively encourage Indigenous Australian employees in the workplace, and increase the representation of Indigenous Australians across all levels of the Department.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Continue to promote new initiatives and strategies in Indigenous employment to all employees, and provide regular updates on implementation progress and achievement of outcomes:</p> <ul style="list-style-type: none"> ➤ at meetings, seminars and other appropriate forums; ➤ in Conservation News and other appropriate media; and ➤ via broadcast email and/or managers. <ul style="list-style-type: none"> • Maintain record of promotions and updates. 	<p>New initiatives and strategies are promoted, and updates provided regularly:</p> <ul style="list-style-type: none"> ➤ at a minimum of 3 appropriate forums; ➤ in at least 3 published articles; and ➤ as appropriate. <ul style="list-style-type: none"> • Record maintained. 	<p>CALD</p> <ul style="list-style-type: none"> ➤ Director Strategic Development & Corporate Affairs ➤ CALD / Managers <ul style="list-style-type: none"> • CALD 	<p>Ongoing</p> <ul style="list-style-type: none"> ➤ Annually ➤ Ongoing <ul style="list-style-type: none"> • Ongoing 	<p>Three articles published in <i>Conservation News</i> between Oct 04 and March 05, and one media release on this theme was released to WA media.</p> <p>SPSC presentation Perth 17/11/04.</p> <p>Presentation at the State Rangers Conference 17/11/04</p> <p>Presentation to BSTP participants 14/03/05</p> <p>Presentation to Dept for EEO 22/03/05</p> <p>Presentation to DIA 23/03/05</p>
<p>Ensure that there are Indigenous representatives in the Peer Support Team and Grievance Contact Officer Network, and that contact details of Indigenous representatives are promoted to all employees in the Department.</p>	<p>At least one Indigenous Peer Supporter and Grievance Officer trained.</p> <p>Contact details disseminated throughout the Department.</p>	<p>Policy & Diversity Consultant / Corporate Health Officer</p>	<p>June 2003</p> <p>March 2004</p>	<p>One Indigenous Peer Supporter and Grievance Officer trained June 2003. Peer Support profiles placed on CALMweb.</p>

STANDARD 3.1

Objective 16 (cont.)

To actively encourage Indigenous Australian employees in the workplace, and increase the representation of Indigenous Australians across all levels of the Department.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Conduct interviews/focus groups with Indigenous employees to identify particular needs, barriers, and other relevant issues and report results to Corporate Executive and EEO and Diversity Committee.</p>	<p>Interviews/focus groups conducted and needs, barriers, and other issues identified. Results reported to EEO and Diversity Committee and Corporate Executive.</p>	<p>CALD</p>	<p>September 2004 December 2004</p>	<p>The Dwellingup Training Centre conducts informal interviews during site visits with Indigenous Trainees and Cadets, and on request of other employees.</p>
<p>Provide Indigenous Australian cross-cultural training for all employees. Ensure training for new employees is arranged as part of their induction.</p> <ul style="list-style-type: none"> • Incorporate arrangement for cross-cultural training in induction program. • Keep record of all employees who have undertaken cross-cultural training. 	<p>Training completed by all current employees. Training completed by all new employees.</p> <ul style="list-style-type: none"> • Arrangement for training incorporated into induction program. • Record maintained 	<p>Manager, Learning & Development / Managers</p> <ul style="list-style-type: none"> • Manager, Learning & Development 	<p>December 2006 Ongoing - commence by July 2004</p> <ul style="list-style-type: none"> • June 2004 • Ongoing 	<p>Contractor now engaged to deliver programs in all work centres across CALM New employees will be targeted with the current CCA training. Records are currently maintained.</p>
<p>Provide opportunity for non-Indigenous employees to participate in familiarisation camps to allow Indigenous employees to impart their knowledge, skills and values to, and at the same time learn from, non-Indigenous employees.</p> <ul style="list-style-type: none"> • Maintain record of camps held and attended. 	<p>One camp held in each region</p> <ul style="list-style-type: none"> • Record maintained 	<p>Manager, Learning & Development</p>	<p>Annually</p>	<p>First camp is programmed for July 2005</p>

STANDARD 3.1

Objective 16 (cont.)

To actively encourage Indigenous Australian employees in the workplace, and increase the representation of Indigenous Australians across all levels of the Department.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Ensure flexible work practices such as Ceremonial Leave and other options to attend to cultural business are available at all levels of the organisation, and are promoted to employees and in job advertisements and job information kits.</p> <ul style="list-style-type: none"> • Review and update job information kit. • Advise employees of the availability of Ceremonial Leave via broadcast email and/or their managers. • Include a statement promoting the availability of Ceremonial Leave and other flexible arrangements in job advertisements, and record occasions when statement is included. • Consider all requests for Ceremonial Leave and other flexible arrangements and accommodate these wherever possible. 	<p>Flexible work practices such as Ceremonial Leave are available at all levels of the organisation and promoted to employees and applicants.</p> <ul style="list-style-type: none"> • Job information kit updated. • Employees advised. • Where relevant, job advertisements mention Ceremonial Leave and other flexible work practices. • Record maintained. • All requests considered and accommodated where possible. 	<p>Manager Workforce Services & Planning</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant • Policy & Diversity Consultant / Managers • Managers and Recruitment Officer to liaise – Managers to approve • Recruitment Officer • Managers 	<ul style="list-style-type: none"> • June 2004 • Ongoing 	<p>Statement is: Ceremonial leave and other flexible working arrangements are available when required.</p> <p>Record of when above statement is included will be maintained.</p>

STANDARD 3.1

Objective 16 (cont.)

To actively encourage Indigenous Australian employees in the workplace, and increase the representation of Indigenous Australians across all levels of the Department.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Encourage Departmental and employee involvement in suitable events and activities that promote Indigenous culture and achievement.</p> <ul style="list-style-type: none"> • Advise employees of events and activities. • Keep record of events and activities in which the Department is involved. 	<p>There is Departmental and employee involvement in suitable activities and events.</p> <ul style="list-style-type: none"> • Employees advised. • Record kept. 	<p>Corporate Executive / Managers / CALD</p> <ul style="list-style-type: none"> • CALD 	<p>As events and activities arise.</p> <ul style="list-style-type: none"> • Ongoing 	<p>IMB: Staff encouraged to participate where possible. SCD: Constantly being done at Yanchep National Park. Donnelly: A number of Warren Region, Donnelly District and Frankland District staff completed two days of Cultural Heritage Training conducted by DIA.</p>
<p>In consultation with local communities and regional offices, increase the participation of schools with high numbers of Indigenous students in the Bush Ranger Program.</p> <ul style="list-style-type: none"> • Maintain participation records and report to the EEO and Diversity Committee. 	<p>Increased participation of schools with high numbers of Indigenous students in the Bush Ranger Program.</p> <ul style="list-style-type: none"> • Records maintained and participation reported. 	<p>Bush Rangers Coordinator</p>	<p>Ongoing</p> <ul style="list-style-type: none"> • Ongoing - report annually 	<p>Indigenous CBR student participation has been maintained at approximately 14% across the CBR program. The number and types of schools in the program is independent of CALM and dependent on the Office of Children and Youth approval and funding. Records are indicated in the CBR Annual Report and have been forwarded to the EEO and Diversity Committee. Downloadable from www.naturebase.net – ‘For Schools’ section</p>

STANDARD 3.1

Objective 16 (cont.)

To actively encourage Indigenous Australian employees in the workplace, and increase the representation of Indigenous Australians across all levels of the Department.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Increase the participation of Indigenous employees in career expos and other forums promoting the Department as an employer of choice.</p> <ul style="list-style-type: none"> • Ensure promotional materials include increased photo resources of a diverse range of Indigenous employees working in a variety of roles in the Department, including roles of a professional nature. 	<p>All career expos and other suitable forums attended by the Department to include Indigenous representatives.</p> <ul style="list-style-type: none"> • Promotional materials reflect the diversity of the Department and of Indigenous employees and their roles. 	<p>CALD to coordinate with regional officers</p> <ul style="list-style-type: none"> • Director Strategic Development & Corporate Affairs in consultation with Indigenous Heritage Unit and CALD 	<p>Ongoing</p>	<p>CALD: Banner produced; Graduation Booklet produced; T & D manual; Premiers Award DVD; Careers talks</p> <p>IHU: All events are photographed to record Indigenous staff participation: The IHU is building a portfolio to reflect this. IHU address students at Universities and TAFE. Promotional materials being generated include:</p> <ul style="list-style-type: none"> • Women's programs; • Bush Tucker program; • Guidelines for indigenous interpretation. <p>Articles are appearing in <i>Conservation News</i> and in <i>LANDSCOPE</i>.</p>
<p>Continue to conduct Aboriginal traineeship and cadetship programs with a view to increasing the number of trainees and cadets in the Department.</p>	<p>Programs are continued.</p> <p>The number of Aboriginal trainees and cadets in the Department is increased.</p>	<p>Manager, Learning & Development</p>	<p>Ongoing</p>	<p>10 trainees appointed and 4 cadets 2004.</p> <p>10 trainees programmed to be appointed and 6 cadets have been appointed in 2005</p>

<p>Develop and implement a formal policy on Aboriginal traineeship and cadetship programs and make this available throughout the Department via broadcast email and the CALMweb.</p>	<p>Policy developed and implemented and made available via broadcast email and the CALMweb.</p>	<p>Coordinator Organisational Learning and Development / Policy & Diversity Consultant</p>	<p>June 2004</p>	<p>Policy still to be presented to Aboriginal Taskforce on Aboriginal Employment</p>
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STANDARD 3.1

Objective 16 (cont.)

To actively encourage Indigenous Australian employees in the workplace, and increase the representation of Indigenous Australians across all levels of the Department.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Incorporate training in Good Working Relations into the Indigenous Traineeship Program.</p>	<p>Training in Good Working Relations is incorporated into Indigenous Traineeship Program.</p>	<p>Manager, Learning & Development / Policy & Diversity Consultant</p>	<p>Annually</p>	<p>Training in GWR is incorporated into Indigenous Traineeship program</p>
<p>Advise Indigenous Trainees and Cadets of support mechanisms available to them in the Department such as EAP, peer support, and Grievance Contact Officer Network, during their induction into the Program.</p>	<p>Indigenous Trainees and Cadets are advised of support mechanisms such as EAP, peer support, and Grievance Contact Officer Network, during their induction into the Program.</p>	<p>Manager, Learning & Development</p>	<p>Annually</p>	<p>EEO Officer presented session to Albany trainees on 28th April 2005 and is programmed again for June 2005 for new intake.</p>
<p>Where relevant, advertise jobs in Indigenous media and through Indigenous networks.</p> <ul style="list-style-type: none"> • Record details of media/networks used to advertise vacancies, and check and report to EEO and Diversity Committee on % that is Indigenous. 	<p>Where relevant, jobs are advertised in Indigenous media and through Indigenous networks.</p> <ul style="list-style-type: none"> • Details recorded and % reported on. 	<p>Managers and Recruitment Officer to liaise – Managers to approve</p> <ul style="list-style-type: none"> • Recruitment Officer 	<p>Ongoing</p> <ul style="list-style-type: none"> • Report annually 	<p>Indigenous paper publications are identified (as at 30 09 04) as: Land Rights News, published by the Northern Lands Council in the Top End; National Indigenous Times. Koori Mail; National Indigenous Times; CDEP News; Message Stick (abc online) A portal to Indigenous Australian information on the web, provided by the ABC; Deadly Vibe (A national lifestyle publication aimed at Indigenous and Torres Strait Islander youth from all parts of Australia);</p>

STANDARD 3.1

Objective 16 (cont.)

To actively encourage Indigenous Australian employees in the workplace, and increase the representation of Indigenous Australians across all levels of the Department.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Ensure the Department is projected as an employer of choice among Indigenous Australians through the use of appropriate text and images in job advertisements and the job information kit.</p> <ul style="list-style-type: none"> • Review and update job information kit. • Check whether additional appropriate text and/or images are required for job advertisements, include as necessary, and keep a record of these. 	<p>The Department is projected as an employer of choice among Indigenous Australians through use of appropriate text and images in job advertisements and the job information kit.</p> <ul style="list-style-type: none"> • Job information kit updated. • Where relevant, job advertisements contain additional appropriate text and/or images that project the Department as an employer of choice among Indigenous Australians. 	<p>Manager Workforce Services & Planning</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant / CALD • Managers and Recruitment Officer to liaise – Managers to approve 	<p>Ongoing</p> <ul style="list-style-type: none"> • June 2004 • Ongoing 	<p>CALD: Compliance with the EEO and Diversity Management Plan.</p> <p>Actively seeking Indigenous employees through the Graduate Recruit advertisement, Traineeship advertisements</p> <p>RO: Being monitored.</p>

STANDARD 3.1**Objective 16 (cont.)**

To actively encourage Indigenous employees in the workplace, and increase the representation of Indigenous Australians across all levels of the Department.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Ensure selection panel training and guidelines:</p> <ul style="list-style-type: none"> ➤ advise panels to consider using different assessment methods in the selection process to meet different styles of presenting competencies; and ➤ include awareness of cross-cultural differences, particularly in relation to performance at interview <p>to ensure that selection decisions are not cross-culturally biased.</p> <ul style="list-style-type: none"> • Review and update selection guidelines. • Advise selection panel training providers of these requirements and confirm their inclusion. 	<p>Selection decisions are not cross-culturally biased.</p> <ul style="list-style-type: none"> • Guidelines reviewed and updated. • Training providers advised and requirements included. 	<p>Policy & Diversity Consultant / CALD</p>	<p>September 2004</p>	<p>Dwellingup Training Centre has conducted selection and interviews of Indigenous Trainees taking into account suitable setting, appropriate/suitable questions, and appropriate panel members.</p> <p>Insights strategies for success has been supplied to Recruitment Officer. To be incorporated into Selection Panel Training. September 2004</p>

STANDARD 3.1**Objective 16 (cont.)****To actively encourage Indigenous employees in the workplace, and increase the representation of Indigenous Australians across all levels of the Department.**

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
Refer to all strategies for Objective 16.	Improved retention of Indigenous Australian employees. Number of Indigenous Australian employees is increased in accordance with Equity and Diversity Plan 2001 – 2005 objectives. Distribution of Indigenous Australian employees in the Department is maintained in accordance with Equity and Diversity Plan 2001 – 2005 objectives.	Executive Director / Corporate Executive to provide leadership	June 2005	Indigenous employee numbers increased from 58 to 68 in 2005

STANDARD 3.1

Objective 17

To actively encourage women in the workplace, and increase the representation of women across all levels of the Department, particularly in senior management.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Ensure women are adequately represented on all Departmental committees and working groups, particularly decision making groups.</p> <ul style="list-style-type: none"> • Check gender balance before finalising membership. 	<p>All committees, working groups and other decision-making groups include female representatives.</p> <ul style="list-style-type: none"> • Gender balance checked. 	<p>Corporate Executive/Managers</p>	<p>Ongoing</p>	<p>Women encouraged to participate as per performance measure. Gender balance checked</p>
<p>Establish Senior Women’s Network and encourage senior women to participate.</p> <ul style="list-style-type: none"> • Establish and promote Network via broadcast email and in the New Employee Handbook. • Provide relevant information to Network members on a regular basis. 	<p>Network is established and membership is maintained.</p> <ul style="list-style-type: none"> • Network is established and promoted via broadcast email and New Employee Handbook is updated accordingly. • Relevant information is provided to Network members on a regular basis. 	<p>Corporate Executive / Manager Workforce Services & Planning</p>	<p>Ongoing</p> <ul style="list-style-type: none"> • June 2004 • Ongoing 	<p>Network has been informally established for female employees Level 6 and above for over 12 months. Broadcast email officially launching the Network sent 5 November 2004.</p>
<p>Develop pregnancy policy/guidelines covering EEO and health and safety issues, and advise employees of these via broadcast email, managers and the CALMweb.</p>	<p>Pregnancy policy/guidelines developed and employees advised.</p>	<p>Consultant Corporate Health / Policy & Diversity Consultant / Managers</p>	<p>June 2004</p>	<p>Draft guidelines developed and placed on CALMweb May 2003. Awaiting approval of the Corporate OS&H Committee to ratify.</p>

STANDARD 3.1

Objective 17 (cont.)

To actively encourage women in the workplace, and increase the representation of women across all levels of the Department, particularly in senior management.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Ensure the Department is projected as an employer of choice among women by promoting itself as a family friendly workplace where diverse management styles are encouraged, and through the use of other appropriate text and images, in job advertisements and job information kit.</p> <ul style="list-style-type: none"> • Review and update job information kit. • Check that a suitable statement promoting the Department as a family friendly workplace with diverse management styles is included in all job advertisements. • Check whether additional appropriate information is required for job advertisements, include as necessary, and keep a record of these. 	<p>The Department is projected as an employer of choice among women.</p> <ul style="list-style-type: none"> • Job information kit updated. • Statement is included in all job advertisements. • Where relevant, job advertisements contain additional appropriate information that projects the Department as an employer of choice among women. 	<p>Manager Workforce Services & Planning</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant • Recruitment Officer • Managers and Recruitment Officer to liaise – Managers to approve 	<p>Ongoing</p> <ul style="list-style-type: none"> • June 2004 • Ongoing – to commence July 2005 • Ongoing – to commence July 2004 	<p>Statement as per Outcome 2.1, Objective 10.</p> <p>Will be added where relevant, and recorded.</p>

STANDARD 3.1

Objective 17 (cont.)

To actively encourage women in the workplace, and increase the representation of women across all levels of the Department, particularly in senior management.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Ensure job information kits encourage applicants to consider relevant skills and abilities gained outside the paid workforce when addressing selection criteria, and that the criteria are appropriately worded so as to allow this.</p> <ul style="list-style-type: none"> • Review and update job information kit. • Check all selection criteria for advertised vacancies for suitable wording and amend as necessary. 	<p>Applicants refer to relevant skills and abilities gained outside the paid workforce when addressing selection criteria.</p> <ul style="list-style-type: none"> • Job information kit reviewed and updated. • All selection criteria for advertised vacancies checked and amended as necessary. 	<p>Manager Workforce Services & Planning</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant • Consultant Personnel 	<p>Ongoing</p> <ul style="list-style-type: none"> • June 2004 • Ongoing 	<p>This is included in all JDF's – is ongoing with all new JDF's developed.</p>
<p>Ensure selection panel training and guidelines:</p> <ul style="list-style-type: none"> ➤ advise panels to consider relevant skills and abilities gained outside the workforce when making a selection decision; ➤ include awareness of gender differences, particularly in relation to performance at interview; and ➤ require that both genders be represented on the panel where there are male and female applicants <p>to ensure selection decisions are not gender biased.</p> <ul style="list-style-type: none"> • Review and update selection guidelines. • Advise training providers of these requirements and confirm inclusion. 	<p>Selection decisions are not gender biased.</p> <ul style="list-style-type: none"> • Guidelines reviewed and updated. • Training providers advised and requirements included. 	<p>Policy & Diversity Consultant</p>	<p>September 2004</p>	<p>Ongoing in consultation with recruitment officer – selection panel training</p>

STANDARD 3.1

Objective 17 (cont.)

To actively encourage women in the workplace, and increase the representation of women across all levels of the Department, particularly in senior management.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Review selection criteria for management positions and amend as necessary to ensure that these:</p> <ul style="list-style-type: none"> ➤ are broadly defined; ➤ emphasise “people” skills; ➤ are inherent to the job; and ➤ do not contain technical or other specialised requirements that are not essential to the role or can be easily learnt on the job. 	<p>Selection criteria for management positions reviewed and amended as necessary.</p>	<p>Consultant Personnel / Managers</p>	<p>Ongoing</p>	<p>As per performance measures.</p> <p>This is undertaken with all JDF’s – is ongoing with all new JDF’s developed.</p>
<p>Contact appropriate networks, such as female professional networks to encourage vacancy applications from suitably qualified women.</p> <ul style="list-style-type: none"> • Check to see whether contact with an appropriate network is required for each vacancy, contact as necessary, and keep a record of all contacts. 	<p>Identify networks appropriate to Departmental positions.</p> <ul style="list-style-type: none"> • At least 5 contacts to appropriate networks made per year. 	<p>Manager Workforce Services & Planning</p> <ul style="list-style-type: none"> • Managers and Recruitment Officer to liaise – Managers to approve 	<p>June 2004</p> <ul style="list-style-type: none"> • Ongoing – to commence July 2004 	<p>Contact with networks will be made where appropriate, and recorded.</p>

STANDARD 3.1

Objective 17 (cont.)

To actively encourage women in the workplace, and increase the representation of women across all levels of the Department, particularly in senior management.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Collect gender balance information through all stages of the recruitment and selection process to identify points at which women are not being recruited and/or selected.</p> <ul style="list-style-type: none"> • Analyse information to monitor progress in achieving relevant Plan objectives. • Report results to EEO and Diversity Committee. 	<p>Gender information collected.</p> <ul style="list-style-type: none"> • Information analysed, progress monitored and results reported to EEO and Diversity Committee. 	<p>Recruitment Officer</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant 	<p>Ongoing – to commence July 2005</p> <ul style="list-style-type: none"> • Annually 	<p>Commenced; being recorded in the file “Project CALM 2004.doc”</p>
<p>Refer to all strategies for Objective 17.</p>	<p>Improved retention of women.</p> <p>Number of female applicants for advertised vacancies is increased by 20%</p> <p>Number of female employees is increased in accordance with Equity and Diversity Plan 2001 – 2005 objectives.</p> <p>Distribution of women in the Department is improved in accordance with Equity and Diversity Plan 2001 – 2005 objectives.</p> <p>Number of women at senior management level is increased in accordance with Equity and Diversity Plan 2001 – 2005 objectives.</p>	<p>Executive Director / Corporate Executive to provide leadership</p>	<p>June 2005</p>	<p>Number of women in the department has increased from 530 to 565 in 2005.</p> <p>Equity index for women is 50, this exceeding the performance objective of 46 for 2005 in the Equity and Diversity Plan 2001-2005.</p>

STANDARD 3.1

Objective 18

To actively encourage people from culturally diverse backgrounds in the workplace, and increase the representation of people from culturally diverse backgrounds across all levels of the Department.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Encourage employees for whom English is a second language to improve their English skills through appropriate English literacy training.</p> <ul style="list-style-type: none"> • Locate suitable training providers and ensure that details are widely publicised and easily accessible throughout the Department. • Encourage participants to record details of completed training through IDAPES process. • Run reports to show number of employees completing English literacy training and provide results to EEO and Diversity Committee. 	<p>Improved English skills for employees for whom English is a second language.</p> <ul style="list-style-type: none"> • Training providers located, and details distributed throughout the Department and placed on the CALMweb. • Training recorded. • Reports show English literacy training has been completed. 	<p>Manager, Learning & Development</p> <ul style="list-style-type: none"> • Managers • Learning Programs Consultant 	<p>Ongoing</p> <ul style="list-style-type: none"> • June 2005 • Ongoing • Annually 	<p>Provide the training on a needs basis.</p>
<p>Publicly recognise the contributions of people from culturally diverse backgrounds e.g. in providing translations or dealing with culturally diverse customers</p> <ul style="list-style-type: none"> ➤ at meetings, special events and other appropriate forums; and ➤ in Conservation News and other appropriate media. 	<p>The contributions of people from culturally diverse backgrounds are recognised.</p> <ul style="list-style-type: none"> ➤ Recognition is provided at appropriate forums. ➤ At least 3 articles published. 	<ul style="list-style-type: none"> ➤ Managers ➤ Director Strategic Development & Corporate Affairs 	<ul style="list-style-type: none"> ➤ Ongoing ➤ Annually 	<p>Articles are appearing in <i>Conservation News</i> and in <i>LANDSCOPE</i>.</p>

STANDARD 3.1

Objective 18 (cont.)

To actively encourage people from culturally diverse backgrounds in the workplace, and increase the representation of people from culturally diverse backgrounds across all levels of the Department.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Inform employees of mechanisms available to them to attain recognition of overseas qualifications and experience. Ensure this information is available on the CALMweb.</p>	<p>Employees advised. Information made available on the CALMweb.</p>	<p>Policy & Diversity Consultant</p>	<p>September 2004</p>	<p>Ongoing</p>
<p>Establish database of employees who are fluent in languages other than English, and who are willing to act as translators as required.</p> <ul style="list-style-type: none"> • Conduct employee survey. • Input data into Concept. • Advise all employees of the availability and purpose of the database. 	<p>Database established.</p> <ul style="list-style-type: none"> • Survey conducted. • Data input. • All employees advised. 	<p>Manager Workforce Services & Planning</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant 	<p>June 2004</p> <ul style="list-style-type: none"> • April 2004 • June 2004 • July 2004 	<p>Employee survey conducted, and data entered into Concept in July 2004</p>
<p>Advise employees who are fluent in other languages about how they can seek a Language Allowance, and ensure this information is made available via broadcast email, managers and the CALMweb.</p>	<p>Employees advised. Information made available via broadcast email, managers and the CALMweb.</p>	<p>Policy & Diversity Consultant</p>	<p>June 2004</p>	<p>Broadcast email July 2004</p>

STANDARD 3.1

Objective 18 (cont.)

To actively encourage people from culturally diverse backgrounds in the workplace, and increase the representation of people from culturally diverse backgrounds across all levels of the Department.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Ensure selection panel training and guidelines:</p> <ul style="list-style-type: none"> ➤ advise panels to consider relevant skills and abilities gained overseas when making a selection decision; and ➤ include awareness of cross cultural differences, particularly in relation to performance at interview <p>to ensure that selection decisions are not culturally biased.</p> <ul style="list-style-type: none"> • Review and update selection guidelines. • Advise selection panel training providers of these requirements and confirm their inclusion. 	<p>Selection decisions are not culturally biased.</p> <ul style="list-style-type: none"> • Guidelines reviewed and updated. • Training providers advised and inclusion of requirements confirmed. 	<p>Policy & Diversity Consultant</p>	<p>September 2004</p>	<p>Insights strategies for success - Indigenous employment strategies booklet sent to all Cost Centres.</p> <p>Working with Recruitment Officer on selection panel training.</p>
<p>Refer to all strategies for Objective 18.</p>	<p>Improved retention of people from culturally diverse backgrounds.</p> <p>Number of employees from culturally diverse backgrounds is increased in accordance with Equity and Diversity Plan 2001 – 2005 objectives.</p> <p>Distribution of employees from culturally diverse backgrounds in the Department is maintained in accordance with Equity and Diversity Plan 2001 – 2005 objectives.</p>	<p>Executive Director / Corporate Executive to provide leadership</p>	<p>June 2005</p>	<p>Currently 2.5 % of employees from culturally diverse backgrounds</p>

STANDARD 3.1

Objective 19

To actively encourage people with disabilities in the workplace, and increase the representation of people with disabilities across all levels of the Department.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Refer advertised vacancies, and short term and casual employment opportunities to employment agencies specialising in recruitment of people with disabilities.</p> <ul style="list-style-type: none"> • Prepare appropriate guidelines, distribute to managers, and place on CALMweb. • Advise Recruitment Officer when an employee is recruited locally via this process. • Maintain a record of people with disabilities selected for positions following this process. 	<p>Advertised vacancies, and short term and casual employment opportunities are referred to agencies specialising in recruitment of people with disabilities.</p> <ul style="list-style-type: none"> • Guidelines prepared, distributed and placed on CALMweb. • Recruitment Officer advised. • Record maintained. 	<p>Manager People Services Branch / Managers</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant • Managers • Recruitment Officer 	<p>Ongoing – to commence by January 2004</p> <ul style="list-style-type: none"> • June 2004 • Ongoing 	<p>Referrals commenced November 2003.</p> <p>Record will be maintained as and when advised.</p>
<p>Consider essential selection criteria for all JDFs under review and remove any that are not inherent to the job that might discriminate against people with disabilities e.g. possession of a driver’s licence.</p> <ul style="list-style-type: none"> • Check and amend essential selection criteria as necessary. 	<p>Reviewed JDFs do not contain any essential selection criteria that are not inherent to the job that might discriminate against people with disabilities.</p> <ul style="list-style-type: none"> • Criteria checked and amended as necessary. 	<p>Consultant Personnel / Managers</p>	<p>Ongoing</p>	<p>This is undertaken with all JDF’s – is ongoing with all new JDF’s developed.</p>
<p>Continue the provision of work experience for people with disabilities.</p>	<p>Work experience is regularly provided for people with disabilities.</p>	<p>Manager People Services / Managers</p>	<p>Ongoing</p>	<p>Requests accommodated wherever possible [very low number of requests to date].</p>

STANDARD 3.1

Objective 19 (cont.)

To actively encourage people with disabilities in the workplace, and increase the representation of people with disabilities across all levels of the Department.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
Develop Chronic Illness policy/guidelines and advise employees of these via broadcast email, managers and the CALMweb.	Chronic Illness policy/guidelines developed and employees advised.	Consultant Corporate Health / Policy & Diversity Consultant / Managers	September 2004	Draft guidelines prepared and placed on CALMweb June 2003. Awaiting approval of the Corporate OS&H Committee to ratify
Ensure that all venues for training and other Departmental events attended by employees are accessible to people with disabilities. <ul style="list-style-type: none"> All proposed venues checked for accessibility prior to finalisation. 	All venues for training and other Departmental events are accessible to people with disabilities. <ul style="list-style-type: none"> All proposed venues checked. 	Managers	Ongoing	Venues are accessible to people with disabilities.
Establish/maintain database of accessible buildings, services and facilities throughout the Department for employees and volunteers with disabilities.	Database established and maintained.	Policy & Diversity Consultant	Establish by June 2004 - maintenance ongoing	Database commenced February 2004.
Conduct regular audits of Departmental buildings, services and facilities to identify those that are not accessible to employees and volunteers with disabilities. Send timely memo to all cost centre managers advising of this requirement.	Regular audits conducted, and buildings, services and facilities that are not accessible are identified. Memo sent.	Managers Policy & Diversity Consultant	Every 3 years	Disability Access Audit for buildings and facilities currently in progress. Completed July 2005

STANDARD 3.1

Objective 19 (cont.)

To actively encourage people with disabilities in the workplace, and increase the representation of people with disabilities across all levels of the Department.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Identify access priorities and take necessary action to improve access to buildings, services and facilities identified as inaccessible.</p> <ul style="list-style-type: none"> • Engage consultant to work with managers to identify access priorities • Take necessary action to ensure access priorities are addressed. • Report on actions taken to Disability Services Planning Committee (DSPC). • Enter results into access database. 	<p>Action is taken to improve access to buildings, services and facilities identified as inaccessible.</p> <ul style="list-style-type: none"> • Consultant engaged and priorities identified. • Action taken to address access priorities. • Actions reported to DPSC. • Results entered into database. 	<p>Director Corporate Services</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant / Managers • Policy & Diversity Consultant 	<p>Ongoing</p> <ul style="list-style-type: none"> • June 2004 • Ongoing 	<p>The DSPC has identified the access priority areas as being the main Agency facilities; Regional and District offices; and tourist sites.</p> <p>Audit on CALM buildings completed and entered into access database July 2005.</p> <p>Tender to engage consultant drafted June 2005.</p>
<p>Continue to provide funding upon request as appropriate for use in improving access to buildings, services and facilities for employees and volunteers with disabilities.</p> <ul style="list-style-type: none"> • Remind managers of availability of funds via broadcast email. • Provide information on CALMweb. 	<p>Funding provided as appropriate.</p> <ul style="list-style-type: none"> • Broadcast email sent. • Information on CALMweb 	<p>Director Corporate Services</p>	<p>Ongoing</p> <ul style="list-style-type: none"> • Annually/prior to audit. • March 2004 	<p>Broadcast email sent March 2003/04/05</p>
<p>Ensure builders/contractors are aware of the Building Code of Australia; the Australian Standards AS 1428 Part 1, Part 2 and Part 4; and any other access requirements. Check information is provided to builders/contractors.</p>	<p>Information is provided to builders/contractors.</p>	<p>Managers</p>	<p>Ongoing</p>	<p>Appropriate information provided to contractors at tender stage.</p>

STANDARD 3.1

Objective 19 (cont.)

To actively encourage people with disabilities in the workplace, and increase the representation of people with disabilities across all levels of the Department.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Obtain information about disability type and workplace modifications required from all new employees who identify as a person with a disability.</p> <ul style="list-style-type: none"> • Include request for information to be provided on a voluntary basis in New Employee Form. • Enter information in Concept. 	<p>Information obtained from new employees.</p> <ul style="list-style-type: none"> • New Employee Form updated. • Information entered in Concept. 	<p>Manager People Services</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant • Workforce Services Officers 	<p>Ongoing</p> <ul style="list-style-type: none"> • June 2004 • Ongoing – to commence September 2004 	<p>New Employee Form updated July 2004</p> <p>Information entered as receive on an ongoing basis</p>
<p>Ensure that appropriate support, where required and reasonable, is provided to people with disabilities through job redesign, workplace modifications, equipment, training, flexible working arrangements, specialist equipment, etc.</p>	<p>Appropriate support is provided so as to meet the needs of people with disabilities. All reasonable requests are accommodated.</p>	<p>Director Corporate Services / Managers</p>	<p>Ongoing</p>	<p>No requests made 2004-2005</p>
<p>Prepare guidelines regarding working with people with disabilities and advise employees of these via broadcast email, managers and the CALMweb. Send copy to responsible managers when a person with a disability is recruited.</p>	<p>Guidelines developed and employees advised.</p> <p>Copy sent to responsible manager</p>	<p>Policy and Diversity Consultant</p> <p>Workforce Services Officers</p>	<p>June 2004</p> <p>Ongoing from July 2004</p>	<p>In progress</p>

STANDARD 3.1

Objective 19 (cont.)

To actively encourage people with disabilities in the workplace, and increase the representation of people with disabilities across all levels of the Department.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Survey people with disabilities in the Department to obtain information on a voluntary basis about the types of disability they have, and whether or not they require workplace modification to better address their needs and HR MOIR requirements.</p> <ul style="list-style-type: none"> • Conduct survey • Enter data into Concept • Run reports and provide results to EEO and Diversity Committee and Department of Premier and Cabinet. 	<p>Information about disability types and workplace modifications obtained.</p> <ul style="list-style-type: none"> • Survey conducted. • Data entered into Concept. • Reports run and results provided to EEO and Diversity Committee and Department of Premier and Cabinet. 	<p>Manager People Services</p>	<ul style="list-style-type: none"> • April 2004 • June 2004 • July 2004 	<p>Survey completed 2004 and results presented to Disability Services Planning Committee</p>
<p>Provide disability awareness training on an as required basis to ensure that employees who are, or will be, working with people with disabilities are aware of issues and benefits and are able to provide appropriate support.</p> <ul style="list-style-type: none"> • Identify appropriate training providers. • Advise employees via broadcast email and/or managers • Place trainer details on the CALMweb 	<p>Training provided as required.</p> <ul style="list-style-type: none"> • Training providers identified. • Employees advised • Trainer details placed on CALMweb. 	<p>Managers</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant 	<p>Ongoing</p> <ul style="list-style-type: none"> • September 2004 • October 2004 	<p>“Speaking Out” and “Getting There” videos distributed to all Directors</p>

STANDARD 3.1

Objective 19 (cont.)

To actively encourage people with disabilities in the workplace, and increase the representation of people with disabilities across all levels of the Department

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
Refer to all strategies for Objective 19.	Improved retention of people with disabilities. Number of employees with disabilities is increased in accordance with Equity and Diversity Plan 2001 – 2005 objectives. Distribution of people with disabilities in the Department is maintained in accordance with Equity and Diversity Plan 2001 – 2005 objectives.	Executive Director / Corporate Executive to provide leadership	June 2005	The percentage of people with disabilities has increased from 1.2% to 1.5% in 2005.

STANDARD 3.1

Objective 20

To actively encourage youth in the workplace, and increase the representation of youth in the Department.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Liaise with other government agencies with offices in rural locations, with a view to developing an inter-agency social support network for young employees.</p> <ul style="list-style-type: none"> Contact participating agencies regularly to ensure the network is maintained and utilised. 	<p>Social support network for young employees is established and maintained.</p> <ul style="list-style-type: none"> Regular contact made. 	<p>Policy & Diversity Consultant</p>	<p>June 2004</p> <ul style="list-style-type: none"> Quarterly 	<p>In progress</p>
<p>Ensure all new young employees in rural areas are encouraged to use the social support network.</p> <ul style="list-style-type: none"> Check membership figures to ensure numbers are maintained. Include information in Induction Checklist. Promote the network via broadcast email and in the New Employee Handbook. Incorporate information about the network in Graduate Recruit training. 	<p>Network is utilised by new young employees.</p> <ul style="list-style-type: none"> Numbers are maintained. Information included in Induction Checklist. Network promoted via broadcast email, and New Employee Handbook updated accordingly. Information incorporated in Graduate Recruit training. 	<p>Policy & Diversity Consultant</p> <ul style="list-style-type: none"> Manager, Learning & Development 	<p>Ongoing</p> <ul style="list-style-type: none"> Check biennially December 2004 December 2004 December 2004 	<p>In progress</p>
<p>Encourage structured work experience opportunities throughout CALM for high school students.</p>	<p>Where possible and practical, requests for work experience are accommodated.</p>	<p>Managers</p>	<p>Ongoing</p>	<p>Requests accommodated where possible</p>

STANDARD 3.1

Objective 20 (cont.)

To actively encourage youth in the workplace, and increase the representation of youth in the Department.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
Develop Graduate Recruit Policy and advise employees of this via broadcast email, managers and the CALMweb.	Graduate Recruit Policy developed and employees advised.	Project Officer (PSB) / Managers	December 2003	Policy completed, memo and broadcast email sent, and policy placed on CALMweb August 2003.
Incorporate training in Good Working Relations into the Graduate Recruit Program	Training in Good Working Relations is incorporated into the Graduate Recruit Program.	Manager, Learning & Development / Policy & Diversity Consultant	Annually	Training in GWR has been incorporated into the Graduate Recruit Program Training provided June 2004/05
Advise Graduate Recruits of support mechanisms available to them in the Department such as EAP, peer support, and Grievance Contact Officer Network during their induction into the Program.	Graduate Recruits are advised of support mechanisms available to them in the Department such as EAP, peer support, and Grievance Contact Officer Network during their induction into the Program.	Manager, Learning & Development	Annually	EEO Officer and Corporate Health Officer presented material to GR's June 2004/05 Incorporated into GR's training
Survey current and former graduate recruits to obtain feedback about the Graduate Recruit Program, induction, training, work environment, and support. Use the data to identify broad trends, evaluate the Program and identify areas requiring improvement.	Current and former graduate recruits surveyed to obtain feedback about the Graduate Recruit Program, induction, training, work environment, and support. Data used to identify broad trends, evaluate the Program and identify areas requiring improvement.	Manager, Learning & Development	December 2004 June 2005	Survey conducted in September/October 2004. New Survey programmed for Sept and Oct 2005.

STANDARD 3.1

Objective 20 (cont.)

To actively encourage youth in the workplace, and increase the representation of youth in the Department.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
Continue to promote the Department as an employer of choice at educational institutions, career expos and other suitable forums, and via the Bush Rangers Program.	Department is promoted as an employer of choice at educational institutions, career expos and other suitable forums, and via the Bush Ranger Program.	Manager, Learning & Development / Bush Rangers Coordinator	Ongoing	Significant number of presentations have already been conducted and programmed this calendar year Nine indigenous Bush Rangers are completing a Cert II in CALM, as well as two completing a school-based traineeship with CALM Esperance. Another indigenous girl completed the Cert II in CALM with the CBR program; on completing a bridging course, she has enrolled at ECU in 2005 to do a Science degree and has obtained a Uni Scholarship from CALM worth \$60 000 over 4 years.
Refer to all strategies for Objective 20.	Improved retention of youth Number of youth is increased in accordance with Equity and Diversity Plan 2001 – 2005 objectives.	Executive Director / Corporate Executive to provide leadership	June 2005	