

DRAFT

**EQUAL EMPLOYMENT OPPORTUNITY AND
DIVERSITY MANAGEMENT PLAN**

2003 - 2005

060593

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 – 2005 aims at effecting 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 positive outcomes in EEO and diversity through the strategies contained in the Plan, thereby maximising the potential of each of our people and ensuring a work environment that is inclusive of all.

Keiran McNamara
A/Executive Director

ACKNOWLEDGMENTS

The preparation of the Department's EEO and Diversity Management Plan 2003 – 2005 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 number 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 – 2005 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 effective management of our 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 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 can be 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 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 Department's Equity and Diversity Plan 2001 – 2005 contains objectives for improving the representation and/ or distribution of Indigenous Australians, women, people from culturally diverse backgrounds, people with disabilities and youth.

These are summarised in the table below:

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

Further information about the Department's Equity and Diversity Plan 2001 – 2005 can be found on the 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 designed 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 is inclusive of 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, the lack of representation of Indigenous Australians (as traditional custodians) across all levels of the Department is a significant concern. 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 there are no women substantively employed above Level 7, the under-representation of women, particularly at senior levels is also 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.

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.

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 was 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.
- People 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 quarterly 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 2005 as part of the review process for preparation of the Department's subsequent EEO and Diversity Management Plan.

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.

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 include EEO and diversity outcomes in the Department's corporate, strategic and operational plans.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Integrate EEO and diversity principles and objectives into all of the Department's organisational plans.</p> <ul style="list-style-type: none"> • Include need for plans to integrate EEO and diversity principles into IDAPES guidelines as a measure of success in EEO and diversity. • Check plans to ensure principles are included. 	<p>Plans containing EEO and diversity principles and objectives developed and implemented.</p> <ul style="list-style-type: none"> • Need for plans to integrate EEO and diversity principles included in IDAPES guidelines. • Plans checked. 	<p>Corporate Executive</p> <ul style="list-style-type: none"> • Coordinator Organisational Learning & Development • Corporate Executive / Managers 	<p>Ongoing</p> <ul style="list-style-type: none"> • October 2003 • Ongoing 	
<p>Include EEO and diversity principles in all policy and planning decisions.</p> <ul style="list-style-type: none"> • Include need for policy and planning decisions to include EEO and diversity principles into IDAPES guidelines as a measure of success in EEO and diversity. 	<p>Decisions reflect EEO and diversity principles.</p> <ul style="list-style-type: none"> • Need for policy and planning decisions to include EEO and diversity principles included in IDAPES guidelines. 	<p>Corporate Executive / Managers</p> <ul style="list-style-type: none"> • Coordinator Organisational Learning & Development 	<p>Ongoing</p> <ul style="list-style-type: none"> • October 2003 	

STANDARD 1.1

Objective 1 (cont.)

To include EEO and diversity outcomes in the Department’s corporate, strategic and operational plans.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Ensure EEO and diversity principles are incorporated into People Services strategic and operational plans.</p> <ul style="list-style-type: none"> • Check plans to ensure principles included. <p>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.</p> <p>Provide EEO Yearly Report to Office of Equal Employment Opportunity (OEEO).</p>	<p>Inclusion of principles in People Services strategic and operational plans.</p> <ul style="list-style-type: none"> • Plans checked. <p>Report prepared. Report made available on the CALMweb and employees advised accordingly.</p> <p>Report provided to OEEO.</p>	<p>Manager People Services</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant <p>Policy & Diversity Consultant</p> <p>Executive Director</p>	<p>Ongoing</p> <p>Annually</p> <p>Annually – meet timeframes imposed by OEEO.</p>	

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 advertised managerial or supervisory positions contain an essential criterion of “Demonstrated understanding of Equal Employment Opportunity and diversity management principles and practices.”</p> <ul style="list-style-type: none"> • Check JDFs for inclusion of criterion. 	<p>JDFs for all advertised managerial and supervisory positions contain the essential criterion.</p> <ul style="list-style-type: none"> • JDFs checked and amended as necessary. 	<p>Consultant Personnel</p>	<p>Ongoing</p>	
<p>Include this criterion in all JDFs for new positions, and current positions upon review, that are managerial or supervisory.</p> <ul style="list-style-type: none"> • Check JDFs for inclusion of criterion. 	<p>JDFs for new and reviewed managerial or supervisory positions contain the essential criterion.</p> <ul style="list-style-type: none"> • JDFs checked and amended as necessary. 	<p>Consultant Personnel</p>	<p>Ongoing</p>	
<p>Ensure that all JDFs for advertised non-supervisory positions classified at Level 2 or above contain an essential criterion of “Awareness of Equal Employment Opportunity and diversity principles”</p> <ul style="list-style-type: none"> • Check JDFs for inclusion of criterion. 	<p>JDFs for all advertised non-supervisory positions classified at Level 2 or above contain the essential criterion.</p> <ul style="list-style-type: none"> • JDFs checked and amended as necessary. 	<p>Consultant Personnel</p>	<p>Ongoing</p>	
<p>Include this criterion in all JDFs for new positions, and current positions upon review, that are non-supervisory and classified at Level 2 or above.</p> <ul style="list-style-type: none"> • Check JDFs for inclusion of criterion. 	<p>JDFs for new and reviewed non-supervisory positions classified at Level 2 or above contain the essential criterion.</p> <ul style="list-style-type: none"> • JDFs checked and amended as necessary. 	<p>Consultant Personnel</p>	<p>Ongoing</p>	

STANDARD 1.1

Objective 2 (cont.)

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

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<p>Ensure all JDFs for advertised managerial or supervisory positions include responsibility for managing diversity in the duty statement.</p> <ul style="list-style-type: none"> • Check JDFs for inclusion of this responsibility. <p>Include this responsibility in all JDFs for new positions, and current positions upon review, that are managerial or supervisory.</p> <ul style="list-style-type: none"> • Check JDFs for inclusion of this responsibility. <p>Ensure all JDFs for advertised non-supervisory positions classified at Level 2 or above include responsibility for working effectively in a diverse workforce in the duty statement.</p> <ul style="list-style-type: none"> • Check JDFs for inclusion of this responsibility. <p>Include this responsibility in all JDFs for new positions, and current positions upon review, that are non-supervisory and classified at Level 2 or above.</p> <ul style="list-style-type: none"> • Check JDFs for inclusion of this responsibility. 	<p>JDFs for all advertised managerial and supervisory positions contain responsibility for managing diversity.</p> <ul style="list-style-type: none"> • JDFs checked and amended as necessary. <p>JDFs for new and reviewed managerial or supervisory positions contain responsibility for managing diversity.</p> <ul style="list-style-type: none"> • JDFs checked and amended as necessary. <p>JDFs for all advertised non-supervisory positions classified at Level 2 or above contain responsibility for working effectively in a diverse workforce.</p> <ul style="list-style-type: none"> • JDFs checked and amended as necessary. <p>JDFs for new and reviewed non-supervisory positions classified at Level 2 or above contain responsibility for working effectively in a diverse workforce.</p> <ul style="list-style-type: none"> • JDFs checked and amended as necessary. 	<p>Consultant Personnel</p> <p>Consultant Personnel</p> <p>Consultant Personnel</p> <p>Consultant Personnel</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</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.

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>Ensure that 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"> • Conduct audit on IDAPES records to determine frequency of inclusion, and make results available to managers. 	<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>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>Coordinator Organisational Learning & Development</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant <p>Managers</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant 	<p>October 2003</p> <ul style="list-style-type: none"> • December 2003 <p>Ongoing – to commence by January 2004</p> <ul style="list-style-type: none"> • December 2004 	

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 quarterly 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>Provide additional administrative support to assist with plan implementation and monitoring and reporting on progress.</p>	<p>Committee established and meetings held quarterly.</p> <ul style="list-style-type: none"> ➤ Quarterly 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>Additional administrative support provided.</p>	<p>Corporate Executive</p>	<p>October 2003</p> <ul style="list-style-type: none"> ➤ Ongoing ➤ Annually <p>Ongoing</p>	

STANDARD 1.1

Objective 4 (cont.)

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

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
<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>October 2003</p>	
<p>Incorporate strategies from the Plan into all relevant checklists, action sheets, instruction manuals, and other prescriptive materials within work areas.</p>	<p>Strategies are incorporated into all relevant checklists, action sheets, instruction manuals, and other prescriptive materials within work areas.</p> <p>Plan is successfully implemented.</p>	<p>Managers</p>	<p>Initially by December 2003. Ongoing as Plan is modified.</p> <p>December 2005</p>	

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 quarterly updates of Plan showing progress on CALMweb. • Inform employees via broadcast email and managers about the current Plan, and whenever the Plan is updated. <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>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>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. <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>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>Policy & Diversity Consultant</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant / Managers <p>Corporate Executive</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant <p>Director Strategic Development & Corporate Affairs</p>	<ul style="list-style-type: none"> • October 2003 • Quarterly • October 2003 & thereon quarterly <p>As diversity events arise.</p> <ul style="list-style-type: none"> • To commence July 2003 <p>Ongoing</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 eg. 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>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>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>EEO and diversity awareness and best practice workshops and seminars incorporated into at least 5 meetings, training sessions and other forums per year.</p> <ul style="list-style-type: none"> • All employees advised. • Managers surveyed. <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>Equity and Diversity site is maintained and updated regularly, and comments referred to the EEO and Diversity Committee.</p>	<p>Managers</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant <p>Corporate Executive</p> <p>Policy & Diversity Consultant</p>	<p>Ongoing</p> <ul style="list-style-type: none"> • May 2004 • July 2005 <p>Ongoing</p> <p>Ongoing</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>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, promotion, mentoring and training and accommodate these wherever possible. • Advertise all permanent vacancies externally. • Seek Expressions of Interest for long term acting opportunities. • 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. • All permanent vacancies advertised externally. • Expressions of Interest sought. • Information about training is promoted regularly throughout the Department. 	<ul style="list-style-type: none"> • Managers • Manager Workforce Services & Planning • Coordinator Organisational Learning & Development 	<p>Ongoing</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.</p> <p>Appropriate action taken</p> <ul style="list-style-type: none"> • Record maintained. 	<p>Corporate Executive / Manager People Services</p>	<p>Annually</p> <p>Ongoing</p>	
<p>Ensure that a diverse range of employees are consulted about and have opportunity to participate in all 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 & have opportunity to participate in all 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>	

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 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. <p>Make tutoring available to employees who wish to upgrade their skills in numeracy, literacy and language.</p> <ul style="list-style-type: none"> • Compile list of suitable tutors and ensure that these are widely publicised and accessible throughout the Department. • 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>Database is established and maintained.</p> <ul style="list-style-type: none"> • Regular updates sought. • Information provided. • Regular broadcast emails sent <p>Tutoring is available to employees who wish to upgrade their skills in numeracy, literacy and language</p> <ul style="list-style-type: none"> • List of suitable tutors compiled and distributed 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 People Services</p> <ul style="list-style-type: none"> • Project Officer (PSB) / Managers • Project Officer (PSB) <p>Coordinator Organisational Learning & Development</p> <ul style="list-style-type: none"> • Managers • Consultant Learning Programs 	<p>Established by June 2004</p> <ul style="list-style-type: none"> • Biannually • Ongoing • Biannually <p>Ongoing</p> <ul style="list-style-type: none"> • June 2004 • Ongoing • Annually 	

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>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>Maintain numbers of Peer Supporters, ensuring that the diversity of employees in the Department is reflected in the Peer Support Team.</p>	<p>Guidelines developed, distributed, and placed on CALMweb.</p> <p>Number of Peer Supporters is maintained and reflects the diversity of employees in the Department.</p>	<p>Policy & Diversity Consultant</p> <p>Corporate Health Officer</p>	<p>June 2004</p> <p>Ongoing</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>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>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 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>Employees advised of changes.</p> <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>Policy & Diversity Consultant / Managers</p> <p>Policy & Diversity Consultant</p>	<p>Ongoing. Update following inclusion of gender history and sexual orientation as grounds under EO Act complete by July 2003.</p> <p>Ongoing</p> <p>Ongoing</p> <ul style="list-style-type: none"> • Ongoing • Annually 	

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 2003	
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	
Increase the number of GCOs trained in grievance resolution.	An additional 2 – 4 GCOs trained in grievance resolution.	Policy & Diversity Consultant	December 2003	
Develop an online training program on EEO (legal compliance) and diversity that incorporates the GWR Policy, including grievance procedures.	Online training program developed and in place.	Policy & Diversity Consultant	December 2003	
Ensure that alternative EEO and diversity training is available to employees without on-line access.	Alternative EEO and diversity training is available to employees without on-line access.	Policy & Diversity Consultant	December 2003	

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>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>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>System established and implemented.</p> <ul style="list-style-type: none"> • Details recorded. <p>Training completed by all current employees.</p> <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>Policy & Diversity Consultant</p> <p>Managers</p> <ul style="list-style-type: none"> • Manager People Services 	<p>December 2003.</p> <ul style="list-style-type: none"> • Ongoing – to commence by January 2004 <p>December 2005</p> <p>Ongoing</p> <ul style="list-style-type: none"> • December 2003 • Ongoing – to commence by January 2004 <p>Ongoing – commence by January 2004</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>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>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>25% of managers trained. 50% of managers trained. 75% of managers trained.</p> <ul style="list-style-type: none"> • Record maintained. <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 / Managers</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant <p>Policy & Diversity Consultant</p>	<p>December 2003 October 2004 June 2005</p> <ul style="list-style-type: none"> • Ongoing <p>Annually</p> <p>December 2005</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 policies, guidelines and processes incorporate EEO and diversity principles.

STRATEGIES	PERFORMANCE MEASURES	RESPONSIBILITY	TIMEFRAME	PROGRESS
Include EEO and diversity principles in People Services 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 policies and processes include EEO and diversity principles. <ul style="list-style-type: none">• Policies, guidelines and processes checked.	Manager People Services	Ongoing	

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
<p>Ensure that Employee Relations personnel maintain knowledge of current EEO and diversity principles and practices and incorporate these into negotiations which may result in workplace change.</p> <p>Ensure that all agreements incorporate EEO and diversity principles and practices in accordance with Departmental policy and EEO legislation.</p> <ul style="list-style-type: none"> • Check all new draft agreements prior to finalisation. 	<p>Employee Relations personnel have current knowledge of EEO principles and practices and incorporate these into negotiations which may result in workplace change.</p> <p>All agreements include EEO and diversity principles and practices</p> <ul style="list-style-type: none"> • All new draft agreements checked prior to finalisation. 	<p>Manager People Services / Coordinator Employee Relations</p> <p>Manager People Services / Coordinator Employee Relations</p>	<p>Ongoing</p> <p>Ongoing</p>	

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>Ensure flexible, family friendly work practices such as part-time arrangements and telecommuting are available at all levels in the Department, and are 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 all job advertisements. 	<p>Flexible, family friendly work practices such as part-time arrangements and telecommuting are 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 all job advertisements. 	<p>Manager Workforce Services & Planning</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant • Recruitment Officer 	<ul style="list-style-type: none"> • June 2004 • Annually • Ongoing • December 2003 • Ongoing – to commence January 2004 	

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"> • June 2004 • July 2004 	
<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>July 2004</p>	
<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>	

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>Increase the number of Carer's Rooms in the Department.</p> <ul style="list-style-type: none"> • Survey all cost centre managers to determine which work areas already have Carer's Rooms, and assess the feasibility of developing a room for those without. • Send memo from responsible Director asking work centres to establish Carer's Rooms where feasible. <p>Encourage employees to keep 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>Number of Carer's Rooms in the Department is increased.</p> <ul style="list-style-type: none"> • Cost centre surveyed and determinations and assessments made. • Memo sent. <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>Corporate Executive / Managers</p> <ul style="list-style-type: none"> • Manager People Services • Manager People Services / Directors <p>Managers</p> <ul style="list-style-type: none"> • On-line Services Officer (PSB) • Recruitment Officer / Managers 	<p>December 2004</p> <ul style="list-style-type: none"> • June 2004 • September 2004 <p>Ongoing</p> <ul style="list-style-type: none"> • December 2003 • Ongoing 	

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>Review Job Application Forms and amend as necessary to ensure these comply with the Public Sector Standards and EO legislation.</p> <p>Include as a statement in all vacancy advertisements "We are an Equal Employment Opportunity employer committed to improving workforce diversity. "</p> <ul style="list-style-type: none"> • Check all advertisements include the statement. 	<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>Job Application Forms reviewed and amended as necessary.</p> <p>All vacancy advertisements include the statement.</p>	<p>Policy & Diversity Consultant</p> <p>Policy & Diversity Consultant / Managers</p> <p>Managers</p> <p>Policy & Diversity Consultant</p> <p>Recruitment Officer</p>	<p>Ongoing</p> <p>Ongoing</p> <p>December 2003</p> <p>Ongoing – to commence by September 2003</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>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>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>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>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>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> <ul style="list-style-type: none"> • Recruitment Officer <p>Manager Workforce Services & Planning / Managers</p> <ul style="list-style-type: none"> • Recruitment Officer <p>Manager, Workforce Services & Planning</p>	<p>December 2003</p> <p>December 2005</p> <ul style="list-style-type: none"> • Ongoing <p>Ongoing – to commence by January 2004</p> <ul style="list-style-type: none"> • December 2003 • Ongoing – to commence by January 2004 <p>Ongoing</p> <ul style="list-style-type: none"> • Annually 	

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>Advise employees of updates via broadcast email and/or their managers.</p> <p>Include as a 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. 	<p>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>All EOI circulars include the statement.</p>	<p>Policy & Diversity Consultant</p> <p>Policy & Diversity Consultant / Managers</p> <p>Managers</p> <p>Recruitment Officer</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing – to commence by September 2003</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 & Planing</p>	<p>Ongoing</p> <ul style="list-style-type: none"> • Annually 	

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 policy and procedures on organisational learning and ensure it incorporates equity and diversity principles.	Policy is reviewed and updated as necessary to incorporate equity and diversity principles.	Coordinator Organisational Learning & Development	June 2004	
Promote policy and procedures on organisational learning throughout the Department via broadcast email and/or managers.	Policy and procedures are promoted throughout the Department.	Coordinator Organisational Learning & Development / Managers	July 2004	
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	

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 and other career development programs are offered and promoted to a diverse range of employees.</p> <ul style="list-style-type: none"> • Check the diversity of employees nominated to participate and take necessary steps to address imbalances. • Continue to offer strong encouragement for all nominated employees to participate in programs. <p>Make provision to cater for the specific learning needs of people from diversity groups in training courses provided by the Department, as required.</p>	<p>Departmental leadership and other career development programs are offered and promoted to a diverse range of employees.</p> <ul style="list-style-type: none"> • Diversity checked and imbalances addressed. • All nominated employees strongly encouraged via letter and in person to participate in programs. <p>Participation in programs is reflective of the diversity in the Department.</p> <p>The specific learning needs of people from diversity groups are catered for in training courses provided by the Department, as required.</p>	<p>Coordinator Organisational Learning & Development</p> <ul style="list-style-type: none"> • Coordinator Organisational Learning & Development / Managers <p>Coordinator Organisational Learning & Development</p>	<p>Ongoing</p> <p>Ongoing</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 and promotions to determine if people from diversity groups are selected proportionally at rates comparable with others at the same level, and provide results to EEO and Diversity Committee.</p> <p>Compare selection rates of different groups over time to monitor progress in achieving EEO and Diversity Management Plan objectives, and provide results to EEO and Diversity Committee.</p> <p>Collect and examine data on transfers, secondments and temporary deployment (acting) to determine if people from diversity groups are represented proportionally at rates comparable with others at the same level and monitor progress in achieving EEO and Diversity Management Plan objectives. Provide results to EEO and Diversity Committee.</p>	<p>Data examined and selection rates determined. Results provided to EEO and Diversity Committee.</p> <p>Selection rates compared, progress monitored and results provided to EEO and Diversity Committee.</p> <p>Data examined and representation rates determined.</p> <p>Progress monitored and results provided to EEO and Diversity Committee.</p>	<p>Manager Workforce Services & Planning</p>	<p>Annually</p> <p>Annually</p> <p>Annually</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>Compare retention rates of different groups over time to ascertain differences and monitor progress in achieving EEO and Diversity Management Plan objectives, and provide results to EEO and Diversity Committee.</p> <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. • Customize Concept so that exit interviews are automatically forwarded via email to terminating employees. • Set up exit interview database and enter data. <ul style="list-style-type: none"> • Run regular reports, analyse data and report to Corporate Executive. • Refer relevant issues to EEO and Diversity Committee to address. 	<p>Retention rates compared, progress monitored and results provided to EEO and Diversity Committee.</p> <p>Proportion of terminating employees completing exit interviews increased by 20%.</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> <p>Manager Workforce Services & Planning</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant • Consultant Systems Development/ Applications Support • Consultant Systems Development/ Applications Support / Policy & Diversity Consultant • Policy & Diversity Consultant 	<p>Annually</p> <p>Ongoing</p> <ul style="list-style-type: none"> • December 2003 • Annually • Ongoing 	

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
Conduct regular audits on EEO and diversity practices in the Department.	Regular audits conducted.	Manager Management Audit	Every 3 years	
Provide audit results to the EEO and Diversity Committee and Corporate Executive for consideration and action as necessary.	Audit results provided.			
Conduct regular audits on compliance with the Public Sector Standards.	Regular audits conducted.		Every 2 years	
Provide audit results to the EEO and Diversity Committee and Corporate Executive for consideration and action as necessary.	Audit results provided.			
Provide sufficient funding and resourcing to allow all 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	Adequate funding and resourcing provided.	Corporate Executive	Ongoing	
	Occurrences and expenditure analysed, equitability determined and reported to Committee.	Coordinator Organisational Learning & Development	Annually	

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.• Input data into Concept.• Run diversity reports.	<p>Survey developed and conducted.</p> <ul style="list-style-type: none">• Incentive provided.• Data input.• Reports run. Reports accurately reflect diversity in the Department and meet annual reporting obligations to OEE0.	<p>Manager People Services</p>	<p>December 2003</p> <ul style="list-style-type: none">• March 2004• June 2004	

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 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>Managers</p> <ul style="list-style-type: none"> • Manager People Services 	<p>Ongoing</p> <ul style="list-style-type: none"> • December 2003 	
<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>October 2003</p> <ul style="list-style-type: none"> • Annually 	
<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 Directors</p>	<p>August 2003</p> <p>Set by September 2003/ Met by June 2005</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>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>Advise senior management of government initiatives that are relevant to Indigenous employment.</p> <p>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 ➤ via broadcast email and/or managers. <ul style="list-style-type: none"> • Maintain record of promotions and updates. 	<p>Strategies are developed and implemented through the Strategy for Aboriginal Employment and Development</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>Information regarding initiatives is disseminated to senior management.</p> <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 ➤ as appropriate. <ul style="list-style-type: none"> • Record maintained. 	<ul style="list-style-type: none"> • Aboriginal Employment & Development (AED) Officer • Policy & Diversity Consultant <p>Manager People Services</p> <p>AED Officer</p> <ul style="list-style-type: none"> ➤ Director Strategic Development & Corporate Affairs ➤ AED Officer / Managers • AED Officer 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <ul style="list-style-type: none"> ➤ Annually ➤ Ongoing • Ongoing 	

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 that Indigenous employees are regularly consulted about, and have opportunity to participate in all 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 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>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</p>	<p>June 2003</p> <p>October 2003</p>	
<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.</p> <p>Results reported to EEO and Diversity Committee and Corporate Executive.</p>	<p>AED Officer</p>	<p>December 2003</p> <p>March 2004</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.</p> <p>Training completed by all new employees.</p> <ul style="list-style-type: none"> Arrangement for training incorporated into induction program. Record maintained 	<p>Coordinator Organisational Learning & Development / Managers</p> <ul style="list-style-type: none"> Coordinator Organisational Learning & Development 	<p>December 2005</p> <p>Ongoing - commence by January 2004</p> <ul style="list-style-type: none"> December 2003 Ongoing 	

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>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>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>One camp held in each region</p> <ul style="list-style-type: none"> • Record maintained <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. • 20% of job advertisements mention Ceremonial Leave and other flexible work practices. • Record maintained. • All requests considered and accommodated where possible. 	<p>Coordinator Organisational Learning & Development</p> <p>Manager Workforce Services & Planning</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant • Policy & Diversity Consultant / Managers • Recruitment Officer • Managers 	<p>Annually</p> <ul style="list-style-type: none"> • December 2003 • Ongoing – 20% per annum • Ongoing • Ongoing 	

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>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>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>There is Departmental and employee involvement in suitable activities and events.</p> <ul style="list-style-type: none"> • Employees advised. • Record kept. <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>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>Corporate Executive</p> <ul style="list-style-type: none"> • AED Officer <p>Bush Rangers Coordinator</p> <p>AED Officer to coordinate with regional officers</p> <ul style="list-style-type: none"> • Director Strategic Development & Corporate Affairs in consultation with Indigenous Heritage Unit and AED Officer 	<p>As events and activities arise.</p> <ul style="list-style-type: none"> • Ongoing <p>Ongoing</p> <ul style="list-style-type: none"> • Ongoing - report annually <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 conduct Aboriginal traineeship and cadetship programs with a view to increasing the number of trainees and cadets in the Department.</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>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 on % that are Indigenous. 	<p>Programs are continued.</p> <p>The number of Aboriginal trainees and cadets in the Department is increased.</p> <p>Policy developed and implemented and made available via broadcast email and the CALMweb</p> <p>At least 20% of jobs are advertised in Indigenous media and through Indigenous networks.</p>	<p>Coordinator Organisational Learning & Development</p> <p>Coordinator Organisational Learning and Development / Policy & Diversity Consultant</p> <p>Recruitment Officer (Managers to approve)</p>	<p>Ongoing</p> <p>December 2003</p> <p>Ongoing Report annually</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 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. • At least 3 job advertisements per year 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 / AED Officer • Recruitment Officer (Managers to approve) 	<p>Ongoing</p> <p>December 2003</p> <p>Ongoing</p>	
<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 / AED Officer</p>	<p>December 2003</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
See above.	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	June 2005	

Note: It is anticipated that additional strategies will included under Objective 16 of the Plan with the further development and finalisation of the Department’s Strategy for Aboriginal Employment and Development.

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>Until women are better represented on Corporate Executive, co-opt lower-level women for defined periods to provide broader input into decision making.</p> <p>Encourage senior women to participate in the Senior Women’s Network.</p> <ul style="list-style-type: none"> • Promote the network via broadcast email and in the New Employee Handbook. • Provide relevant information to Network members on a regular basis. <p>Develop pregnancy policy/guidelines and advise employees of these via broadcast email, managers and the CALMweb.</p>	<p>All committees, working groups and other decision-making groups include female representatives.</p> <ul style="list-style-type: none"> • Gender balance checked. <p>Where there are no permanent or acting women on Corporate Executive, at least one woman is co-opted for a defined period.</p> <p>Membership is maintained.</p> <ul style="list-style-type: none"> • Network is promoted via broadcast email and New Employee Handbook is updated accordingly. • Relevant information is provided to Network members on a regular basis. <p>Pregnancy policy/guidelines developed and employees advised.</p>	<p>Corporate Executive/ Managers</p> <p>Corporate Executive</p> <p>Manager Workforce Services & Planning</p> <p>Consultant Corporate Health / Policy & Diversity Consultant / Managers</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <ul style="list-style-type: none"> • December 2003 • Ongoing <p>September 2003</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 with diverse management styles, and through the use of other appropriate text and images, in job advertisements and 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. • At least 3 job advertisements per year 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 • Recruitment Officer (Managers to approve) 	<p>Ongoing</p> <ul style="list-style-type: none"> • December 2003 • Ongoing – to commence January 2004 	

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 vacancy advertisements and job information kits encourage applicants to consider skills and abilities gained outside the paid workforce when addressing selection criteria, and that 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. • Check whether this information is required for job advertisements, include as necessary, and keep a record of these. <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; and ➤ include awareness of gender differences, particularly in relation to performance at interview <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>Applicants refer to skills and abilities gained outside the paid workforce when addressing selection criteria</p> <ul style="list-style-type: none"> • Kit reviewed and updated. • All selection criteria for advertised vacancies checked and amended as necessary. • Checked for possible inclusion. Information is included in at least 3 job advertisements per year. Record kept. <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>Manager Workforce Services & Planning</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant • Consultant Personnel • Recruitment Officer <p>Policy & Diversity Consultant</p>	<p>Ongoing</p> <ul style="list-style-type: none"> • December 2003 • Ongoing • Ongoing <p>December 2003</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 <p>do not contain technical or other specialised requirements that are not essential to the role or can be learnt on the job.</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>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>Selection criteria for management positions reviewed and amended as necessary.</p> <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>Gender information collected.</p> <ul style="list-style-type: none"> • Information analysed, progress monitored and results reported to EEO and Diversity Committee. 	<p>Consultant Personnel / Managers</p> <p>Manager Workforce Services & Planning</p> <ul style="list-style-type: none"> • Recruitment Officer (Managers to approve) <p>Manager Workforce Services & Planning</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant 	<p>Ongoing</p> <p>June 2003</p> <ul style="list-style-type: none"> • Ongoing – to commence July 2003 <p>Ongoing</p> <ul style="list-style-type: none"> • Annually 	

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
See above.	<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>	Executive Director	June 2005	

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 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 literacy training and provide results to EEO and Diversity Committee. <p>Publicly recognise the contributions of people from culturally diverse backgrounds eg. 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>Inform employees of mechanisms available to them to attain recognition of overseas qualifications and experience, and ensure this information is available on the CALMweb.</p>	<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 literacy training has been completed. <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. <p>Employees advised. Information made available on the CALMweb.</p>	<p>Coordinator Organisational Learning & Development</p> <ul style="list-style-type: none"> • Managers • Consultant Learning Programs <ul style="list-style-type: none"> ➤ Managers ➤ Director Strategic Development & Corporate Affairs <p>Policy & Diversity Consultant</p>	<p>Ongoing</p> <ul style="list-style-type: none"> • June 2004 • Ongoing • Annually <ul style="list-style-type: none"> ➤ Ongoing ➤ Annually <p>June 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>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>Advise employees who are fluent in other languages about how they can seek a Language Allowance, and ensure this information is available on the CALMweb.</p> <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>Database established.</p> <ul style="list-style-type: none"> • Survey conducted. • Data input. • All employees advised. <p>Employees advised. Information made available on the CALMweb.</p> <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>Manager Workforce Services & Planning</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant <p>Policy & Diversity Consultant</p> <p>Policy & Diversity Consultant</p>	<p>June 2004</p> <ul style="list-style-type: none"> • March 2004 • June 2004 • July 2004 <p>December 2003</p> <p>December 2003</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
See above.	<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>	Executive Director	June 2005	

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>Continue to refer all advertised vacancies to employment agencies specialising in recruitment of people with disabilities.</p> <ul style="list-style-type: none"> Maintain a record of people with disabilities selected for positions following this process. 	<p>All advertised vacancies referred to employment agencies specialising in recruitment of people with disabilities.</p> <ul style="list-style-type: none"> Record maintained. 	<p>Manager People Services Branch</p> <ul style="list-style-type: none"> Manager Workforce Services & Planning 	<p>Ongoing</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>Conduct regular audits of Departmental buildings, services and facilities to identify those that are not accessible to employees and volunteers with disabilities.</p> <ul style="list-style-type: none"> Send timely memo to all cost centre managers advising of this requirement. 	<p>Regular audits conducted and buildings, services and facilities that are not accessible are identified.</p> <ul style="list-style-type: none"> Memo sent. 	<p>Managers</p> <ul style="list-style-type: none"> Policy & Diversity Consultant 	<p>Every 3 years</p>	
<p>Take necessary action to improve access to buildings, services and facilities identified as inaccessible.</p> <ul style="list-style-type: none"> Send memo asking all cost centre managers what action will be taken. Send follow-up memo asking what action has been taken. 	<p>Action is taken to improve access to buildings, services and facilities identified as inaccessible.</p> <ul style="list-style-type: none"> Memo sent. Memo sent. 	<p>Managers</p> <ul style="list-style-type: none"> Policy & Diversity Consultant 	<p>Ongoing</p> <ul style="list-style-type: none"> Upon completion of audit. Six months after initial memo sent. 	

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>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 regularly of availability of funds via broadcast email. Make information available on the CALMweb. 	<p>Funding provided as appropriate.</p> <ul style="list-style-type: none"> Broadcast email sent. Information available on the CALMweb. 	<p>Director Corporate Services</p> <ul style="list-style-type: none"> Policy & Diversity Consultant 	<p>Ongoing</p> <ul style="list-style-type: none"> Annually/prior to audit. October 2003 	
<p>Ensure that all venues for training and other Departmental events attended by employees are accessible to people with disabilities.</p> <ul style="list-style-type: none"> All proposed venues checked for accessibility prior to finalisation. 	<p>All venues for training and other Departmental events are accessible to people with disabilities.</p> <ul style="list-style-type: none"> All proposed venues checked. 	<p>Managers</p>	<p>Ongoing</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>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.</p> <ul style="list-style-type: none"> Check information is provided to builders/contractors. 	<p>Information is provided to builders/contractors.</p>	<p>Managers</p>	<p>Ongoing</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>Carefully 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 eg. possession of a drivers 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>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> <p>February 2004</p> <ul style="list-style-type: none"> • Ongoing – to commence March 2004 	
<p>Develop Chronic Illness policy/guidelines and advise employees of these via broadcast email, managers and the CALMweb.</p>	<p>Chronic Illness policy/guidelines developed and employees advised.</p>	<p>Consultant Corporate Health / Policy & Diversity Consultant / Managers</p>	<p>September 2003</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>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>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>Training provided as required.</p> <ul style="list-style-type: none"> • Training providers identified. • Employees advised • Trainer details placed on CALMweb. 	<p>Manager People Services</p> <p>Managers</p> <ul style="list-style-type: none"> • Policy & Diversity Consultant 	<ul style="list-style-type: none"> • March 2004 • June 2004 • July 2004 <p>Ongoing</p> <ul style="list-style-type: none"> • June 2004 • July 2004 	

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
See above.	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	June 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>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 biannually 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>Social support network for young employees is established and maintained.</p> <ul style="list-style-type: none"> Regular contact made. <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> <p>Policy & Diversity Consultant</p> <ul style="list-style-type: none"> Coordinator Organisational Learning & Development 	<p>December 2003</p> <ul style="list-style-type: none"> Quarterly <p>Ongoing</p> <ul style="list-style-type: none"> December 2003 December 2003 December 2003 	

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	September 2003	
Incorporate training in Good Working Relations into the Graduate Recruit Program.	Training in Good Working Relations is incorporated into the Graduate Recruit Program.	Coordinator Organisation learning & Development / Policy & Diversity Consultant	Annually	
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.	Coordinator Organisation learning & Development	Annually	
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.	Coordinator Organisation learning & Development	October 2003	
			December 2003	
Continue to promote the Department as an employer of choice at educational institutions, career expos and other suitable forums.	Department is promoted as an employer of choice at educational institutions, career expos and other suitable forums.	Coordinator Organisation learning & Development	Ongoing	

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
See above.	Improved retention of youth Number of youth is increased in accordance with Equity and Diversity Plan 2001 – 2005 objectives.	Executive Director	June 2005	